

Charity no. SC046025

The Lens
Report and Audited Financial Statements
31 March 2022

The Lens

Reference and administrative details

For the period ended 31 March 2022

Charity number	SC046025	
Registered office and operational address	Robertson House 152 Bath Street Glasgow G2 4TB	
Chair	Maria McGill Ken Barclay	Appointed as chair 26 August 2021, resigned 25 March 2022 Stepped down as Chair, 26 August 2021 Reappointed as Chair 25 March 2022
Trustees	Trustees who served during the year and up to the date of this report were as follows: Ken Barclay Margaret Gibson Maria McGill James Muldoon Paul Noble, Treasurer Callum Stuart Janice West	
Key management personnel	Steve McCreadie, Chief Executive Officer Jane Whitworth, Director of Programmes (until 25 November 2021) Lynne O'Brien, Director of Programmes (from 23 May 2022) Iain Delworth, Director of Operations	
Bankers	The Co-Operative Bank Plc Skelmersdale WN8 6WT	
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD	

The Lens

Report of the trustees

For the period ended 31 March 2022

The trustees present their report along with the financial statements of the charity for the year ended 31 March 2022.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Constitution and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

Purpose, Objectives and Activities

Purpose

The Lens' purpose is to improve people's lives through intrapreneurship.

Objectives

The objectives of The Lens are:

1. Advance citizenship and/or community development by supporting other charities to improve their own capability and capacity through, amongst other services, education, support, guidance and innovation;
2. Enhance, encourage and enable innovation and intrapreneurship within the charities sector;
3. Increase intrapreneurial mind sets, behaviours and skills; and
4. Disseminate learning about innovation and intrapreneurship.

Activities

The Lens conducts the following activities to deliver our purpose and objectives:

- Delivery of our flagship Intrapreneurship Programmes;
- Delivery of other workshops, programmes and courses;
- Support the development of our team;
- Sales and marketing; and
- Development of new products and services.

Achievements and Performance

I am delighted to present our Audited Accounts which represents the sixth full operating year of The Lens. The report covers the period 1 April 2021 to 31 March 2022, though I will take the opportunity to highlight some of our achievements that came to fruition after this period ended.

We are proud of the success we have achieved during 2021-22, particularly in light of the challenges faced as a result of the ongoing global pandemic.

The Lens has embarked on an ambitious growth plan fuelled by £330k of investment. I would like to thank Catalyst for Impact, the Scottish Government through their Adapt & Thrive programme as well as Social Investment Scotland for their support.

This investment has allowed us to increase our sales and marketing capacity and we have created two new roles, a Head of partnerships and a Marketing Executive.

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Report of the trustees

For the period ended 31 March 2022

We have also invested in developing PRISM – our digital intrapreneurship platform. This exciting new product will:

- Provide learning experiences allowing staff and volunteers to turn their ideas into action;
- Promote collaboration across traditional organisational boundaries; and
- Showcase social innovations allowing ideas to be scaled, creating even more impact.

Particular thanks goes to Andrew Barrie at Community Lab whom we have partnered with to drive innovation and intrapreneurship across the third and public sector. This is of particular interest to grant makers, enabling them to provide 'funder plus' activity, developing capacity and capability in their grantees. We will launch with our first funder plus partner The Robertson Trust in August 22.

I would like to highlight our recent work delivered in partnership with the Hunter Foundation and the Social Innovation Partnership. As part of the What Matters 2 U/Family Wellbeing Partnership programme we engaged parents, families and front-line service staff across Clackmannanshire, Dundee and East Ayrshire. We supported 15 ideas that would offer support to families earlier, enabling children to flourish. I'm pleased to say they secured £120k of investment in May this year. The team will continue to support these ideas as they bring them into action.

All of this work is in service of our purpose – improving people's lives. We truly have an opportunity to reach even more people, unlocking their talents, creativity and ambition with our growth strategy.

As with many other organisations we have faced challenging external headwinds including significant levels of staff absence through staff ill health due to Covid. Simultaneously, a challenging recruitment market led to delays in recruiting to key positions.

On behalf of the Board, I would like to thank Steve McCreadie and the team for their perseverance, good will, and application of their outstanding talents during this time.

We continue to work closely with the Scottish Government, aligning well with a number of different priorities, the National Performance Framework and we are proud to support Scotland Can Do. We are also looking forward to contributing to the new National Strategy for Economic Transformation. I believe we can play a key role in delivering the ambition of increased public sector entrepreneurialism. I would like to thank them for their continued support.

