BEDFORD CREATIVE ARTS LIMITED

England & Wales · Charity number 1119555

Details

Other names	&CO.; ARTS LIMITED, BEDFORD CREATIVE ARTS
Status	Registered
Legal form	Charitable company
Company number	05305188
Registered	2007-06-08
Register	View on the Charity Commission register

Contact

Address	Bedford Creative Arts Limited Bedford Heights Brickhill Drive Bedford MK41 7PH
Phone	01234818670
Email	office@bedfordcreativearts.org.uk
Website	www.bedfordcreativearts.org.uk

Activities

Objects: TO ADVANCE THE EDUCATION OF THE PUBLIC IN CREATIVITY AND THE ARTS PRINCIPALLY WITHIN THE BOROUGH OF BEDFORD, BUT ALSO THROUGHOUT THE UK BY:-(A) OFFERING PEOPLE THE OPPORTUNITY TO DEVELOP SKILLS, CONFIDENCE AND KNOWLEDGE;(B) USING THE ARTS AS A TOOL TO IMPROVE SOCIAL WELFARE AND PEOPLE'S QUALITY OF LIFE BY RESPONDING TO THOSE NEEDS IDENTIFIED THROUGH CONTACT WITH LOCAL COMMUNITY GROUPS AND OTHER AGENCIES;(C) ACTIVELY ENGAGING PEOPLE WHO ARE EXCLUDED FROM MAINSTREAM PROVISION OF ARTS EDUCATION FOR REASON OF DISABILITY, SOCIAL, CULTURAL OR ECONOMIC CIRCUMSTANCE (BY SEEKING TO MAKE ACTIVITIES PHYSICALLY, INTELLECTUALLY, SOCIALLY, CULTURALLY AND FINANCIALLY ACCESSIBLE;(D) ENABLING EVERYONE TO EXERCISE THE RIGHT FREELY TO PARTICIPATE IN THE CULTURAL LIFE OF THE COMMUNITY AND TO ENJOY THE ARTS AND ITS BENEFITS;(E) PROMOTING, IMPROVING, ADVANCING AND PROVIDING ACCESS TO CURRENT DEVELOPMENTS IN CONTEMPORARY ACTS PRACTICE, THROUGH A PROGRAMME OF TEMPORARY EXHIBITIONS AND EDUCATIONAL AND RECREATIONAL ACTIVITIES.

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Activities: Bedford Creative Arts works collaboratively with artists and the people of Bedfordshire to create new high quality art with the communities around us centred around the values of engagement, inclusion and inspiration, with the aim of enhancing and transforming the quality of people's lives especially in areas where there is a history of low cultural engagement.

Classification

- **How:** Provides Services
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

Geography

- **Area of benefit:** BEDFORD
- Bedford
- Central Bedfordshire
- Luton
- Milton Keynes

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£322,487	£301,846	-	-
2024-03-31	£306,824	£244,475	-	-
2023-03-31	£239,684	£279,765	-	-
2022-03-31	£317,473	£372,219	-	-
2021-03-31	£374,473	£294,498	-	-

Trustees

Name	Role	Appointed
Samuel Stephen Paul Baker	Chair	2024-04-25
Fiona Parry		2023-10-12
Jennie Cashman Wilson		2024-04-25
Sarah Wheeler		2026-04-30
Tim Edward Pain		2021-04-14
Timothy Mason		2026-04-30

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BEDFORD CREATIVE ARTS LIMITED

England & Wales - Charity number 1119555

Accounts

REGISTERED COMPANY NUMBER: 05305188
(England and Wales)
REGISTERED CHARITY
NUMBER: 1119555

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL STATEMENTS OF BEDFORD CREATIVE ARTS LIMITED

FOR THE YEAR ENDED
31 MARCH 2025

Bedford Creative Arts Limited
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2025
CHAIR'S REPORT

Welcome to the Annual Report and Accounts for Bedford Creative Arts for the year April 2024 – March 2025.

Throughout this year we have driven forward our vision to see local residents engaged further with the river on their doorstep through our *River/ Flow/ Connect* project, raised the profile of Bedford's photographic innovation through our *Community Portrait* exhibition, and piloted a number of new initiatives to support local refugees and migrants to have greater opportunities for self-expression such as through our theatre production of *Tugging at the Sea.*

In total, we delivered or supported 12 projects reaching audiences of 18,749 working with 41 creative artists and practitioners.

We have worked deeply in neighbourhoods such as Kempston and Central Bedfordshire, working across settings such as libraries, outdoor spaces and community centres as well as working in schools and professional arts organisations such as The Higgins and The Place theatre, Bedford.

