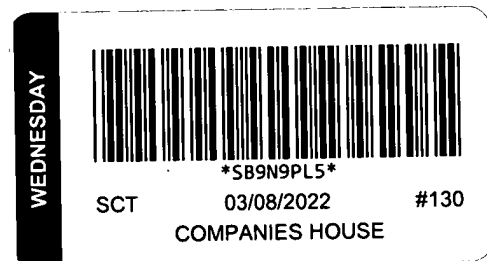


Charity Registration No. SC050432

Company Registration No. SC352287

**SCOTLAND:THE BIG PICTURE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**



## SCOTLAND:THE BIG PICTURE

### LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Mr AG Hepburn Dr ID Hodgson Mr EJ McCandless Dr RG Neville Mr JC Prigmore Mr GB M Routledge Dr LJ Seivwright Mr AJ A Wolffe	(Appointed 16 January 2021) (Appointed 1 May 2021)
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<b>Charity number</b>	SC050432
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<b>Company number</b>	SC352287
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<b>Registered office</b>	Ballintean Glenfeshie Kingussie Inverness-shire PH21 1NX
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<b>Auditor</b>	Mackenzie Kerr Limited Chartered Accountants and Statutory Auditors Redwood 19 Culduthel Road Inverness IV2 4AA
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<b>Bankers</b>	Triodos Bank Nv Deanery Road Bristol BS1 5AS
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# **SCOTLAND:THE BIG PICTURE**

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## **SCOTLAND:THE BIG PICTURE**

### **CHAIRPERSON'S STATEMENT**

**FOR THE YEAR ENDED 31 DECEMBER 2021**

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SCOTLAND: The Big Picture became a charity in September 2020, after a decade of operating as a social enterprise. In a short space of time, we have grown in capacity and influence. With an expanding team of staff, a committed group of trustees, and a strong portfolio of projects, we are now established as a significant player within the rewilding community.

Whilst we have enjoyed rapid growth, we remain a nimble and agile organisation willing to take measured risks to drive the recovery of nature across Scotland. Exemplars include Northwoods, Scotland's first rewilding network focused on small-medium-sized landholdings. Northwoods not only commits more land and water to rewilding, but provides an opportunity for a more diverse range of land managers to contribute to nature restoration. Cairngorms Cranes is another example of our mission to pursue rewilding projects that push boundaries by restoring species that have been absent for decades, if not centuries. There is no better example of this than our Lynx to Scotland project, in partnership with Trees for Life. Returning an apex predator to a country that has long forgotten how to live with large mammals, is a difficult challenge and requires progressive and sensitive management.

Communications and advocacy continue to lie at the heart of SCOTLAND: The Big Picture, and we continue to produce informative and inspiring content that helps to demonstrate the benefits of rewilding for nature, climate, and people. We have had a very favourable response to Riverwoods, our first feature-length documentary. The reach and influence of this ground-breaking film continues to grow, in Scotland and beyond.

Our challenges include continuing to grow during the pandemic, whilst remaining a nimble and agile organisation. In the past year we have become more resilient, more diverse, and enjoy being central to rewilding become mainstream within Scotland. Over the past year our expanding team has remained cohesive, become more resilient, and engaged with a greater diversity of people. We continue to collaborate closely with like-minded organisations to deliver optimal impact.

We thank our supporters, funders and partners and look forward to more rewilding successes in the years to come.



**Ron Neville**

Chairperson

Dated: 26 July 2022

# SCOTLAND: THE BIG PICTURE

## TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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The trustees present their annual report and financial statements for the year ended 31 December 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and "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 (FRS 102) (effective 1 January 2019)".

#### Objectives and activities

The company's objects are:

- To promote for the benefit of the public, ecological restoration as a means of re-establishing biological diversity and abundance in Scotland, and in furtherance of this, to promote the return of missing or threatened native species to their former range.
- To advance the education of the public in the restoration of fully functioning ecosystems and the socio-economic and cultural benefits that can be derived therefrom.

#### Our vision

Our vision is of a vast network of rewilded land and water across Scotland where wildlife flourishes and people thrive.