Whilst this report only covers the period until the 31st March 2022 it is incumbent upon me to acknowledge the fact that I have stepped back into the role of Chair after Maria McGill stepped down on the 25th March for personal reasons.

It is my privilege to thank my fellow Board members, Margaret Gibson OBE, Callum Stuart, Janice West and James Muldoon whose continued support and insight is hugely valued. I would particularly like to extend my gratitude to Callum Stuart who stepped down on the 25th August after six years of service to the organisation. I wish him all the best in his future endeavours.

Work is underway to recruit a new Chair and widen the Board membership in anticipation of other trustees standing down after their six-year terms have expired. I look forward to welcoming the new trustees and seeing how they support The Lens' ambitious growth plan.

Ken Barclay
Chair, The Lens

The Lens

Report of the trustees

For the period ended 31 March 2022

Financial Review

The Lens Reserve Policy is that we will hold, as a minimum, two months of operating expenses in unrestricted funds but will work towards holding three by December 2023.

This is calculated to be £77,147. At 31 March 2022, the charity held unrestricted general funds of £102,402 (2021: £103,659).

The CEO will update the Board on our reserves position at every meeting when presenting the finance papers. If reserves fall below the expected level an action plan will be put in place.

Going concern

On the basis that the Board has a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future, the Board has adopted the going concern basis of accounting in preparing these financial statements.

Future Plans

The Lens continues to deliver on its mission of improving people's lives through intrapreneurship: building a community of change-makers that inspire and influence others to think and see differently. Through experience in diverse organisations, we know that those closest to the problems faced by our customers often have the best solutions. Intrapreneurship unlocks that potential.

We are about to embark on a period of growth. The past 12 months have been spent putting in the foundations that will enable this to happen. We have recruited into key positions, and I am particularly glad to welcome Lynne O'Brien to the team as our Director of Programmes. She will play a pivotal role in the delivery of our work.

Our digital intrapreneurship platform PRISM will formally launch in August with the Robertson Trust providing access to a number of their grantees. I am excited to see what ideas are developed through the learning on offer and the community that we will nurture.

We will continue to deliver our flagship organisational development Intrapreneurship Programme and build on the success of our place based work in Clackmannanshire, Dundee and East Ayrshire. This work will be truly transformational, engaging people and communities, developing ideas that will improve their lives.

I would like to thank the Board for their ongoing support. In particular, I would like to thank Ken Barclay for stepping back into the role of Chair whilst we recruit to the position and Callum Stuart for his six years of advice, ambition and candidness. I would also like to thank the team for their work, good will and focus on our purpose.

The next 18 months will be pivotal in our long-term success, and I look forward to the accomplishments we will undoubtedly achieve over this exciting new period for The Lens.

Steve McCreadie
CEO, The Lens

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Report of the trustees

For the period ended 31 March 2022

Organisational structure

The Trustees agree the strategy of the Trust and areas of activity for the Trust, including considering risk management, policies and performance. The day to day administration of charity's expenditure, including payments, the account function and general Trust administration is overseen by Steve McCreadie - Chief Executive, supported by Lynne O'Brien, Director of Programmes and Iain Delworth, Director of Operations.

The Trustees who held office during the year under review were:

- K Barclay
- M Gibson
- C Stuart (Stood down 25th August 2022)
- J West
- J Muldoon
- M McGill (Stood down 25th March 2022)

Recruitment, induction and training of new trustees

When looking to appoint new Trustees, the Board may choose to use an open recruitment process or utilise their existing network and make recommendations to the Chair. The Chair will interview prospective Trustees and make recommendations which will be ratified by the Board.

The recruitment of a new Chair will be led by the Vice-Chair, Janice West, with support from the CEO. A recommendation will be made to the Board for their ratification.

All new Trustees will receive an induction to their role. This includes information on their obligations under charity law, as well as the contents of the trust deed. Trustees are also provided with a copy of the Office of Scottish Charity Regulator's (OSCR) 'Guidance for Charity Trustees'.

Funds held as custodian for others

No funds were held as custodian for other during the period ended 31st March 2022.

Public benefit

The Lens is constituted as a charity with its charitable objects stated as 'the advancement of citizenship or community development'.

We do this by working with charities and others to find and develop ideas that are turned into actions that improve lives. In this way, we confer public benefit. Examples of these are new initiatives that have helped support children in need of paediatric palliative care, improved wellbeing of people living with dementia and supporting excluded young people.