Particular highlights have included installing a permanent sculpture of a swan in Kempston Library to begin to make the river a key icon for that community, as well as designing new maps of local blue spaces in Central Bedfordshire with the help of hundreds of children across four primary schools. We were particularly proud to take work commissioned in Bedford beyond the region, touring an AI exhibit to the BEYOND Conference in Salford to engage 200 creatives across commercial, educational and creative sectors in a debate about the role of AI and the risk of bias in creative image making.

In addition to leading our own programme of commissions we have continued to drive the growth of the sector in Bedfordshire and support local creatives to develop their own community-facing programmes. We supported a new cohort of 10 emerging producers with our Producer Hub mentoring programme, we continued to exhibit local artists' work in empty shops units, and provided advisory support to local artists such as Alex Levene, Anthea Barclay and Alison Goodyear on the delivery of their own projects reaching schools and diverse communities through projects that utilised VR painting, poetry and sound.

We remain incredibly grateful to Arts Council England for retaining us in their National Portfolio, and providing us with an additional year of pledged funding for 2026-7.

I'd like to give my thanks for our many other key funders and partners who continue to enable and encourage our work, especially The Harpur Trust, Verve Developments Limited, 1 Degree East, National Lottery Community Fund, Ashley Family Foundation, Bedford Borough Council, Central Bedfordshire Council, FujiFilm UK, The Steel Charitable Trust, Beds & Luton Charitable trust, The Wixamtree Trust, Bedfordshire Educational Association, and The Gale Family Charity Trust.

I'd like to thank our hard-working staff, including our new joiners this year in the roles of Projects Assistant, Marketing Officer and Finance Manager, as well as two new trustees who have enabled all these successful projects to take place and to have enhanced and transformed the lives of so many people through arts & creativity.

I hope that you enjoy reading about Bedford Creative Arts' activities in our Trustees' Report for the year ended 31 March 2025.

Smaitland.

Samantha Maitland
Chair

23rd October 2025

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the financial statements of the charitable company for the year ended 31 March 2025. The trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, 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) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name
Bedford Creative Arts Limited

Registered Company number
05305188 (England and Wales)

Registered Charity number
1119555

Registered office
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Trustees & Directors

Samantha Maitland, Chair	
Samantha Matthews, Vice-Chair	
Suzette Reed	Resigned 2 August 2024
Mark Taylor, Treasurer	
Timothy Pain	
Anita Kumari	Resigned 26 June 2025
Fiona Parry	
Jennie Cashman Wilson	Appointed 25 April 2024
Samuel Baker	Appointed 25 April 2024

Key Employees
Elaine Midgley - Director

Independent Examiner
KM Hilliard ACA FCCA CTA
Price Bailey LLP
36 Tyndall Court
Commerce Road
Lynchwood
Peterborough
PE2 6LR

Bankers
HSBC
12 Allhallows
Bedford
MK40 1LJ

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document, the Memorandum and Articles, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

Bedford Creative Arts Limited has a policy for the recruitment and induction of trustees who may serve for up to two terms of three years. New trustees are appointed in accordance with the Articles of Bedford Creative Arts Limited. They are found from the contacts and networks of existing trustees and the executive. Vacancies are also publicised through our website, social media and through other public forums. When recruiting new trustees, the Board looks for individuals with skills and experience which are of value to the charity and complement those of existing trustees. Potential trustees are interviewed by a panel of trustees and the Director. When a new trustee joins the Board, they are provided with a "Trustee Induction Pack", which provides comprehensive information about Bedford Creative Arts Limited. They attend induction meetings with the Director and Chair as well as receiving additional training when required. In 2024-25 we appointed two new trustees to the Board, Jennie Cashman Wilson and Samuel Baker after a successful recruitment campaign. The Board said farewell to retiring trustee Suzette Reed.

Organisational structure

The Board and Executive have an agreed Business Plan that articulates the strategic direction of the organisation over 3 years and includes organisation-wide objectives, financial and income strategy, audience development aims, organisational structure proposals, commitments to equality, diversity and the environment and programme ambitions. This strategy aligns the governance expectations of Arts Council England for National Portfolio Organisations. Day-to-day delivery of the Business Plan is delegated to the Director and staff team. Unusual or significant decisions are made by the Board of Trustees on recommendations from the Director. The Chair and Vice-Chair meet with the Director monthly to review progress. Sub committees of the Board meet at least twice per annum to review detailed aspects of strategy including income generation, equality & diversity and programme development. The Board also have assigned champions to meet with the Director and staff to discuss and challenge other areas of the business including HR/staff, environment, marketing, risk, and finance (a Treasurer).

