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wisegroup

THE WISE GROUP
FINANCIAL STATEMENTS
31 MARCH 2026

COMPANY REGISTRATION NUMBER: SC091095
SCOTTISH CHARITY NUMBER: SC004089

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Board of Directors

Neil McLachlan, Chair **
Julia Mulloy, Vice Chair **
Sean Duffy, Chief Executive
Charlotte Hogg **
Karyn McComiskie-Wood **
James Robbins *
Chris Deery * - appointed 1 April 2026
Penelope Cooper* - resigned 23 February 2026
Alasdair Black* - resigned 16 July 2025

* Finance & Audit Committee Member
** People Committee Member

Key Management Personnel

Sean Duffy, Chief Executive
Jacqueline Gourlay, Finance & Strategy Director
Suzanne McWilliams, Enterprise Delivery Director
Alexander Warren, People & Culture Director
Victoria Carson, Engagement & Influence Director
Panayota Karanicolas, UK Head of Justice Services
Sean Donnelly, UK Head of Employment & Skills Services

Company Secretary

Donna Neeson

Registered company name, office and principal address

The Wise Group
Third Floor, Doges Templeton Business Centre
62 Templeton Street
Glasgow, G40 1DA

Auditors

CT Audit Limited
61 Dublin Street
Edinburgh, EH3 6NL

Bankers

Barclays
Leicester
LE87 2BB

Solicitors

Lindsays LLP
Caledonian Exchange
19a Canning Street
Edinburgh, EH3 8HE

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REPORT OF THE TRUSTEES INCORPORATING THE STRATEGIC REPORT FOR YEAR ENDED 31 MARCH 2026

The Trustees of the Wise Group, who are also the Directors for the purposes of the Companies Act 2006, present their annual report together with the audited financial statements for the year ended 31 March 2026. The trustees who served during the period covered are set out on page three.

This report has been prepared in accordance with the Charities and Trustees Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Charities SORP (FRS102) and the Memorandum and Articles of Association.

Objects of the Company

The charitable objects of the Company are:

1. The prevention and relief of poverty by using the development of insight, data and evidence into civic challenges to develop and deliver associated solutions, using for example relational mentoring to transform lives and lift people out of poverty.

2. The advancement of citizenship and community development through promoting the principles of social enterprise, and in particular through arrangements which advance a social return.

3. Any other analogous purpose.

Public Benefit

The Trustees have had regard to the guidance issued by the Office of the Scottish Charity Regulator on public benefit.

The activities undertaken by the Wise Group during the year demonstrate clear public benefit through the delivery of services which support individuals to overcome barriers associated with poverty, unemployment, financial hardship, and social exclusion.

OVERVIEW OF 2025/26

The year to 31 March 2026 has been characterised by a more constrained external operating environment than anticipated at the start of the period. This included reduced levels of public sector commissioning activity, funding uncertainty in key service areas, and a slower emergence of new programme opportunities.

In response, the Trustees and Operating Board took a series of deliberate decisions to ensure the continued stability and sustainability of the enterprise. These decisions focused on:

- Maintaining delivery quality and customer outcomes
- Protecting organisational capacity and capability
- Exercising disciplined financial management
- Preserving flexibility to respond to future opportunities

The Trustees consider that these actions have ensured the enterprise remains stable, resilient, and appropriately positioned for future growth.

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REPORT OF THE TRUSTEES INCORPORATING THE STRATEGIC REPORT FOR YEAR ENDED 31 MARCH 2026

ACHIEVEMENTS AND PERFORMANCE

During the year, the enterprise continued to deliver high-quality, values-led services across all areas of operation. Despite a constrained external environment, service delivery remained stable, with strong engagement from customers and partners and continued delivery of contractual commitments.

We supported a significant number of individuals and households across the UK, many of whom face complex and interrelated barriers to progression, including unemployment, financial hardship, housing instability, and involvement with the justice system.

Across all services, the Wise Group continued to apply and further develop its relational approach to delivery. This approach, grounded in building trusted relationships and supporting individuals to address multiple barriers, is embedded within service delivery rather than delivered as a standalone programme.

During the year, further progress was made in strengthening, evidencing, and evolving this approach, including:

- Continued application of relational mentoring principles across services
- Development of a clearer and more consistent articulation of the approach
- Strengthening of data, insight, and evidence to demonstrate impact
- Early steps towards codifying the approach to support future scalability and commissioning

The Trustees recognise this as an important area of ongoing development, supporting both delivery quality and future strategic positioning.

During 2025/26 we supported over 47,000 people and households across our services.

	2021/22	2022/23	2023/24	2024/25	2025/26
Employment Services and Skills (ESS)	8,035	9,036	4,296	3,127	1,855
Community Justice (CJ)	37,844	70,378	53,164	9,037	8,433
Energy Advice and Advocacy (EAA)	4,814	5,481	8,809	40,103	35,385
Relational Mentoring			2,198	2,731	1,937
Total Customers Positively Impacted	**50,693**	**84,895**	**68,467**	**54,998**	**47,610**

EMPLOYMENT AND SKILLS SERVICES INCLUDING RELATIONAL MENTORING

Employment and Skills Services continued to deliver strong outcomes across Scotland and the North of England, supporting individuals to progress towards and into employment, education, and training.

During the year, we supported 3,792 individuals through employability, skills and relational mentoring services.

Delivery focused on supporting individuals facing multiple and complex barriers, including long-term unemployment, health-related challenges, and financial hardship.

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Key features of delivery included:

- Continued application of relational approaches to support sustained engagement and progression
- Delivery through community-based venues, improving accessibility and local reach
- Strong partnership working to support referrals and outcomes
- Ongoing support to enable sustained progression beyond initial engagement

Outcomes included progression into employment, education, and training, alongside wider improvements in confidence, wellbeing, and financial stability.

ENERGY SERVICES

Energy Services continued to provide large-scale advice and advocacy support during a period of continued pressure on household energy costs.

During the year, the enterprise supported 35,385 households through Energy Advice and Advocacy services, including the Home Energy Advice Team (HEAT) and HES (ESTAC) programmes.

Delivery focused on supporting households experiencing fuel poverty and financial vulnerability, including:

- Energy advice and advocacy
- Support to access funding, grants, and entitlements
- Assistance with managing energy usage and costs
- Referral to wider support services

The enterprise operated a flexible delivery model aligned to funding cycles, including the mobilisation of seasonal resource to meet peaks in demand.

Key outcomes included:

- Improved household financial resilience
- Increased access to financial and energy-related support
- Reduced risk of fuel poverty for vulnerable households

Despite ongoing volatility in the external environment, delivery remained responsive and maintained at scale.