#### Our mission

SCOTLAND: The Big Picture works to drive the recovery of nature across Scotland through rewilding, in response to the growing climate and biodiversity crises.

#### Achievements and performance

Over the course of 2021, SCOTLAND: The Big Picture continued its work to:

- Drive support for rewilding  
Across all our activities – from our writing, visual media and presentations, to our rewilding experiences, engagement events and practical projects – we showcased positive stories to demonstrate how rewilding works and the benefits it can deliver for Scotland. We continued to work with partners in the Scottish Rewilding Alliance to effectively communicate the benefits of rewilding to key policymakers;
- Commit more land and water to rewilding  
Through our land partnerships, we increased the area of land and water committed to rewilding. By connecting people to the relevant expertise and resources, we supported and enabled changes in land use and management. Through our communications and advocacy, we inspired others to apply rewilding principles and restore nature in their own space.
- Return missing species  
We worked with our land partners and like-minded organisations to expand the range of existing species and return missing native species to our ecosystems. We continued working to bridge divided opinions and create conditions that will allow threatened and lost species to thrive alongside people in Scotland.
- Develop rewilding business  
We worked with our land partners to identify and develop new nature-based business models, and shared stories of those who have already found ways to make rewilding financially sustainable, helping to establish rewilding as a legitimate and economically viable land use in Scotland.

## **SCOTLAND: THE BIG PICTURE**

### **TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)**

#### **FOR THE YEAR ENDED 31 DECEMBER 2021**

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##### **Highlights:**

- We launched our Northwoods Rewilding Network, which ended the year with 38 land partners committing more than 10,000 acres to rewilding.
- We completed production of Riverwoods, a feature-length documentary that shines a light on the state of Scotland's wild salmon and explores the inextricable relationship between fish and forest.
- We played a central role in the launch of the Scottish Rewilding Alliance's Rewilding Nation campaign, featuring an animation and film, and two webinars attended by 5,000 people.
- Working with the Vincent Wildlife Trust and Trees for Life, we completed stage 1 of Lynx to Scotland, a study to evaluate the social feasibility of returning lynx to the Cairngorms and Argyll.
- We launched our NextGen project, recruiting a team of 20 inspirational young people to help us connect better with a younger audience and develop targeted rewilding learning resources.
- We delivered eight Rewilding Retreats, providing unforgettable rewilding experiences to inspire our guests while generating nature-based income to support our charitable work.
- Our Executive Director, Peter Cairns, delivered 18 presentations, virtually and in person, reaching an audience of more than 5,000.
- We had pre-election meetings with the Scottish Green Party, the Scottish Liberal Democrats and Scottish Labour, and two parties referenced rewilding in their manifestos.
- We delivered six podcast interviews, four radio interviews and five TV interviews, and received press coverage in more than 100 online and print publications.
- We held our inaugural Walk for Wilding, a sponsored walk through a rewilding initiative to inspire those taking part while also raising valuable funds to support our work.
- We produced seven extended 'rewilding stories' to showcase positive rewilding action and highlight key issues.
- We delivered three live webinars, reaching an aggregate audience of 1,100.
- We produced nine rewilding advocacy films for like-minded organisations.
- Our '#BigPicture' community expanded to 12,000 supporters.

##### **Financial review**

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to three to six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

##### **Plans for future periods**

2021 saw the launch of a number of key projects and planning completed for several more due to launch in 2022. With a strong foundation of funding secured and the SBP team growing to increase our capacity and capability, we move into 2022 with an exciting array of opportunities before us.

##### Northwoods Rewilding Network

This will continue to be a core project for SBP in 2022 as we increase our number of land partners, committing more land to rewilding across Scotland, and plan for the post-development phase.  
<https://www.scotlandbigpicture.com/northwoods>

##### Riverwoods

2022 will see a screening tour take the Riverwoods documentary across Scotland, with widespread media coverage scheduled as part of this major communications initiative.  
<https://www.scotlandbigpicture.com/riverwoods>

## **SCOTLAND:THE BIG PICTURE**

### **TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)**

#### **FOR THE YEAR ENDED 31 DECEMBER 2021**

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##### Cairngorms Cranes

We plan to launch this important initiative in early 2022 with a development year to consult the local community and seek the necessary permissions for reintroduction of cranes to the Cairngorms.