Risk management

The Board of Trustees, with the Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. The organisation holds a Corporate Risk Register for the monitoring of strategic risk which is reviewed quarterly. Programmes are mainly run with funding secured in advance to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	Bedford Creative Arts Limited will continue to develop the programme in a way that diversifies its income from a range of funders including its core client Arts Council England, trusts & foundations, statutory funders and earned income from commissions. Projects are operated on a full-cost recovery basis to cover overheads and staffing not covered by regular funding. Arts Council funding is secure until March 2027. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (trustee role) to support the Executive in managing funds including close cost control. The Business Plan incorporates an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	Bedford Creative Arts Limited will aim to invest in its staff and consider succession planning and resilience in its policies and processes including a Business Continuity Plan. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects are based on Prince2 principles and enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.
Safeguarding and Health & Safety	The organisation has a Safeguarding Policy and highly experienced, well-trained staff. Using advice from other local experts including the CVS, Bedford Borough Council and Board members in highly skilled professions such as the education sector, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. The Director, as well as the Senior Projects Manager have Institution of Occupations Safety and Health (IOSH) Managing Safely qualifications and experience of HSE guidance, risk assessment and control. All activities are risk assessed and appropriate mitigating actions are incorporated in line with the organisation's Health & Safety Policy.
Staff wellbeing & management of remote working	The organisation has no office premises and staff work from home or in remote locations in the

	community with limited supervision. BCA holds a Remote Working Policy that guides staff in safe working practises which includes regular daily contact with team members to ensure their location & safety is known. The Board issue a twice annual Staff Wellbeing Survey that enables staff to anonymously report on their wellbeing & job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & SMT continue to monitor staff performance through fortnightly 1-2-1s and a twice annual Performance Review system. An Employee Assistance Programme is provided for staff that enables private access to GP appointments and health advice and standards for good organisation procedures are documented in a health & Wellbeing Policy. Two staff members are MHFA Mental Health First Aid trained.

Remuneration

The charitable company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was six and the average number of employees (full-time equivalent) was four. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £103,037. During the period the trustees received no remuneration.

OBJECTIVES AND ACTIVITIES

Charitable Objectives and Activities for the Public Benefit

Bedford Creative Arts Limited is a contemporary arts charity. We run a programme of artistic commissions and creative ecology building programmes that aim to provide creative opportunities for diverse audiences both locally and further afield, and to provide new creative opportunities for artists.

Our Charitable Objective is to advance the education of the public in creativity and the arts within the Borough of Bedford, the county, the wider region and over time more broadly across the UK by:

1. Offering people the opportunity to develop skills, confidence and knowledge.

2. Using the arts as a tool to improve social welfare and people's quality of life by responding to those needs identified through contact with local community groups and other agencies.

3. Actively engaging people who are excluded from mainstream provision of arts education for reasons of disability, social, cultural or economic circumstance (by seeking to make activities physically, intellectually, socially, culturally and financially accessible).

4. Enabling everyone to exercise the right freely to participate in the cultural life of the community and to enjoy the arts and its benefits.

5. Promoting, improving, advancing and providing access to current developments in contemporary arts practice, through a programme of temporary exhibitions and educational and recreational activities.

Bedford Creative Arts Limited has referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing its aims and objectives and planning its future activities.

In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set for the organisation, thus ensuring public benefit continues to be delivered.

Each year the Board of Trustees review and update the Business Plan including reviewing the organisation's Vision, Mission and Foundations statements to ensure they reflect our current approach in delivering on our Charitable Objectives:

Our Vision: is that future communities will have an outrageous sense of entitlement to the arts because of its power to provoke positive social change.

Our Foundations: We believe that art is essential for a full life as it engenders self-expression, confidence, connectedness and a sense of belonging. It builds strong and resilient communities; it empowers individuals. Where there are challenges in communities, whether social, educational, environmental or economic, the arts have the intrinsic power to provoke and facilitate change. The arts can provide a platform for a diversity of voices to be heard. Through engagement with the arts, people can explore, express, connect, learn, share, debate and challenge, often in innovative and ambitious ways. We want all communities to have access to the arts so that they can do these things and become active citizens with us to work towards better, stronger communities. We see a community as a neighbourhood or as a group of people with a common characteristic or shared experience. We recognise that neighbourhoods are home to many communities and each of us is a member of several communities. We work predominantly in Bedfordshire but strive for our activities and learning to make a national impact on the sectors where we work and the world in which we live.

Our Mission: We create art for, with and inspired by communities.

We:

People - Put people at the heart of our work, working responsively and collaboratively with communities.

Place - Support place-making, shaping and enriching by helping communities to have a sense of identity, belonging, agency and pride in where they live.

Power - Enhance the power of communities to provoke change, champion social and environmental justice, and strive for a just and equitable society.

Possibility - Seek to ask questions and have conversations that challenge the status quo, support meaningful debate and enable radical ideas to be explored.

Practice - Use socially engaged artistic practice to develop knowledge, skills and tools that can be shared and used nationally.