JUSTICE SERVICES

Justice Services continued to deliver mentoring and support across both community and custodial settings.

During the year, the enterprise supported 8,433 individuals across justice-related services, including:

- Community-based justice programmes across multiple regions
- Custodial delivery, including new delivery within HMP Addiewell
- Women's services and remand support
- Through-the-gate and resettlement activity

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Delivery focused on supporting individuals to address underlying challenges and progress towards more stable and positive outcomes.

Key features of delivery included:

- Application of trauma-informed and relational approaches
- Strong partnership working with statutory agencies
- Support across multiple stages of the justice pathway
- Development of mentoring and peer-based approaches

Outcomes included:

- Improved engagement and stability
- Progression towards employment, training, and reintegration
- Reduction in risk factors associated with reoffending

As well as continuing our ongoing work with the Ministry of Justice we also began an innovative partnership with Sodexo who manage 5 prisons across the UK, including HMP Addiewell. This partnership enables our Relational Mentoring approach to be offered to otherwise unsupported individuals to help them successfully reintegrate into the community following custody.

PEOPLE & CULTURE

During the year, the enterprise maintained a strong focus on supporting, developing, and retaining its workforce, recognising the critical role colleagues play in delivering high-quality services and achieving positive outcomes for individuals and communities.

Colleague engagement remained high, with the most recent survey achieving a score of 4.29 / 5, providing assurance to the Trustees on the strength of the enterprise's culture and overall colleague experience.

Workforce Stability and Capability

The enterprise continued to manage workforce capacity carefully in the context of a changing external environment, including programme transitions and uncertainty in commissioning activity.

This included:

- Supporting colleagues through contract transitions and changes in programme delivery
- Maintaining workforce stability while managing cost pressures
- Aligning workforce planning with both current delivery requirements and anticipated future opportunities

Leadership Capability

A continued area of focus during the year has been the development of leadership capability across the enterprise.

The enterprise has:

- Identified leadership capability as a key enabler of both performance and future growth
- Continued development of structured approaches to leadership development, including Leadership Pathways

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- Focused on strengthening the confidence and capability of People Leaders, particularly those with shorter tenure

This reflects the recognition that consistent, high-quality leadership is central to both colleague experience and delivery performance.

Performance and Development

During the year, further progress was made in developing a more structured and consistent approach to performance and development.

This included the development of the Performance with Purpose framework, which is designed to:

- Align individual performance with the enterprise's objectives
- Strengthen accountability and clarity of expectations
- Support colleague development and progression
- Improve the quality and consistency of performance-related data

The framework has been developed through engagement with colleagues across the enterprise and is currently being piloted to ensure it is effective, proportionate, and aligned with the enterprise's values.

Colleague Wellbeing and Support

The enterprise continues to prioritise colleague wellbeing and support, recognising the demands placed on colleagues delivering services to individuals with complex needs.

During the year:

- Ongoing support was provided to colleagues experiencing both personal and work-related challenges
- Continued focus was placed on managing sickness absence in a balanced and supportive manner
- Additional guidance and support was developed for People Leaders in managing complex colleague situations

Enterprise Culture

The enterprise has maintained a strong, values-led culture throughout the year, characterised by:

- High levels of engagement and commitment from colleagues
- A continued focus on relational approaches to both service delivery and internal working
- Resilience and adaptability in response to external pressures

ENGAGEMENT & INFLUENCE

The enterprise continued to engage with a wide range of stakeholders during the year, including funders, partners, policymakers, and delivery organisations across the public, private, and third sectors.

This activity forms an important part of how the enterprise contributes to wider system change, supports the development of effective services, and ensures that learning from delivery informs both policy and practice.

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Influencing Practice and Systems

Through its delivery experience, insight, and evidence, the enterprise continued to strengthen its role as a trusted contributor to discussions on prevention, system integration, and relational approaches to supporting individuals facing interconnected challenges.

During the year, this included:

- Sharing learning from frontline delivery to inform service design and commissioning approaches
- Contributing to local and national forums and partnership structures
- Promoting approaches that recognise the complexity of individual need and the importance of relational delivery models

This approach is increasingly supported by structured data and insight, enabling a more robust and evidence-based contribution to system discussions.

Data, Insight and Evidence

The enterprise continued to strengthen its data and insight capability during the year, recognising its importance in both improving delivery and influencing wider systems.

This included:

- Continued development and use of internal systems, including REMY and Power BI, to improve visibility of performance and outcomes
- Strengthening the quality and consistency of data capture across services
- Using insight generated from delivery to better understand customer journeys, barriers, and outcomes
- Supporting the ongoing development and verification of social value

This capability enables the enterprise to move beyond anecdotal evidence and contribute more effectively to discussions on what works in supporting individuals facing complex challenges.

It also supports more informed decision-making within the enterprise and enhances its ability to demonstrate impact to funders and partners.

Partnerships and Collaboration

The enterprise continued to strengthen relationships with a range of partners, including statutory agencies, local authorities, community organisations, and national bodies.

During the year:

- Existing partnerships were maintained and developed to support delivery and improve outcomes for individuals
- New relationships were established where this supported service delivery or future opportunities
- Collaborative working approaches were strengthened, particularly within place-based delivery models

These partnerships are critical to delivery effectiveness, system integration, and the development of future strategic opportunities.

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Positioning and Future Opportunity

Engagement, Influence and Strategic Relationship activity, supported by strengthened data and insight, continued to play an important role in positioning the enterprise for future growth, strengthening stakeholder confidence, and supporting the Wise Group's reputation as an evidence-led delivery partner.

During the year, the enterprise:

- Maintained visibility with key stakeholders in advance of commissioning activity
- Strengthened its reputation for delivering high-quality, evidence-led services
- Continued to develop and articulate its approach to delivery, including relational methodologies supported by data and insight
- Built relationships and understanding of local and national priorities to inform future opportunity development

While growth opportunities were limited during the year due to the external environment, this activity supports the enterprise's ability to identify, shape and respond to future commissioning opportunities.

PERFORMANCE AGAINST STRATEGIC OBJECTIVES

During the year, the Trustees continued to monitor performance against the enterprise's five-year Transforming Lives Strategy (2024–2029).

The strategy is centred on three long-term outcomes:

1. Delivery of £1.5 billion in verified social value
2. Establishing a presence across 10 key UK locations ("hubs")
3. Achieving a colleague engagement score of 4.3/5

Progress during the year is set out below.

Social Value

Since the introduction of formal social value measurement, the Wise Group has delivered cumulative verified social value of £136 million, supported by an externally recognised methodology.