Risk management

The Lens is a small but growing charity with a robust approach to managing risk. It has an updated risk management policy in place and agreed by Board. Whilst day to day management of risk and mitigation are delegated to the CEO, the Board have ultimate responsibility.

The Trustees have overall responsibility for ensuring that the organisation operates an appropriate system of controls, financial and otherwise, to provide reasonable assurance that:

- The charity is operating efficiently and effectively;
- Proper records are maintained and financial information, used within the charity or for publication, is reliable; and
- The charity complies with relevant laws and regulations.

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Report of the trustees

For the period ended 31 March 2022

The Lens uses a weighted measurement to assess each risk as recommended by the Charity Commission.

Risks are identified by both the CEO and the Board and logged via the risk register. The register is regularly reviewed at Board meetings to monitor the effectiveness of the control systems in place.

The top three risks and mitigants are:

Risk: Failure to meet financial projections

Mitigants

- Monthly review of marketing activity, sales and budget with escalation to Board where
- Review of Finance Papers and Opportunities Report at each Board meeting;
- Build delivery capacity to allow CEO to spend more time on sales;
- Increase sales and marketing capacity through the appointment of a Head of Partnerships and Marketing Exec;
- Effectively manage relationship with Scottish Government; and
- Secure diversified income streams.

Risk: Increased competitive environment

Mitigants

- Regular review of competitive landscape;
- Clear articulation of our mission and charitable status;
- Continued focus on continuous improvement; and
- Clear communication of the impact of The Lens.

Risk: Non-compliance with regulation and legislation

Mitigants

- Identify key legal and regulatory requirements;
- Allocate responsibility for key compliance procedures;
- Accountants in place to provide support and guidance where required;
- Regularly monitor any changes in regulation and/or legislation;
- Management attend seminars and workshops where necessary;
- Policy Handbook in place and communicated to staff with periodic review; and
- CEO to report any legislative changes that impact The Lens.

Statement of responsibilities of the trustees

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with 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).

The law applicable to charities in Scotland 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 the incoming resources and application of resources, including the net income or expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:

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Report of the trustees

For the period ended 31 March 2022

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to 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 provisions of the charity's constitution. 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.

In so far as the trustees are aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Godfrey Wilson Limited were re-appointed as auditors to the charity during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 14 December 2022 and signed on their behalf by



Ken Barclay - Chair

Independent auditors' report

To the trustees of

The Lens

Opinion

We have audited the financial statements of The Lens (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2022 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 Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulation 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 trustees are responsible for the other information. The other information comprises the information included in the annual 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.

Independent auditors' report

To the trustees of

The Lens

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

Independent auditors' report

To the trustees of

The Lens

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Independent auditors' report

To the trustees of

The Lens

Use of our report

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

Alison Godfrey

Date: 15 December 2022

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

The Lens

Statement of financial activities

For the period ended 31 March 2022

	Note	Restricted £	Unrestricted £	2022 Total £	Restated 2021 Total £
Income from:					
Donations	4	75,000	225,514	300,514	291,762
Charitable activities	5	<u>57,900</u>	<u>121,050</u>	178,950	<u>97,527</u>
Total income		<u>132,900</u>	<u>346,564</u>	479,464	<u>389,289</u>
Expenditure on:					
Raising funds		-	28,983	28,983	37,318
Charitable activities		<u>153,900</u>	<u>279,996</u>	433,896	<u>326,259</u>
Total expenditure	7	<u>153,900</u>	<u>308,979</u>	462,879	<u>363,577</u>
Net income / (expenditure)		(21,000)	37,585	16,585	25,712
Transfers between funds	19	<u>(45,000)</u>	<u>45,000</u>	-	-
Net movement in funds	8	(66,000)	82,585	16,585	25,712
Reconciliation of funds:					
Total funds brought forward		<u>26,327</u>	<u>103,659</u>	129,986	<u>104,274</u>
Total funds carried forward		<u>(39,673)</u>	<u>186,244</u>	146,571	<u>129,986</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 19 to the accounts.

Prior year income and expenditure has been reclassified as detailed in note 2 to the accounts. These are reclassifications only and have no impact on net movement in funds.