<https://www.scotlandbigpicture.com/cairngorms-cranes>

##### Lynx to Scotland

2022 will see the publication of the Lynx to Scotland study report, assessing the social feasibility of returning Eurasian lynx to Scotland, and work to deliver on the report's recommendations.

<https://www.scotlandbigpicture.com/lynx-to-scotland>

##### Building Bridges

In early 2022, we will publish a report exploring the social and cultural barriers to rewilding in Scotland, which will form the basis of a project intended to 'build bridges' between different interest groups.

<https://www.scotlandbigpicture.com/building-bridges>

##### Rewilding Retreats

After two years of disruption to our programme of educational Rewilding Retreats due to the COVID-19 pandemic, we hope to deliver a full series of these immersive rewilding experiences in 2022.

<https://www.scotlandbigpicture.com/rewilding-retreats>

##### Scottish Rewilding Alliance

We will continue to play a leading role in this coalition of like-minded organisations, helping to push forward the Rewilding Nation campaign and other advocacy activities.

##### **Structure, governance and management**

The charity is a company limited by guarantee incorporated in Scotland. It is run in accordance with its Memorandum and Articles of Association: Scotland: The Big Picture obtained charitable status on 3 September 2020.

The organisation is run by a Board of Trustees. Decisions are made by the Board at monthly meetings.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr AG Hepburn

Dr ID Hodgson

Mr EJ McCandless

Dr RG Neville

Mr JC Prigmore

Mr GB M Routledge

Dr LJ Seivwright

Mr AJ A Wolffe

(Appointed 16 January 2021)

(Appointed 1 May 2021)

## **SCOTLAND:THE BIG PICTURE**

### **TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2021**

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#### **Statement of trustees' responsibilities**

The trustees, who are also the directors of Scotland:The Big Picture for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that MacKenzie Kerr Limited be reappointed as auditor of the company will be put at a General Meeting.

#### **Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



Mr EJ McCandless  
Trustee

26 July 2022



# SCOTLAND:THE BIG PICTURE

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF SCOTLAND:THE BIG PICTURE

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#### Opinion

We have audited the financial statements of Scotland:The Big Picture (the 'charity') for the year ended 31 December 2021 which comprise the statement of financial activities, the balance sheet and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the 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 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 contained within the annual report. 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **SCOTLAND:THE BIG PICTURE**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE TRUSTEES OF SCOTLAND:THE BIG PICTURE**

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

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires 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
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

##### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

## SCOTLAND:THE BIG PICTURE

### INDEPENDENT AUDITOR'S REPORT (CONTINUED)

#### TO THE TRUSTEES OF SCOTLAND:THE BIG PICTURE

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Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the company's financial statements to material misstatement and how fraud might occur, including through discussions with the directors, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the company by discussions with directors and updating our understanding of the sector in which the company operates.

Laws and regulations of direct significance in the context of the company include The Companies Act 2006, and UK Tax legislation. (See Below)

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the Responsible Individual (RI) drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the RI's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. 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 misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

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



**Mark D Sanderson BSc CA (Senior Statutory Auditor)**  
for and on behalf of MacKenzie Kerr Limited

27 July 2022

**Chartered Accountants**  
**Statutory Auditor**

Redwood  
19 Culduthel Road  
Inverness  
IV2 4AA

## SCOTLAND: THE BIG PICTURE

### STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2021

#### Current financial year

		Unrestricted funds general 2021 £	Unrestricted funds designated 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
	Notes					
<b>Income from:</b>						
Donations and legacies	2	114,845	3,226	78,010	196,081	79,767
Charitable activities	3	222,278	-	202,331	424,609	224,259
Other trading activities	4	-	-	-	-	209
Investments	5	185	-	-	185	304
<b>Total income</b>		<b>337,308</b>	<b>3,226</b>	<b>280,341</b>	<b>620,875</b>	<b>304,539</b>
<b>Expenditure on:</b>						
Charitable activities	6	281,780	-	127,648	409,428	235,913
<b>Net incoming resources before transfers</b>		<b>55,528</b>	<b>3,226</b>	<b>152,693</b>	<b>211,447</b>	<b>68,626</b>
Gross transfers between funds		2,096	-	(2,096)	-	-
<b>Net income for the year/ Net movement in funds</b>		<b>57,624</b>	<b>3,226</b>	<b>150,597</b>	<b>211,447</b>	<b>68,626</b>
Fund balances at 1 January 2021		31,013	-	37,945	68,958	332
<b>Fund balances at 31 December 2021</b>		<b>88,637</b>	<b>3,226</b>	<b>188,542</b>	<b>280,405</b>	<b>68,958</b>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# SCOTLAND:THE BIG PICTURE