During the year:

- Services supported individuals to improve financial stability, access employment, and sustain tenancies
- Energy services contributed to reduced fuel poverty and improved household resilience
- Justice services supported rehabilitation and reintegration outcomes

The enterprise continued to work with external partners to strengthen the measurement and verification of social value, ensuring that impact is robustly evidenced and aligned to recognised methodologies.

Further work has been undertaken to improve the consistency and quality of data capture across services, supporting more accurate measurement and reporting of outcomes.

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Geographic Reach and Place-Based Delivery

The Wise Group continued to deliver services across multiple regions of the UK, including Scotland and the North of England, with a focus on place-based delivery models.

During the year:

- Services were delivered through a network of community venues and partnerships
- We maintained and strengthened our presence in existing locations
- Work continued to identify future geographic opportunities aligned to commissioning and partnership potential

While the external commissioning environment limited expansion opportunities during the year, we have maintained our delivery footprint and continued to build relationships and positioning in key locations.

People and Culture

Colleagues remain central to the delivery of the Transforming Lives strategy.

During the year:

- High levels of colleague engagement were maintained, with the most recent survey achieving a score of 4.29 / 5
- The enterprise continued to invest in leadership capability and organisational development
- Work progressed on the development and piloting of the “Performance with Purpose” framework
- Ongoing focus was placed on colleague wellbeing, support, and retention

In a year characterised by external constraint and reduced growth opportunity, we have:

- Maintained delivery of high-quality services and continued to generate social value
- Sustained its geographic presence and strengthened its positioning for future expansion
- Preserved a strong and engaged workforce

The Trustees consider that progress against the Transforming Lives Strategy remains appropriate given the external environment, maintaining readiness to accelerate progress as conditions improve.

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STRATEGIC OUTLOOK AND FUTURE PLANS

The external environment is expected to remain uncertain in the short term, particularly in relation to public sector commissioning and funding.

Our approach has therefore focused on maintaining operational stability while ensuring readiness to respond to future opportunities.

Building on the progress made during the year, key priorities for the coming period include:

- Strengthening commercial capability and positioning to support future growth
- Expanding place-based delivery in targeted locations where opportunities arise
- Continuing to develop and evidence our relational approach to delivery
- Further enhancing data, insight, and social value measurement capability
- Maintaining strong financial discipline and organisational resilience

The enterprise enters the next phase with:

- A stable financial footing
- A resilient and engaged workforce
- A refined and more adaptable operating model
- Strengthened data, insight, and impact capability
- Clear strategic positioning aligned to future commissioning opportunities

The Wise Group is well positioned to respond to changes in the external environment and to accelerate progress against its strategic objectives as market conditions improve.

STRUCTURE, GOVERNANCE, AND MANAGEMENT.

The charity is governed by the Articles of Association and is a company limited by guarantee.

The Board has overall responsibility for providing strategic direction and ensuring good governance. They participate in sessions and other events to help them understand and develop their responsibilities and accountabilities which include the following:

- Corporate governance – reviewing and monitoring corporate governance, monitoring performance and effectiveness.
- Strategy – providing strategic direction, reviewing, approving, and monitoring enterprise strategy and plans, reviewing and approving investments, where appropriate in line with policy and delegated authorities.
- Performance – reviewing enterprise results and assurance activities.
- Audit, risk management and compliance – monitoring and reviewing the risk management processes, the risk profile and compliance with relevant standards and regulatory requirements.

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- Executive review and culture – selecting and evaluating the Chief Executive, reviewing succession planning, monitoring, and influencing the Wise Group culture, reputation and ethical standards including matters of equality and diversity.

In exercising its responsibilities, the Board delegates matters to two committees and the Chief Executive. In addition, the Chair and the CEO meet on a minimum monthly basis and the CEO connects with each trustee at least once between board meetings.

Committee	Remit	Chair	Meetings
Finance and Audit	To provide the Board with strategic assurance over financial stewardship, risk management, and control systems - support the Board to achieve a culture of integrity, continuous improvement, and resilience across the Wise Group.	Chris Deery	Quarterly
People	To support the Board by providing oversight and assurance in relation to the enterprise's people strategy, culture, workforce capability, employment governance, organisational change and reward and senior remuneration.	Julia Mulloy	Quarterly

Our Board of Directors comprises 7 trustees (noted on page three), including our CEO, and has overall governance responsibility. Neil McLachlan is our Chair and the Board meets quarterly.

The Memorandum and Articles of Association detail the arrangements for the establishment of the Board of Directors:

- The maximum number of directors shall be 12, of whom one shall be the Executive Director (CEO); the minimum number of trustees shall be 3.

- Other than the Executive Director (CEO), each trustee shall be appointed to serve for a fixed term of no more than a period of three years. At the end of the first term a second term of up to three years may be offered subject to the needs of the Board and the recommendation of the appointments committee.

- To ensure efficient and effective trustee succession planning, the Board of Trustees shall establish a trustee appointments committee, chaired by the Vice Chair and comprising of at least two further trustees (one of whom shall be the Chair) and other such members as the Board agrees. This Committee shall meet as required and shall make recommendations to the Board on the appointment of trustees, the formal appointment of trustees being a power reserved to the Board.

- The trustee appointments committee shall ensure there is an adequate skills assessment in place to inform any decision to recommend an appointment.

- The trustees shall, in exercising their powers of appointment also strive to achieve a balance of representation at board level which reflects the diversity within the communities in which the Wise Group operates.

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At present in terms of gender balance, we have 50% female membership which is above the current FTSE 350 level of 43% (February 2026), and the UK charity boards level of 43% (Third Sector 2024).

An insurance policy for Management liability; Directors' and officers' liability insurance is in place.

Our Board induction framework sets out a structured, welcoming and consistent onboarding journey for new Board members. It is designed to help new trustees quickly understand The Wise Group's purpose, strategy and ways of working, while meeting governance and compliance requirements and enabling meaningful contribution early on. It combines essential governance foundations with Wise Group specific context (our Transforming Lives strategy, commercial approach, and evidence-led impact), as well as opportunities to connect with colleagues and see delivery in practice.

The programme takes place over 3 months and includes:

- Before Day 1: Governance and administration essentials
- Month 1: Foundations and connection – to give trustees a strong sense of who we are, what we do, and why it matters.
- Month 2: Governance, oversight and contribution – to provide trustees with further and deeper insight into who we are, what we do, and why it matters.
- Month 3: Impact, embedding and momentum – for trustees to understand the breadth of work, operational model, and impact measures

The induction plan is in place before the new board member begins which is followed by induction discussion to review the key documents required by board members. More broadly, the induction period introduces the culture of the enterprise and their role and responsibilities as a board member.