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Balance sheet

As at 31 March 2022

	Note	£	2022 £	2021 £
Fixed assets				
Tangible assets	11		11,626	18,569
Intangible assets	12		83,842	-
			95,468	18,569
Current assets				
Debtors	13	17,252		114,820
Cash at bank and in hand		202,861		80,990
		220,113		195,810
Liabilities				
Creditors: amounts falling due within 1 year	14	(59,305)		(40,134)
Net current assets			160,808	155,676
Total assets less current liabilities			256,276	174,245
Creditors: amounts falling due after more than 1 year	15		(109,705)	(44,259)
Net assets	18		146,571	129,986
Funds	19			
Restricted funds			(39,673)	26,327
Unrestricted funds				
Designated funds			83,842	-
General funds			102,402	103,659
Total charity funds			146,571	129,986

Approved by the trustees on 14 December 2022 and signed on their behalf by



Ken Barclay - Chair

The Lens

Statement of cash flows

For the period ended 31 March 2022

	2022 £	2021 £
Cash used in operating activities:		
Net movement in funds	16,585	25,712
Adjustments for:		
Depreciation charges	10,501	8,587
(Increase) / decrease in debtors	97,568	(47,186)
Increase / (decrease) in creditors	12,964	(24,018)
Net cash provided by / (used in) operating activities	137,618	(36,905)
Cash flows from investing activities:		
Loss on disposal of tangible fixed assets	-	2,279
Purchase of tangible fixed assets	(3,558)	(9,766)
Purchase of intangible fixed assets	(83,842)	-
Net cash used in investing activities	(87,400)	(7,487)
Cash flows from financing activities:		
Repayment of borrowing	(13,347)	(7,394)
Cash inflows from new borrowing	85,000	-
Net cash provided in / (used in) financing activities	71,653	(7,394)
Increase / (decrease) in cash and cash equivalents in the year	121,871	(51,786)
Cash and cash equivalents at the beginning of the year	80,990	132,776
Cash and cash equivalents at the end of the year	202,861	80,990

Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	New loan finance £	Other non-cash movements £	At 31 March 2022 £
Cash	80,990	36,871	85,000	-	202,861
	80,990	36,871	85,000	-	202,861
Loans falling due within 1 year	(13,347)	13,347	(5,313)	(14,241)	(19,554)
Loans falling due after 1 year	(44,259)	-	(79,687)	14,241	(109,705)
Total	23,384	50,218	-	-	73,602

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Notes to the financial statements

For the period ended 31 March 2022

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern. The charity holds unrestricted, general reserves of £102,402. The trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of training delivery is deferred until criteria for income recognition are met.

d) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

e) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

f) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

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Notes to the financial statements

For the period ended 31 March 2022

1. Accounting policies (continued)

g) Allocation of support and governance costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities on the following basis, based on staff costs:

	2022	Restated 2021
Raising funds	7.7%	10.4%
Charitable activities	92.3%	89.6%

The restatement of allocation of support and governance costs arises from the reclassification of staff costs between raising funds and charitable activities as detailed in note 2 to the accounts.

h) Tangible fixed assets

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Computer equipment	3 years
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Assets are capitalised where the purchase price exceeds £1,000.

i) Intangible fixed assets

Intangible fixed assets are amortised at rates calculated to write off the assets on a straight line basis over their estimated useful economic lives. Impairment of intangible assets is reviewed where circumstances indicate that the carrying value of an assets may not be fully recoverable. Amortisation is provided at the following rates:

Digital Intrapreneurship Platform (PRISM)	5 years
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Assets are capitalised where the purchase price exceeds £1,000.

j) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

k) Cash at bank and in hand

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

l) Creditors

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

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Notes to the financial statements

For the period ended 31 March 2022

1. Accounting policies (continued)

m) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of loans which are subsequently recognised at amortised cost using the effective interest method.

n) Pension costs

The charity operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

o) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation and amortisation

As described in note 1h and note 1i to the financial statements, depreciation and amortisation are provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

2. Prior period restatements

Prior year income and expenditure has been reclassified as follows and as presented in notes 3, 5 and 7 to the accounts: £97,527 of income from other trading activities has been reclassified as income from charitable activities and £49,271 of expenditure on raising funds (comprising staff and advertising and marketing costs) has been reclassified as expenditure on charitable activities. These are reclassifications only and have no impact on net movement in funds.