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2021

### Prior financial year

		Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes			
<b><u>Income from:</u></b>				
Donations and legacies	2	79,767	-	79,767
Charitable activities	3	141,554	82,705	224,259
Other trading activities	4	209	-	209
Investments	5	304	-	304
<b>Total income</b>		<b>221,834</b>	<b>82,705</b>	<b>304,539</b>
<b><u>Expenditure on:</u></b>				
Charitable activities	6	191,153	44,760	235,913
<b>Net incoming resources before transfers</b>		<b>30,681</b>	<b>37,945</b>	<b>68,626</b>
<b>Net income for the year/ Net movement in funds</b>		<b>30,681</b>	<b>37,945</b>	<b>68,626</b>
Fund balances at 1 January 2020		332	-	332
<b>Fund balances at 31 December 2020</b>		<b>31,013</b>	<b>37,945</b>	<b>68,958</b>

# SCOTLAND:THE BIG PICTURE

## BALANCE SHEET

AS AT 31 DECEMBER 2021

	Notes	2021 £	£	2020 £	£
<b>Fixed assets</b>					
Tangible assets	13		5,122		6,953
<b>Current assets</b>					
Stocks	14	10,420		6,600	
Debtors	15	8,868		2,471	
Cash at bank and in hand		321,574		106,965	
		340,862		116,036	
<b>Creditors: amounts falling due within one year</b>	16	(65,579)		(54,031)	
Net current assets			275,283		62,005
<b>Total assets less current liabilities</b>			280,405		68,958
<b>Income funds</b>					
Restricted funds	17		188,542		37,945
<u>Unrestricted funds</u>					
Designated funds	18	3,226		-	
General unrestricted funds		88,637		31,013	
			91,863		31,013
			280,405		68,958

The financial statements were approved by the Trustees on 26 July 2022



Mr EJ McCandless  
Trustee

Company Registration No. SC352287

# SCOTLAND:THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

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### 1 Accounting policies

#### Charity information

Scotland:The Big Picture is a private company limited by guarantee incorporated in Scotland. The registered office is Ballintean, Glenfeshie, Kingussie, Inverness-shire, PH21 1NX.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Articles of Association, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and "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 (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

#### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

# SCOTLAND: THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

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#### 1 Accounting policies (Continued)

##### 1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

##### 1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings

Straight line over 3 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

##### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

##### 1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

##### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

##### 1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

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



# SCOTLAND:THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 1 Accounting policies (Continued)

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

#### 1.11 Employee benefits

The cost 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 charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 2 Donations and legacies

	Unrestricted funds general 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds general 2020 £
Donations and gifts	114,845	3,226	78,010	196,081	79,767

# SCOTLAND:THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2021

### 3 Charitable activities

	Conservation promotion and education 2021 £	Conservation promotion and education 2020 £
Retreats income	98,780	45,760
Sales and commissions	106,645	109,008
Talks, events and conferences	1,784	2,206
Grants received	169,581	15,000
Project income	39,000	51,930
Other income	8,819	355
	<u>424,609</u>	<u>224,259</u>
Analysis by fund		
Unrestricted funds - general	222,278	141,554
Restricted funds	202,331	82,705
	<u>424,609</u>	<u>224,259</u>
<b>Grants received include:</b>		
Polden puckham charitable fund	-	15,000
Building Bridges	5,000	-
Cairngorms Cranes	5,981	-
Northwoods Projects	100,000	-
Rewilding Escapes	6,250	-
Rewilding Reachout	49,500	-
EF Funding plus training	2,850	-
Other	-	-
	<u>169,581</u>	<u>15,000</u>