OPERATING BOARD

Led by our CEO, the Operating Board (noted on page three) comprises 5 Directors (key management personnel). The Operating Board provides strategic leadership and operational oversight to ensure achievement of our purpose through effective and efficient practices. The Operating Board meets weekly and is accountable for the delivery of the strategy of the Enterprise as set by the Board.

The enterprise is broadly split into:

Enterprise Delivery
Responsible for the effective delivery of all contracts and services we provide to our customers and is aligned around our three areas of focus: Justice; Energy; and Employment and Skills.

Core
These are the central and growth functions of the enterprise which comprise Strategic Growth & Development, People and Culture, Company Secretariat, Legal, Health and Safety, Finance, IT, Continuous Improvement & Innovation and Engagement and Influence.

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RISK MANAGEMENT AND INTERNAL CONTROL

The enterprise operates a structured risk management framework designed to identify, assess, and manage risks that may impact the achievement of its strategic objectives. This includes:

- A formal risk register covering strategic, operational, financial, and compliance risks
- Defined ownership of risks and mitigating actions
- Regular review by the Operating Board
- Oversight by the Finance and Audit Committee

Risks are assessed based on likelihood and impact, with mitigating actions implemented to manage exposure to an acceptable level.

The principal risks facing the enterprise during the year were as follows:

Commissioning and funding environment

The enterprise is exposed to changes in public sector commissioning, including delays, reduced activity, and increased competition.

Mitigation: Active pipeline monitoring, strengthened commercial capability, and maintaining a flexible operating model.

Income volatility and financial sustainability

Variability in income levels, including performance-related income, may impact financial stability.

Mitigation: Regular forecasting and scenario planning, tight cost control, and maintenance of appropriate reserves.

Workforce capacity and capability

Delivery is dependent on maintaining a skilled and engaged workforce, with increasing demands during periods of transition.

Mitigation: Investment in leadership capability, workforce planning, and continued focus on engagement and wellbeing.

Delivery performance and contractual compliance

There is a risk of underperformance against contractual requirements.

Mitigation: Regular performance monitoring, use of management information systems, and established quality assurance processes.

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Complexity of customer need

Increasing complexity of customer need may impact delivery, outcomes, and resource requirements.

Mitigation: Adaptation of delivery models, continued application of relational approaches, and targeted support for colleagues.

Data, systems, cyber security and information management

Reliance on digital systems and technology creates risks relating to service availability, cyber security, data quality, system resilience and the protection of sensitive information.

Mitigation: Continued investment in digital infrastructure, data governance and cyber security controls, supported by external IT expertise, recognised security standards and independent assurance. The enterprise maintains ISO 27001 and Cyber Essentials Plus certifications, undertakes regular penetration testing, and has established monitoring, access control, device management, business continuity and disaster recovery arrangements. This reflects the cyber security controls set out in the supporting cyber risk document, including managed IT support, MFA, Microsoft 365 controls, endpoint protection, supplier assurance and incident management arrangements.

Reputation and stakeholder confidence

The ability to secure funding, deliver contracts and maintain trusted relationships depends on protecting the enterprise's reputation and demonstrating strong governance, delivery performance and operational resilience.

*Mitigation***:** Consistent delivery performance, effective stakeholder engagement, clear communication, regular reporting and established governance and assurance processes.

The Trustees review risk appetite as part of the annual planning cycle and are satisfied that the enterprise operates within agreed tolerance levels.

Internal Control

The system of internal control is designed to provide reasonable, but not absolute, assurance against material misstatement or loss.

Key elements of the framework include:

- Clearly defined organisational structure and delegated authority
- Regular financial reporting and budget monitoring
- Established policies and procedures
- Oversight by the Finance and Audit Committee
- Independent external audit

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FINANCIAL REVIEW AND RESULTS

The 2025/26 financial loss of £1,012,361 is primarily due to spend on strategic investment of £425,743 towards achieving our five-year ambitions. Various services also came to a natural end and some rewiring took place across the enterprise, resulting in £276,432 of redundancy costs.

The net position for 2025/26 is classified as a net expenditure deficit of £989,567 in unrestricted funds (2024/25: deficit of £851,358), and a deficit of £22,794 in restricted funds (2024/25: surplus of £22,794). During 2025/26 around 15 individual services were delivered within the three main activity areas of Employment & Skills, Justice and Energy.

The financial results have been presented in accordance with FRS102 and the Charities SORP (FRS102). The Directors have included a Statement of Financial Activities which incorporates the Income and Expenditure Account. This statement shows the funding and the other resources available and how they have been utilised. Funds are analysed between:

- Unrestricted funds (general) which are the resources made available to the Wise Group to further its objectives.
- Designated funds which have been set aside for a specific purpose in the next financial year.
- Restricted funds which are made available to the enterprise for use on restricted activities only.

Comparison of 2025/26 and 2024/25:

- Income decreased to £12,905,720 in the 12 months to March 2026 from £19,099,861 in 2024/25.
- The year-end cash balance was £6,023,544, compared to an opening balance of £7,518,454. £78,500 is held on behalf of Glasgow City Council (2024/25: £178,342).
- Colleague numbers decreased to an average of 274 in 2025/26, with colleague costs of £9,957,725 compared to 392 in 2024/25, with colleague costs for the period of £13,302,303.
- Unrestricted funds decreased to £7,075,790 at 31 March 2026 from £8,065,357 at 31 March 2025. Our unrestricted funds give us the ability to plan, and to retain and invest in colleagues. Our free reserves are £6,426,415, compared to £7,465,321 at 31 March 2025.
- Designated funds increased to £591,699 at 31 March 2026 from £500,000 at March 2025.
- Restricted funds are nil at 31 March 2026 from £22,794 at 31 March 2025.

The total expenditure 2025/26 was £13,918,081. Of this £13,454,879 (96.6%) was incurred on direct charitable activities in pursuit of the Wise Group social objectives, with £55,858 (0.4%) incurred on governance costs. A further £407,344 (3%) was incurred on other strategic development costs to secure funds for the enterprise.

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Pensions

A voluntary contributory money purchase pension scheme was in operation and available to all colleagues in the enterprise based on a sliding scale. The employer contribution is capped at 12% of salary with an employee contribution of 10%, although some colleagues have opted to increase their contribution.

Pension contributions made by the enterprise in the year were £575,844, a decrease of £225,597 compared to 2024/25 mainly due to the decrease in colleague numbers. The enterprise operates a salary exchange scheme for pension contributions which is available to all colleagues. The pension contributions have been allocated between restricted and unrestricted funds as detailed in the expenditure note within Note 1 Accounting Policies.

Funding Sources

Income to support the delivery of the charitable activities was derived from a variety of public and private sources and contracts. These were principally achieved by competitive tendering for public sector contracts through government procurement activities and bidding for grant funding. The main sources of income are set out in Note 2 of the Financial Statements.