The Lens

Notes to the financial statements

For the period ended 31 March 2022

3. Prior period comparatives: statement of financial activities (restated)

	Restricted £	Unrestricted £	2021 Total £
Income from:			
Donations	-	291,762	291,762
Income from charitable activities	-	97,527	97,527
Total income	-	389,289	389,289
Expenditure on:			
Raising funds	-	37,318	37,318
Charitable activities	(6,327)	332,586	326,259
Total expenditure	(6,327)	369,904	363,577
Net income and net movement in funds	6,327	19,385	25,712

Income and expenditure in the prior year has been reclassified as detailed in note 2.

4. Income from donations

	Restricted £	Unrestricted £	2022 Total £	2021 Total £
Scottish Government	-	150,000	150,000	150,000
First Port	75,000	-	75,000	-
Catalyst for Impact	-	70,000	70,000	-
Scottish Enterprise	-	4,950	4,950	63,958
William Grant	-	-	-	40,000
Coronavirus Job Retention Scheme	-	564	564	37,804
Total income from donations	75,000	225,514	300,514	291,762

All income from donations was unrestricted in the prior year.

The Lens

Notes to the financial statements

For the period ended 31 March 2022

5. Income from charitable activities

	Restricted £	Unrestricted £	2022 Total £	Restated 2021 Total £
<i>Grants for the delivery of programmes</i>				
The Hunter Foundation	57,900	-	57,900	-
<i>Sales</i>				
Intrapreneurship programmes	-	44,550	44,550	40,057
Labs and masterclasses	-	76,500	76,500	57,470
Total income from charitable activities	57,900	121,050	178,950	97,527

All income from charitable activities (previously classified as other trading activities) was unrestricted in the prior year.

6. Government grants

The charity receives government grants, defined as funding from Scottish Government, Scottish Enterprise and the Coronavirus Job Retention Scheme to fund charitable activities. The total value of such grants in the period ending 31 March 2022 was £155,514 (2021: £251,762). There are no unfulfilled conditions or contingencies attaching to these grants in the current or prior year.

The Lens

Notes to the financial statements

For the period ended 31 March 2022

7. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	2022 Total £
Wages (note 9)	20,603	248,094	35,318	304,015
Other operating leases	-	-	6,304	6,304
Advertising and marketing	-	40,908	-	40,908
Bank charges	-	-	75	75
Accountancy	-	-	9,468	9,468
Other staff costs	-	-	10,142	10,142
Insurance	-	-	1,763	1,763
Telephone	-	-	886	886
Printing, post and stationery	-	-	1,874	1,874
Travel and subsistence	-	1,233	-	1,233
Staff training	-	-	5,639	5,639
Computer costs	-	-	6,245	6,245
Rent	-	-	1,362	1,362
Professional fees	-	-	15,320	15,320
Subscriptions	-	-	1,038	1,038
Direct delivery costs	-	18,283	-	18,283
Product development	-	24,472	-	24,472
Depreciation	-	-	10,501	10,501
Finance costs	-	-	3,351	3,351
Sub-total	20,603	332,990	109,286	462,879
Allocation of support and governance costs	<u>8,380</u>	<u>100,906</u>	<u>(109,286)</u>	<u>-</u>
Total expenditure	<u>28,983</u>	<u>433,896</u>	<u>-</u>	<u>462,879</u>

Total governance costs were £7,560 (2021: £7,200)

The Lens

Notes to the financial statements

For the period ended 31 March 2022

7. Total expenditure

Prior period comparative (restated)

	Raising funds £	Charitable activities £	Support and governance costs £	2021 Total £
Wages (note 9)	27,221	234,000	34,823	296,044
Other operating leases	-	-	5,469	5,469
Advertising and marketing	-	7,859	-	7,859
Bank charges	-	-	84	84
Accountancy	-	-	7,188	7,188
Other staff costs	-	-	9,121	9,121
Insurance	-	-	2,417	2,417
Telephone	-	-	1,597	1,597
Printing, post and stationery	-	-	1,248	1,248
Travel and subsistence	-	588	-	588
Staff training	-	-	8,474	8,474
Computer costs	-	-	4,133	4,133
Rent	-	-	4,075	4,075
Professional fees	-	-	1,975	1,975
Subscriptions	-	-	965	965
Direct delivery costs	-	3,070	-	3,070
Product development	-	271	-	271
Depreciation	-	-	8,587	8,587
Return of unspent funds	-	(6,327)	-	(6,327)
Finance costs	-	-	4,460	4,460
Loss on disposal	-	-	2,279	2,279
Sub-total	27,221	239,461	96,895	363,577
Allocation of support and governance costs	<u>10,097</u>	<u>86,798</u>	<u>(96,895)</u>	<u>-</u>
Total expenditure	<u>37,318</u>	<u>326,259</u>	<u>-</u>	<u>363,577</u>