### 4 Other trading activities

	Total 2021 £	Unrestricted funds general 2020 £
Merchandise sales	-	209

# SCOTLAND:THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 5 Investments

	Unrestricted funds general 2021 £	Unrestricted funds general 2020 £
Interest receivable	185	304

#### 6 Charitable activities

	Conservation promotion and education 2021 £	Conservation promotion and education 2020 £
Sales and commission costs	73,119	68,605
Project costs	-	25,203
Subcontractor costs	13,984	24,357
Retreats expenses	65,906	39,014
Management fees	9,297	29,503
Talks, events and conference costs	1,231	(70)
Refunds issued	166	1,155
Books and merchandise	3,195	-
Other direct charitable costs	300	461
	167,198	188,228
Grant funding of activities (see note 8)	2,100	-
Share of support costs (see note 9)	235,280	45,958
Share of governance costs (see note 9)	4,850	1,727
	409,428	235,913
<b>Analysis by fund</b>		
Unrestricted funds - general	281,780	191,153
Restricted funds	127,648	44,760
	409,428	235,913

#### 7 Description of charitable activities

##### Conservation promotion and education

Activities which improve public understanding of rewilding and its benefit to nature, climate and people.

# SCOTLAND:THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2021

### 8 Grants payable

	Conservation promotion and education 2021	2020
	£	£
Grants to institutions:		
Other	2,100	-

### 9 Support costs

	Support Governance		2021	Support Governance		2020
	costs	costs		costs	costs	
	£	£	£	£	£	£
Staff costs	177,106	-	177,106	15,037	-	15,037
Depreciation	5,608	-	5,608	5,371	-	5,371
Operating lease charges	560	-	560	840	-	840
Post, print and stationery	1,898	-	1,898	3,811	-	3,811
Insurance	2,025	-	2,025	2,184	-	2,184
Telecommunications	771	-	771	372	-	372
IT software and consumables	9,525	-	9,525	4,258	-	4,258
Travel costs	6,821	-	6,821	733	-	733
Legal and professional fees	21,124	-	21,124	870	-	870
Advertising and marketing	3,941	-	3,941	1,515	-	1,515
Bank charges	1,240	-	1,240	1,909	-	1,909
Taxation	(512)	-	(512)	8,741	-	8,741
Sundry expenses	5,173	-	5,173	317	-	317
Legal and professional fees	-	4,850	4,850	-	1,727	1,727
	<u>235,280</u>	<u>4,850</u>	<u>240,130</u>	<u>45,958</u>	<u>1,727</u>	<u>47,685</u>
Analysed between Charitable activities	<u>235,280</u>	<u>4,850</u>	<u>240,130</u>	<u>45,958</u>	<u>1,727</u>	<u>47,685</u>

### 10 Net movement in funds

	2021	2020
	£	£
Net movement in funds is stated after charging/(crediting)		
Depreciation of owned tangible fixed assets	5,608	5,371
Operating lease charges	560	840

## SCOTLAND:THE BIG PICTURE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 DECEMBER 2021

##### 11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

##### 12 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
Monthly average number of employees	8	1
<b>Employment costs</b>		
	2021 £	2020 £
Wages and salaries	162,215	14,730
Social security costs	11,977	-
Other pension costs	2,914	307
	177,106	15,037

There were no employees whose annual remuneration was more than £60,000.

##### 13 Tangible fixed assets

	Fixtures and fittings £
<b>Cost</b>	
At 1 January 2021	23,467
Additions	3,777
At 31 December 2021	27,244
<b>Depreciation and impairment</b>	
At 1 January 2021	16,514
Depreciation charged in the year	5,608
At 31 December 2021	22,122
<b>Carrying amount</b>	
At 31 December 2021	5,122
At 31 December 2020	6,953

# SCOTLAND:THE BIG PICTURE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 DECEMBER 2021

#### 14 Stocks

	2021 £	2020 £
Finished goods and goods for resale	10,420	6,600

#### 15 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	5,703	1,057
Prepayments and accrued income	3,165	1,414
	8,868	2,471