The Board of Directors regularly considers the exposure to major risks and the likely impact on income sources and planned expenditure and assessed the best way to mitigate such risks. The principal accounting policies are detailed in Note 1.

Reserves and Funding Position

The purpose of reserves is primarily to ensure the stability and ongoing operation of the enterprise and to provide a source of internal funds for priorities such as strategic investment, capacity building, developing infrastructure and expanding current projects. Reserves are also held to ensure contractual liabilities are met if needed, including redundancy pay, amounts due to creditors and commitments under leases.

Total funds of £7,075,790, 55% of 2025/26 income, are carried forward into 2026/27 to further the aims of the Wise Group and achieve the objectives. The directors of the Wise Group consider reserves in the context of their legal obligations and in our purpose of Lifting People out of Poverty and as such have determined that the Wise Group hold and manage reserves for two main purposes:

1. To enable the Wise Group to be able to successfully navigate unexpected financial or operational adversity such as unplanned reduction in income, unexpected increases in expenditure, or short-term cash flow issues
2. To facilitate achievement of our strategic goal of reinvesting any surplus we make in colleagues and society

The reserves position and intent of the enterprise is formally reviewed by the Finance and Audit Committee against strategic progress with particular emphasis on the growth and people plans and associated financial and risk analysis. This ensures that the reserve position and intended use of any surplus remains in line with the purpose of the enterprise and that they are forward looking and specific to the Wise Group.

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REPORT OF THE TRUSTEES INCORPORATING THE STRATEGIC REPORT FOR YEAR ENDED 31 MARCH 2026

For the financial year ended 31 March 2026 the directors have agreed that our optimum free reserves should be £2m. The free reserves held at the year-end were higher than the target level. Of the total funds carried forward into 2025/26 £57,676 are held as fixed assets for the enterprise's use and are excluded from the free reserves balance. A further £591,699 are held as designated reserves for strategic investment in line with our strategy in 2025/26, the balance of free reserves is therefore £6,426,415.

In 2025/26 the enterprise requires sufficient cash flow to cover costs of funding services until income is earned, investment in line with our strategic aims and to respond to unexpected situations. Financial modelling is undertaken at regular intervals to demonstrate and give reassurance that the income and level of reserves are enough to sustain the enterprise for the foreseeable future. On the basis of these forecasts, and as further detailed in the going concern accounting policy, the directors have a reasonable expectation that the enterprise has adequate resources to continue in operational existence for at least twelve months from the signing of the financial statements.

In supporting the Transforming Lives Strategy the directors have set the expectation that we will invest a portion of excess reserves in each year of the strategy. Such investments will be accompanied by a robust business case that directly ties the investment to one of our three strategic aims. In 2025/26 a total of £425,743 of the expenditure noted above was designated as strategic use of reserves and covered activities such as investment in our REMY CRM, development of our social value investment model, our data & insight platform and IT infrastructure improvements. In the remaining years of Transforming Lives we can expect to see similar themes utilising our free reserves as well as exploration of ways in which we can use reserves to amplify our impact.

As part of our treasury management of the £4,500,000 as at 31 March 2025, £2m matured in May 2025, £1.5m matured in August 2025 and a further £1m matured in November 2025, with £2,000,000 being placed in a 12 month Treasury Fixed Term Deposit account in June 2025 due to mature in June 2026, this is part of a short term strategy whilst discussions around longer term investments are ongoing.

The directors continue to ensure careful cash management and ongoing monitoring is in place to maintain sufficient reserves.

AUDITORS

CT Audit Limited were appointed in December 2021 for a 3-year period, plus a further two, under section 487 of the Companies Act 2006, this is the final year of that period.

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REPORT OF THE TRUSTEES INCORPORATING THE STRATEGIC REPORT FOR YEAR ENDED 31 MARCH 2026

TRUSTEES RESPONSIBILITY STATEMENT

The trustees (who are also directors of the Wise Group for the purposes of company law) 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).

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

1. Select suitable accounting policies and then apply them consistently
2. Observe the methods and principles in the Charities SORP
3. Make judgments and estimates that are reasonable and prudent
4. State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
5. Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose "with reasonable accuracy", at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended).

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the maintenance and integrity of the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable auditor is unaware
- The trustees have taken all the steps that they ought to have taken as a trustee in order to make them aware of any relevant audit information, and to establish that the company's auditors are aware of that information.

The trustees approve the Trustees' Report (including the strategic report) in their capacity as company Directors.

On behalf of the Board,

Neil McLachlan

Neil McLachlan
Chair
Date: 12 September 2026

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE WISE GROUP

Opinion on financial statements

We have audited the financial statements of the Wise Group (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026, and of its 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 requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE WISE GROUP (CONTINUED)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

- the information given in the Trustees' Report, which includes the Strategic Report and the report of the directors, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report, which includes the Strategic Report and the Directors Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

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

Responsibilities of Trustees
As explained more fully in the statement of trustees' responsibilities set out on page 16 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE WISE GROUP (CONTINUED)

Auditor's responsibilities for the audit of the financial statements

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

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

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

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company which were contrary to applicable laws and regulations, including fraud. These included but were not limited to the Companies Act 2006 and Health and Safety Regulations.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

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

- agreement of the financial statement disclosures to underlying supporting documentation;
- enquiries of key management personnel and the trustees;
- review of minutes of board meetings throughout the period; and
- obtaining an understanding of the control environment in monitoring compliance with laws and regulations.

There are inherent limitations in an audit of financial statements and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. We also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the trustees that represented a risk of material misstatement due to fraud.

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE WISE GROUP (CONTINUED)

Use of our report

This report is made solely to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the members and the charitable company's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Jeremy Chittleburgh CA (Senior Statutory Auditor)
For and on behalf of
CT Audit Limited
Chartered Accountants and Statutory Auditor
61 Dublin Street
Edinburgh, EH3 6NL

13 September 2026

CT Audit Limited is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

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STATEMENT OF FINANCIAL ACTIVITIES - INCLUDING INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 31 MARCH 2026