The Lens

Notes to the financial statements

For the period ended 31 March 2022

8. Net movement in funds

This is stated after charging:

	2022 £	2021 £
Depreciation	10,501	8,587
Operating lease payments	7,667	11,684
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	Nil
Auditors' remuneration:		
▪ Statutory audit (including VAT)	7,560	7,200
▪ Other services	1,908	-
	<u>19,976</u>	<u>19,471</u>

9. Staff costs and numbers

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	261,750	249,126
Social security costs	24,344	27,856
Pension costs	17,921	19,062
	<u>304,015</u>	<u>296,044</u>

One employee earned between £80,000 and £90,000 during the year (2021: one employee, between £80,000 and £90,000).

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer, Director of Programmes and Director of Operations. The total employee benefits of the key management personnel were £176,350 (2021: £86,472). The Director of Operations and Director of Programmes were not included in key management personnel in the prior year.

	2022 No.	2021 No.
Average head count	<u>6.8</u>	<u>8.0</u>

10. Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

The Lens

Notes to the financial statements

For the period ended 31 March 2022

11. Tangible fixed assets

	Computer equipment £	Total £
Cost		
At 1 April 2021	55,326	55,326
Additions in year	<u>3,558</u>	<u>3,558</u>
At 31 March 2022	<u>58,884</u>	<u>58,884</u>
Depreciation		
At 1 April 2021	36,757	36,757
Charge for the year	<u>10,501</u>	<u>10,501</u>
At 31 March 2022	<u>47,258</u>	<u>47,258</u>
Net book value At 31 March 2022	<u>11,626</u>	<u>11,626</u>
At 1 April 2021	<u>18,569</u>	<u>18,569</u>

12. Intangible fixed assets

	Digital Intrapreneurship Platform (PRISM) £	Total £
Cost		
At 1 April 2021	-	-
Additions in year	<u>83,842</u>	<u>83,842</u>
At 31 March 2022	<u>83,842</u>	<u>83,842</u>
Amortisation		
At 1 April 2021 and at 31 March 2022	<u>-</u>	<u>-</u>
Net book value At 31 March 2022	<u>83,842</u>	<u>83,842</u>
At 1 April 2021	<u>-</u>	<u>-</u>

Digital Intrapreneurship Platform (PRISM) represents the development an online learning platform. Research and development costs recognised as expenditure during the year total £24,472. The platform will be launched in 2022/23 and will be amortised from the date of launch as set out in note 1.

The Lens

Notes to the financial statements

For the period ended 31 March 2022

13. Debtors

	2022 £	2021 £
Trade debtors	-	21,827
Prepayments	3,518	1,879
Other debtors	13,734	16,114
Accrued income	-	75,000
	<u>17,252</u>	<u>114,820</u>

14. Creditors: amounts due within 1 year

	2022 £	2021 £
Trade creditors	2,473	-
Accruals	26,778	19,158
Other taxation and social security	-	7,629
Deferred income (note 17)	10,500	-
Loans (note 16)	19,554	13,347
	<u>59,305</u>	<u>40,134</u>

15. Creditors: amounts falling due after more than one year

	2022 £	2021 £
Loans (note 16)	<u>109,705</u>	<u>44,259</u>

16. Loans

Included in creditors due within and after more than one year are the following loans:

	2022 £	2021 £
Charities Aid Foundation	44,259	57,606
Social Investment Scotland	<u>85,000</u>	-
	<u>129,259</u>	<u>57,606</u>

The Charities Aid Foundation loan is made at a fixed interest rate of 6.5%, and the loan is repayable in full no later than 28 February 2025.

The Social Investment Scotland loan is an interest free loan repayable by 31 December 2026. Repayments commence in January 2023.

The Lens

Notes to the financial statements

For the period ended 31 March 2022

17. Deferred income

	2022 £	2021 £
At 1 April 2021	-	13,424
Deferred during the year	10,500	-
Released during the year	-	(13,424)
	<u>-</u>	<u>(13,424)</u>
At 31 March 2022	<u>10,500</u>	<u>-</u>

Deferred income relates to training programmes invoiced in advanced of delivery.

18. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	11,626	11,626
Intangible fixed assets	-	83,842	-	83,842
Net current assets	(39,673)	-	200,481	160,808
Creditors due in more than one year	-	-	(109,705)	(109,705)
	<u>-</u>	<u>-</u>	<u>(109,705)</u>	<u>(109,705)</u>
Net assets as at 31 March 2022	<u>(39,673)</u>	<u>83,842</u>	<u>102,402</u>	<u>146,571</u>
	Restricted funds £	Designated funds £	General funds £	Total funds £
Prior period comparative				
Tangible fixed assets	-	-	18,569	18,569
Net current assets	26,327	-	129,349	155,676
Creditors due in more than one year	-	-	(44,259)	(44,259)
	<u>-</u>	<u>-</u>	<u>(44,259)</u>	<u>(44,259)</u>
Net assets as at 31 March 2021	<u>26,327</u>	<u>-</u>	<u>103,659</u>	<u>129,986</u>

The Lens

Notes to the financial statements

For the period ended 31 March 2022

19. Movements in funds

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Restricted funds					
Robertson Trust	6,327	-	-	-	6,327
William Grant Foundation	20,000	-	-	(20,000)	-
The Hunter Foundation	-	57,900	(57,900)	-	-
First Port	-	75,000	(50,000)	(25,000)	-
Scottish Government Capital Grant	-	-	(46,000)	-	(46,000)
Total restricted funds	26,327	132,900	(153,900)	(45,000)	(39,673)
Unrestricted funds					
<i>Designated funds:</i>					
PRISM	-	-	-	83,842	83,842
<i>Total designated funds</i>	-	-	-	83,842	83,842
General funds	103,659	346,564	(308,979)	(38,842)	102,402
Total unrestricted funds	103,659	346,564	(308,979)	45,000	186,244
Total funds	129,986	479,464	(462,879)	-	146,571

Purposes of restricted funds

Robertson Trust	Funds received for the purpose of providing innovation funds for the charities with whom we work.
William Grant Foundation	This fund has been transferred to general unrestricted reserves during the year with the approval of the funder.
The Hunter Foundation	A grant received for delivery of our Intrapreneurship Programmes across three local authority areas.
First Port	Grant received for development of the organisation to include generating future sales and developing our digital intrapreneurship platform, PRISM. The transfer out of this fund in the year represents capital expenditure on developing PRISM.
Scottish Government Capital Grant	This fund represents expenditure incurred for PRISM which is recoverable via Scottish Government funding to be received during 2022-23.

Purposes of designated funds

PRISM	Represents capital expenditure incurred on developing our digital intrapreneurship platform, PRISM, as presented in note 12 to the accounts.
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The Lens

Notes to the financial statements

For the period ended 31 March 2022

19. Movements in funds (continued)

Prior period comparative	At 6 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
Restricted funds				
Robertson Trust	-	-	6,327	6,327
William Grant Foundation	<u>20,000</u>	<u>-</u>	<u>-</u>	<u>20,000</u>
Total restricted funds	<u>20,000</u>	<u>-</u>	<u>6,327</u>	<u>26,327</u>
Unrestricted funds				
General funds	<u>84,274</u>	<u>389,289</u>	<u>(369,904)</u>	<u>103,659</u>
Total unrestricted funds	<u>84,274</u>	<u>389,289</u>	<u>(369,904)</u>	<u>103,659</u>
Total funds	<u><u>104,274</u></u>	<u><u>389,289</u></u>	<u><u>(363,577)</u></u>	<u><u>129,986</u></u>

20. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2022 £	2021 £
Amount falling due:		
Within 1 year	2,759	11,077
In more than 1 year	<u>-</u>	<u>2,358</u>
	<u>2,759</u>	<u>13,435</u>

21. Related party transactions

During the year the charity entered into a loan agreement from Social Investment Scotland as detailed in note 15 to the accounts. Ken Barclay, Chair of Trustees in the year ended 31 March 2022, is Chair of Social Investment Scotland. The transaction was carried out at arms length and Ken Barclay was not involved in the loan application or approval process. The total amount owed to Social Investment Scotland at the year end was £85,000.

There were no related party transactions in the prior year.



Alison Godfrey
Godfrey Wilson Limited
Chartered Accountants & Statutory Auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

14 December 2022

Dear Alison,

Letter of Representations on the Financial Statements for the Period Ended 31 March 2022

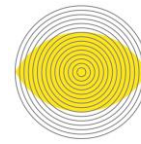
This representation letter is provided in connection with your audit of the financial statements of the charity for the period ended 31 March 2022.