#### 16 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Corporation tax payable		-	8,741
Other taxation and social security		20,599	2,835
Deferred income		5,198	11,600
Trade creditors		8,035	-
Other creditors		-	3,892
Accruals		31,747	26,963
		65,579	54,031

## SCOTLAND:THE BIG PICTURE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2021

#### 17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 December 2021
	Incoming resources	Resources expended	Balance at 1 January 2021	Incoming resources	Resources expended	Transfers	
	£	£	£	£	£	£	£
Northwoods Rewilding Network	-	(6,701)	(6,701)	140,508	(67,597)	6,701	72,911
Rewilding escapes	13,900	(15,216)	(1,316)	-	-	1,316	-
Riverwoods	51,830	(15,981)	35,849	54,000	(29,450)	-	60,399
Scottish Rewilding Alliance	16,975	(6,862)	10,113	-	-	(10,113)	-
Building Bridges	-	-	-	5,000	(2,915)	-	2,085
Cairngorm Cranes	-	-	-	8,081	(286)	-	7,795
EF funding plus training	-	-	-	2,850	(2,850)	-	-
Rewilding Reachout	-	-	-	49,500	(21,419)	-	28,081
Northwoods Rewilding Fund	-	-	-	18,282	(1,011)	-	17,271
	<u>82,705</u>	<u>(44,760)</u>	<u>37,945</u>	<u>278,221</u>	<u>(125,528)</u>	<u>(2,006)</u>	<u>188,542</u>

## SCOTLAND:THE BIG PICTURE

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2021

#### 18 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds		Movement in funds	
	Incoming resources	Balance at 1 January 2021	Incoming resources	Balance at 31 December 2021
	£	£	£	£
Future Northwoods Rewilding Network costs	-	-	3,226	3,226
	-	-	3,226	3,226

#### 19 Analysis of net assets between funds

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 December 2021 are represented by:							
Tangible assets	-	-	5,122	5,122	6,953	-	6,953
Current assets/(liabilities)	(45,989)	3,226	318,046	275,283	24,060	37,945	62,005
	<u>(45,989)</u>	<u>3,226</u>	<u>323,168</u>	<u>280,405</u>	<u>31,013</u>	<u>37,945</u>	<u>68,958</u>



## **SCOTLAND:THE BIG PICTURE**

### **NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

#### **FOR THE YEAR ENDED 31 DECEMBER 2021**

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#### **20 Related party transactions**

##### **Transactions with related parties**

During the year the charity entered into the following transactions with related parties:

During the year Alan Hepburn, a trustee, received payment of £650 for goods and services provided to the charitable company. These transactions were carried out at an open market value. At the balance sheet date, the trustee was owed £650 (2020 - nil). This loan is considered to be a normal trade debt.

During the year James Shooter Photography, a business owned and operated by employee James Shooter, received payment of £3,151 for goods and services provided to the charitable company. These transactions were carried out at an open market value. At the balance sheet date there were no amounts owed to James Shooter Photography (2020 - nil).

During the year Hamblin & Lee, a business owned and operated by employee Mark Hamblin received payment of £2,314 for goods and services provided to the charitable company. These transactions were carried out at an open market value. At the balance sheet date, the company owed Hamblin & Lee £517 (2020 - nil). This loan is considered to be a normal trade debt.

During the year Mark Hamblin Photography, a business owned and operated by employee Mark Hamblin received payment of £640 for goods and services provided to the charitable company. These transactions were carried out at an open market value. At the balance sheet date, the company owed Mark Hamblin Photography £173 (2020 - nil). This loan is considered to be a normal trade debt.

During the year Peter Cairns Photography, a business owned and operated by employee Peter Cairns received payment of £1,928 for goods and services provided to the charitable company. These transactions were carried out at an open market value. At the balance sheet date, the company owed the trustee nil (2020 - £1,700). This loan is considered to be a normal trade debt.

During the year White Tip Media, a business owned and operated by employee Mat Larkin received payment of £8,530 for goods and services provided to the charitable company. These transactions were carried out at an open market value. At the balance sheet date, there were no amounts owed to White Tip Media (2020 - nil).