	2025/26 Unrestricted Funds £	2025/26 Restricted Funds £	2025/26 Total £	2024/25 Unrestricted Funds £	2024/25 Restricted Funds £	2024/25 Total £	Note
Income from:							
Charitable activities; -							2
Employment & Skills Services	3,695,704	-	3,695,704	4,648,892	803,346	5,452,238	
Justice Services	3,865,498	-	3,865,498	6,052,329	-	6,052,329	
Energy Services	5,099,955	-	5,099,955	7,308,780	-	7,308,780	
Investments	202,927	-	202,927	285,514	-	285,514	
Donations	-	-	-	1,000	-	1,000	
Other	41,636	-	41,636	-	-	-	
Total	**12,905,720**	**-**	**12,905,720**	**18,296,515**	**803,346**	**19,099,861**	
Expenditure on:							
Charitable activities; -							3
Employment & Skills Services	3,938,083	22,794	3,960,877	4,423,290	780,552	5,203,842	
Justice Services	3,825,195	-	3,825,195	5,723,677	-	5,723,677	
Energy Services	5,724,665	-	5,724,665	8,618,421	-	8,618,421	
Raising Funds							
Business development costs	407,344	-	407,344	382,485	-	382,485	5
Total	**13,895,287**	**22,794**	**13,918,081**	**19,147,873**	**780,552**	**19,928,425**	
Net (expenditure)/Income	**(989,567)**	**(22,794)**	**(1,012,361)**	**(851,358)**	**22,794**	**(828,564)**	
Net movement in funds	**(989,567)**	**(22,794)**	**(1,012,361)**	**(851,358)**	**22,794**	**(828,564)**	
Reconciliation of funds:							
Total funds brought forward	**8,065,357**	**22,794**	**8,088,151**	**8,916,715**	**-**	**8,916,715**	
Total funds carried forward	**7,075,790**	**-**	**7,075,790**	**8,065,357**	**22,794**	**8,088,151**	17

All the activities of the enterprise are classed as continuing.
The notes on pages 28 to 38 form part of these financial statements.

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BALANCE SHEET
AS AT 31 MARCH 2026

	2025/26 £	2024/25 £	Note
Fixed assets:			
Intangible assets	16,372	25,728	8
Tangible assets	41,254	74,258	9
Investment	50	50	10
Total fixed assets	57,676	100,036	
Current assets:			
Debtors	2,301,792	2,339,883	11
Cash at bank and in hand	6,023,544	7,518,454	12
Total current assets	8,325,336	9,858,337	
Liabilities:			
Creditors: Amounts falling due within one year	1,307,222	1,722,678	13
Net current assets	7,018,114	8,135,659	
Total assets less current liabilities	7,075,790	8,235,695	
Provisions for liabilities	-	147,544	14
Total net assets	**7,075,790**	**8,088,151**	
The funds of the charity:			
Unrestricted funds	6,484,091	7,565,357	16/17
Restricted	-	22,794	
Designated funds	591,699	500,000	16/17
Total charity funds	**7,075,790**	**8,088,151**	

These financial statements were authorised for issue by the directors and are signed on their behalf by:

Neil McLachlan 12 September 2026

Neil McLachlan, Chair

Company Number SC091095

The notes on pages 28 to 38 form part of these financial statements.

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STATEMENT OF CASHFLOWS
YEAR ENDED 31 MARCH 2026

	2025/26 Funds £	2024/25 Funds £
Cash flow from operating activities:		
Net cash (used in)/provided by operating activities	(1,695,625)	(2,156,350)
Cash flows from investing activities:		
Interest received	202,927	285,514
Net cash (used in)/provided by investing activities	202,927	285,514
Cash flow from financing activities:		
Interest payable	(2,212)	(5,619)
Repayment of borrowings	-	(4,167)
Net cash (used in) financing activities	(2,212)	(9,786)
Change in cash in the reporting period	(1,494,910)	(1,880,622)
Cash at the beginning of the reporting period	7,514,454	9,399,076
Cash at the end of the reporting period	**6,023,544**	**7,518,454**

Reconciliation of net movement in funds to net cash flow from operating activities

	2025/26 £	2024/25 £
Net movement in funds for the reporting period (as per the statement of financial activities)	(1,012,361)	(828,564)
Adjustments for:		
Interest receivable	(202,927)	(285,514)
Interest payable	2,212	5,619
Amortisation charges	9,356	9,356
Depreciation charges	33,004	36,337
Decrease in debtors	38,091	1,783,992
Decrease in creditors	(415,456)	(3,033,624)
Provisions movement	(147,544)	147,544
Loss on disposal of fixed assets	-	8,504
Net cash provided by/(used in) by operating activities	(1,695,625)	(2,156,350)

Analysis of changes in debt

	At 1 April 2025 £	Cash flows £	At 31 March 2026 £
Cash and cash equivalents			
Cash	7,518,454	(1,494,910)	6,023,544
	7,518,454	(1,494,910)	6,023,544
Borrowings			
Debt due within one year	(4,167)	4,167	-
Debt due after one year	-	-	-
	(4,167)	4,167	-
Total	**7,514,287**	**(1,490,743)**	**6,023,544**

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NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2026

1. Accounting Policies

The Wise Group is a Social Enterprise company, limited by guarantee, registered and incorporated in Scotland; the registered address is Third Floor, Doges, Templeton Business Centre, Glasgow, G40 1DA. The activities and services delivered fall under the three main business areas of Employment & Skills, Justice and Energy.

Basis of Accounting
The financial statements have been prepared under the historical cost convention (as modified for the revaluation of certain fixed assets) and in accordance with the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, applicable accounting standards, 2019 Charities Statement of Recommended Practice ('SORP') and the Financial Reporting Standard (FRS102). The Wise Group meets the definition of a Public Benefit Entity under FRS102. Monetary amounts in these financial statements are rounded to the nearest whole £1 except where otherwise stated.

Going Concern
The Directors believe, having reviewed detailed forecasts, that the enterprise is well placed to manage its business risks successfully despite the current economic position. The Directors have a reasonable expectation that the enterprise has adequate resources to continue in operational existence for at least twelve months from the signing of the financial statements. Thus, they continue to adopt the going concern basis of accounting in preparing the annual financial statements and do not consider there to be any material uncertainty.

Income
Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably. Income represents contracted income, grants and interest received. Interest is included when receivable. Government grants awarded based on incurring specific expenditure are disclosed within the Statement of Financial Activities in the period the approved expenditure takes place and recognised when conditions of grant are met. Other revenue grants are credited to income in the period that conditions for receipt have been complied with.

Expenditure
Expenditure is included in the Statement of Financial Activities on an accrual's basis and is recognised when there is a constructive or legal obligation. Expenditure comprises those costs incurred by the enterprise in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. The indirect costs are largely apportioned using colleagues numbers, particularly full time equivalents. Costs are allocated as detailed in note 3, 4 and 5.

Governance costs (as disclosed in note 4) include those costs associated with meeting the constitutional and statutory requirements of the enterprise and include the audit fees and costs linked to the strategic management of the enterprise.