We confirm that the following representations are made on the basis of enquiries of the trustees, management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the following representations to you:

1. We have fulfilled our responsibilities as trustees, as set out in the terms of your engagement letter dated 14 September 2021, under the Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 for preparing financial statements, in accordance with 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).
2. We confirm that in our opinion the financial statements give a true and fair view and in particular that where any additional information must be disclosed in order to give a true and fair view that information has in fact been disclosed. We confirm that the selection and application of the accounting policies used in the preparation of the financial statements are appropriate, and we approve these accounts for the period ended 31 March 2022.
3. We confirm that all accounting records have been made available to you for the purpose of your audit, in accordance with your terms of engagement, and that all the transactions undertaken by the charity have been properly reflected and recorded in the accounting records. All other records and related information, including minutes of all management, trustees' and members' meetings, have been made available to you. We have given you unrestricted access to persons within the charity in order to obtain audit evidence and have provided any additional information that you have requested for the purposes of your audit.
4. We confirm the charity has satisfactory title to all assets and there are no liens or encumbrances on the assets, except for those disclosed in the financial statements.
5. We confirm that significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable. We confirm that we have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.



6. We confirm that the charity has no liabilities or contingent liabilities other than those disclosed in the financial statements.
7. We confirm that all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to you and accounted for and disclosed in accordance with the applicable financial reporting framework.
8. We confirm that there have been no events since the balance sheet date which require disclosing or which would materially affect the amounts in the financial statements, other than those already disclosed or included in the financial statements.
9. We confirm that we are aware that a related party of the charity is a person or organisation which either (directly or indirectly) controls, has joint control of, or significantly influences the charity or vice versa and as a result will include: trustees, other key management, close family and other business interests of the previous. We confirm that the related party relationships and transactions set out in appendix I are a complete list of such relationships and transactions and that we are not aware of any further related parties or transactions.
10. We confirm that the charity neither had, at any time during the year, any arrangement, transaction or agreement to provide credit facilities (including advances and credits granted by the charity) for trustees, nor provided guarantees of any kind on behalf of the trustees except as disclosed in the financial statements.
11. We confirm that the charity has not contracted for any capital expenditure other than as disclosed in the financial statements.
12. We confirm that the charity has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.
13. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the charity conducts its activities and which are central to the charity's ability to conduct its activities, except as explained to you and as disclosed in the financial statements.
14. We acknowledge our responsibility for the design, implementation and maintenance of internal controls to prevent and detect fraud. We confirm that we have disclosed to you the results of our risk assessment of the risk of fraud in the organisation. There have been no deficiencies in internal control of which we are aware.
15. We confirm that there have been no actual or suspected instances of fraud involving trustees, management or employees who have a significant role in internal control or that could have a material effect on the financial statements. We also confirm that we are not aware of any allegations of fraud by trustees, former trustees, employees, former employees, regulators or others.
16. We confirm that, in our opinion, the charity's financial statements should be prepared on the going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charity's needs. In reaching this conclusion, we have taken into account all relevant matters of which we are aware, and have considered a period of at least one year from the date on which the financial statements will be approved.



17. We confirm that in our opinion the effects of uncorrected misstatements are immaterial, both individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is set out in the management letter.
18. We confirm that we are not aware of any matters of material significance that should be reported to regulators. We confirm that all correspondence with OSCR has been made available to you.
19. We confirm that all grants, donations and other income, including those subject to special terms or conditions or received for restricted purposes, have been notified to you. There have been no breaches of terms or conditions during the period regarding the application of such income.
20. We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that: (a) so far as each trustee is aware, there is no relevant audit information of which you as auditors are unaware; and (b) each trustee has taken all the steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that you are aware of that information.
21. We confirm the following specific representations made to you during the course of the audit:
 - (a) £46,000 of staff costs relating to PRISM were incurred during 2021-22 and qualify as eligible restricted expenditure for the Scottish Government Capital Grant receivable in 2022-23.

Yours sincerely

Ken Barclay – Chair
For and on behalf of the trustees of the Lens



Appendix I: Summary of Related Parties

Connected Organisation	Name	Nature of Connection
Social Investment Scotland	Ken Barclay	The Lens, Chair Social Investment Scotland, Chair