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NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2026

Intangible Fixed Assets
Expenditure on intangible assets that do not have physical substance are capitalised when it is expected that future economic benefits will flow from the intangible asset to the enterprise. The depreciable amount of an intangible asset is amortised on a straight-line basis over its estimated useful life to the relevant project as follows:

Software	-	Over 4 years

Tangible Fixed Assets
Tangible fixed assets are stated at cost less depreciation. Items costing less than £5,000 are not capitalised. Depreciation is provided on all fixed assets on a straight line basis at rates calculated to write off the cost, less estimated residual value, of each asset over its expected useful life or the term of the asset to which the project relates, whichever is the shorter, as follows:

Furniture/office equipment	-	Over 5 years

Investments
The investment in a joint venture is recognised at cost less any subsequent impairment.

Operating Lease Agreements
Operating leases are recognised over the period of which the lease falls due. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

Pension Costs
The enterprise operates a defined contribution pension scheme. Pension contributions are charged to the statement of financial activities in the period to which they relate.

Taxation
The enterprise is a charity and is recognised as such by HM Revenue and Customs for taxation purposes. As a result, there is no liability to taxation on any of its income.

Reserves
Restricted funds are to be used for specific purposes as laid down, either implicitly or explicitly, by the donor or grant provider. Unrestricted funds comprise funds raised and other income received or generated for general charitable purposes.

Financial Instruments
Financial assets and financial liabilities are recognised when the enterprise becomes a party to the contractual provision of the instrument and are offset only when the enterprise currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

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Financial Assets

Trade and other debtors which are receivable within one year are initially measured at the transaction price. They are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade and other debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in profit or loss for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss. Prepayments are valued at the amount prepaid. Accrued income is measured at the amount recoverable.

Financial Liabilities

Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Where concessionary loans are received these are not discounted in line with PBE34.87 of FRS102.

Provisions are recognised when the charity has an obligation at the reporting date as a result of a past event which it is probable will result in the transfer of economic benefits and that obligation can be estimated reliably. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

Accounting Estimates and Areas of Judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

2. Analysis of income from charitable activities by funder

	2025/26 Unrestricted £	2025/26 Restricted £	2025/26 Total £	2024/25 Total £
Scottish Government	4,931,435	-	4,931,435	8,081,538
National Lottery Comm. Fund	-	-	-	803,346
Local Auth. & Housing Ass.	1,347,811	-	1,347,811	3,074,948
Ministry of Justice	3,609,747	-	3,609,747	3,888,909
Private Sector	2,771,299	-	2,771,299	2,953,049
Other Funders	865	-	865	11,557
Total	12,661,157	-	12,661,157	18,813,347

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NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2026

3. Analysis of expenditure on charitable activities by activity

	2025/26 Employment & Skills Services £	2025/26 Justice Services £	2025/26 Energy Services £	2025/26 Total £	2024/25 Total £
Direct colleague costs	2,233,313	1,799,354	3,266,412	7,299,079	9,882,075
Partnership costs	276,125	521,340	84,338	881,803	2,737,631
Other direct operating costs	359,316	352,378	787,722	1,499,416	2,040,981
Indirect colleague costs	681,991	794,566	915,414	2,391,971	3,104,172
Other indirect costs	382,128	333,143	624,979	1,340,250	1,623,230
Depreciation/ amortisation	12,078	10,529	19,753	42,360	45,693
Governance costs	15,926	13,885	26,047	55,858	112,159
Total	3,960,877	3,825,195	5,724,665	13,510,737	19,545,941

The basis of allocation is employee numbers.

4. Governance costs included in charitable activities costs

	2025/26 £	2024/25 £
Audit fees	24,000	23,500
Legal fees	10,892	65,103
Professional fees	20,966	23,556
Total	55,858	112,159

5. Analysis of expenditure on Business development costs

	2025/26 £	2024/25 £
Direct colleague costs	266,675	316,056
Other direct operating costs	140,669	66,429
Total	407,344	382,485

Business development costs above include all costs attributed to the business development team and business development activity.

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6. Colleague costs

	2025/26 Avg No.	2024/25 Avg No.
The average number of colleagues employed by the enterprise during the year	274	392

Total colleague costs:	**2025/26 £**	**2024/25 £**
Salaries	8,427,881	11,505,532
Social security costs	954,000	995,330
Pension costs	575,844	801,441
	9,957,725	13,302,303

Redundancy costs of £276,432 (2024/25: £458,075) are included within the costs. A total of 35 (2024/25: 57) employees were made redundant during the year, 31 because of services coming to an end and 4 resulting in settlement agreements.

The key management personnel during 2025/26 comprise of the trustees, the Chief Executive, Finance and Strategy Director, Enterprise Delivery Director, People & Culture Director, Engagement & Influence Director, UK Head of Justice Services, UK Head of Employment & Skills Services. The total employee benefits of the key management personnel for the year were £795,095 (2024/25:£923,204). The benefits consisted of remuneration of £709,701 (2024/25:£821,168), inclusive of employers NIC, and defined pension contributions of £85,395 (2024/25:£102,036), all key management personnel are members of the money purchase pension scheme.

Number of employees with total emoluments over £60,000:	**2025/26**	**2024/25**
£60,000 - £69,999	2	4
£70,000 - £79,999	1	2
£80,000 - £89,999	3	1
£90,000 - £99,999	1	1
£130,000 - £139,999	1	1
	8	9

Executive Directors' emoluments:	**2025/26 £**	**2024/25 £**
Chief Executive remuneration	134,671	130,045
Enterprise contributions to money purchase pension schemes: Chief Executive	24,172	23,242

The executive director, Sean Duffy, is remunerated in respect of his duties as Chief Executive, as permitted by the articles of association, and not for acting as a director of the enterprise. No remuneration or other benefits were received by the other Board Directors.

Expenses of £1,267 (2024/25: £5,177) were paid to Board Members in the year.

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7. Depreciation and other operating costs

Other operating costs are detailed below:

Other operating charges:	2025/26 £	2024/25 £
Amortisation	9,356	9,356
Depreciation	33,004	36,337
Operating leases:		
• Vehicles	21,454	28,788
• Multi-functional devices	11,391	11,617
• Land and buildings	193,355	217,346

8. Intangible assets

	CRM Development £	Other Software £	Total £
Cost or valuation			
At 1 Apr 2025	27,743	37,423	65,166
Disposals	(27,743)	-	(27,743)
At 31 Mar 2026	-	37,423	37,423
Amortisation			
At 1 Apr 2025	27,743	11,695	39,438
Charge for year	-	9,356	9,356
Disposals	(27,743)	-	(27,743)
At 31 Mar 2026	-	21,051	21,051
Net book value			
At 31 Mar 2026	-	16,372	16,372
At 31 Mar 2025	-	25,728	25,728

9. Tangible assets

	Furniture/Equipment £	Total £
Cost or valuation		
At 1 Apr 2025	165,018	165,018
At 31 Mar 2026	165,018	165,018
Depreciation		
At 1 Apr 2025	90,760	90,760
Charge for year	33,004	33,004
At 31 Mar 2026	123,764	123,764
Net book value		
At 31 Mar 2026	41,254	41,254
At 31 Mar 2025	74,258	74,258

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10. Investment

	2025/26 £	2024/25 £
Investment in joint venture	50	50

The enterprise holds a 50% shareholding in St Giles Wise Ltd (SC674514). A summary of its 2025 trading results are shown below.

	2025 £	2024 £
Turnover	8,162,400	8,519,896
Administrative costs	(8,162,316)	(8,512,603)
Taxation	(141)	(1,500)
Profit	(57)	5,793
Current assets	1,206,706	1,295,103
Current liabilities	(1,153,859)	(1,242,199)
Net Assets	52,847	52,904

11. Debtors

	2025/26 £	2024/25 £
Trade debtors	400,116	282,668
Amounts owed from joint venture	364,875	426,458
Prepayments	161,036	160,925
Accrued income	1,375,765	1,469,832
Total	2,301,792	2,339,883

12. Cash at Bank and In Hand

The enterprise administers loan schemes on behalf of specific councils, the cash at bank and in hand balance of £6,023,544 (2024/25:£7,518,454) includes the balance of these loan accounts for Glasgow City Council £78,500 (2024/25:£178,342). The amounts are held in a separate bank account specifically designated for the above company and a balance of £78,500 is held in other creditors (2024/25: £178,342).

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13. Creditors

Amounts falling due within one year	2025/26 £	2024/25 £
Trade creditors	269,043	297,446
Taxation and social security	571,713	625,960
Other creditors	207,930	306,782
Loan	-	4,167
Accruals and deferred income	258,536	488,323
Total	1,307,222	1,722,678

Deferred income of £76,944 (2024/25: £176,794), is funding which has been received in this financial period and can be recognised in the following periods when the approved expenditure takes place.

	2025/26 £	2024/25 £
Deferred income balance brought forward	176,794	2,107,211
Amounts deferred in year	2,498,346	6,343,599
Amounts released to the statement of financial activities	(2,598,196)	(8,274,016)
Total	76,944	176,794

	2025/26 £	2024/25 £
Loan repayable within 1 year	-	4,167
Total	-	4,167

14. Provisions

	2025/26 £	2024/25 £
At 1 January	147,544	-
Provided during the year	-	147,544
Released during the year	(147,544)	-
Total	-	147,544

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15. Commitments under Operating Leases

At 31 March 2026, the total future minimum lease payments under non-cancellable operating leases for each of the following periods:

	Land & Buildings 2025/26 £	Land & Buildings 2024/25 £
Within 1 year	125,518	182,799
Within 2 to 5 years	388,373	461,617
Over 5 years	-	13,910
Total	513,891	658,326

16. Analysis of Net Assets between Funds

	Unrestricted Funds 2025/26 £	Restricted Funds 2025/26 £	Total Funds 2025/26 £	Unrestricted Funds 2024/25 £	Restricted Funds 2024/25 £	Total Funds 2024/25 £
Intangible assets	16,372	-	16,372	25,728	-	25,728
Tangible assets	41,304	-	41,304	51,514	22,794	74,308
Current assets	8,325,336	-	8,325,336	9,858,337	-	9,858,337
Current liabilities	(1,307,222)	-	(1,307,222)	(1,722,678)	-	(1,722,678)
Provisions	-	-	-	(147,544)	-	(147,544)
Total	7,075,790	-	7,075,790	8,065,357	22,794	8,088,151

17. Analysis of Charitable Funds

Analysis of movements in unrestricted funds 2025/26

	At 1 Apr 2025 £	Incoming resources £	Outgoing resources £	Transfer of funds £	At 31 Mar 2026 £
General reserve	7,565,357	12,905,720	(13,198,839)	(788,147)	6,484,091
Designated reserve	500,000	-	(696,448)	788,147	591,699
Total funds	8,065,357	12,905,720	(13,895,287)	-	7,075,790

The designated fund will be used to invest in the continuous improvement of our continue to develop our CRM system, improve data strategy, invest in social impact and IT infrastructure, and to cover possible redundancy costs.

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Analysis of movements in unrestricted funds 2024/25

	At 1 Apr 2024 £	Incoming resources £	Outgoing resources £	Transfer of funds £	At 31 Mar 2025 £
General reserve	8,086,715	18,296,515	(18,029,726)	(788,147)	7,565,357
Designated reserve	830,000	-	(1,118,147)	788,147	500,000
Total funds	8,916,715	18,296,515	(19,147,873)	-	8,065,357

Analysis of movements in restricted funds 2025/26

	At 1 Apr 2025 £	Incoming resources £	Outgoing resources £	Transfer of funds £	At 31 Mar 2026 £
NLCF – RC Sunderland	15,436	-	(15,436)	-	-
NLCF – RC North Tyneside & Newcastle	7,358	-	(7,358)	-	-
Total funds	22,794	-	(22,794)	-	-

Analysis of movements in restricted funds 2024/25

	At 1 Apr 2024 £	Incoming resources £	Outgoing resources £	Transfer of funds £	At 31 Mar 2025 £
NLCF – RC Sunderland	-	400,885	(385,449)	-	15,436
NLCF – RC North Tyneside & Newcastle	-	402,461	(395,103)	-	7,358
Total funds	-	803,346	(780,552)	-	22,794

National Lottery Community Fund

Grants from The National Lottery Community Fund – Reaching Communities North East and Cumbria were used to fund the Relational Mentoring Services in Sunderland, North Tyneside and Newcastle.

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18. Defined contribution pension scheme

The enterprise operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the enterprise in an independently administered fund. The pension cost charge represents contributions payable by the enterprise to the fund during the year and amounted to £575,844 (2024/25: £801,441). At 31 March 2026 contributions relating to March pay are included within creditors of £83,449 (2024/25: £101,929). These contributions were paid in April 2026.

19. Ultimate controlling party

There is no ultimate controlling party.

20. Status

The Wise Group is limited by guarantee. Each member is a trustee and has guaranteed an amount of £5.

21. Related parties

There were no payments made to related parties in the year (2024/25: £1,229).

An amount of £3,687,659 (2024/25: £3,928,942) was invoiced to St Giles Wise Ltd during the year, £364,875 (2024/25: £426,458) was due to the Wise Group at 31 March 2026 and is included in the trade debtors amount. The enterprise holds a 50% shareholding in St Giles Wise Ltd.

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