Our Strategic Aims for this period have been developed jointly by the Board of Trustees and the Executive Team through a process of collaborative discussions.

The aims of the organisation until March 2025 were:

1. Enable an ambitious, high-quality place-shaping artistic programme that has a positive impact on local people and Bedfordshire's national reputation.
2. Develop active citizenship through arts and culture.
3. Develop and support local creative talent in our fields of work.
4. Ensure our work is resilient, sustainable and accountable.
5. Raise the national profile of our work and broaden our provoking influence on peers, policy- makers, individuals and communities.

We are fleet of foot and work peripatetically, exploring genuine artistic collaborations and new ways of awakening and developing talent and fostering wellbeing with an array of new and long-standing stakeholders and partners: arts and non-arts agencies and charities; local authorities; funders; educational institutions; associate curators and producers; and regional, national and international artists, experienced in socially engaged practice.

OBJECTIVES AND ACTIVITIES

The key activities we deliver to achieve our aims are:

1. Artistic Commissions

We commission artists to develop contemporary art projects in a wide range of genres across Bedfordshire in response to our Business Plan aims and community needs. The theoretical framework for our work is based on socially-engaged practice; we believe great art can enhance and transform people's lives. We aim to innovate, to produce original, imaginative, extraordinary, adventurous and often provocative art works and encounters in every day and unconventional locations. We aspire to create art that is critically recognised by our peers and has an impact on the sector on a regional and national scale.

We work with diverse communities, specialising in encouraging new participants and building audiences where there is often a history of low cultural engagement. This includes working deeply within neighbourhoods to engage with local people in addressing the issues that matter to them and/or working with specific and targeted groups such as in schools and in deprived wards.

2. Ecology, Practise, Knowledge & Talent Development

Bedford Creative Arts works to build the creative economy in Bedfordshire and to nurture and grow creative talent by supporting artists, curators and producers both locally and beyond. We do this by:

- Providing mentoring and practical support to artists and producers within our programme and commissions, particularly through our Producer Hub programme delivered in partnership with 1

Degree East;

- Participating in opportunities to "listen" to the communities we serve such as partnering with peers in the community sector including community groups, local authorities and schools;
- Supporting local producers and self-producing artists in the delivery of their own projects where a partnership with an established charity can make the most differences, such as supporting artists Anthea Barclay and Alison Goodyear with exhibitions in 24-25.
- Nurturing, attending and developing local collaborative networks that help to build up the creative economy and ecology such as chairing the Bedford Cultural Partnership.
- Supporting the Creative Bedfordshire network by hosting an online platform enabling local creatives to connect, network and share including programming Creative Exchange network events and training activities.

We provide mentoring and support to the artists and freelancers engaged in the delivery of our work, but particularly seek to reach those with limited opportunity, especially in the Bedfordshire area. We target opportunities to work with people from a diverse range of backgrounds and to enable people to have a long-term relationship with Bedford Creative Arts over a number of years through interventions such as opportunities for work, mentoring, brokerage of partnerships, promotion of their work and advice on funding.

ACHIEVEMENT AND PERFORMANCE – A REVIEW OF THE YEAR

Project Delivery

Across the year we reached audiences of 18,749 including active participants as well as audiences for free exhibitions and events.

We were proud to have been able to support the employment of many freelance artists and contractors by providing work for 41 artists and creative freelancers during the year as well as a wider team of project managers and support staff.

Key successes in the year included:

Community Portrait – Working in partnership with Fujifilm UK and The Higgins Bedford we delivered a project that celebrated Bedford's photographic past, present and future through the lens of the local community. An exhibition opened in September 2024 until February 2025 that showcased portraits of local residents from Romanian Groups, primary school children and their families, Bedford College students, Queen's Park Family Hub, home-schooled children, a Ukrainian Day celebration and other events. The exhibition reached 5,604 audience members and engaged further people through glass-plate and cyanotype workshops. The project gave opportunities for local artists/photographers to showcase their skills including Chiara MacCall, Grete Dallum-Tilds, Amina Pagilari, David Loney, and Catherine O'Donnell.

Visitor feedback included, *"Beautiful photos of beautiful people!"* and *"[I] was interested in all of it. Intrigued by AI exhibition, Understood a bit more about how it learns. But, especially impressed by contact made to so many local communities"*.

Part of the exhibition featured an AI computer that analysed the portraits of the Bedford community and portrayed its own AI-generated versions, thus demonstrating the level of risk and bias that is embedded in AI systems developed by Arnab Chakravarty and Fergus Laidlaw. This was featured in a symposium as well as being toured to Salford for Beyond Conference in November 2024.

"I'm blown away by... a computer from Bedford called J.E.S.S. which stands for Just Examining Systemic Stereotypes, these people are making me feel so seen – using tech for heritage decoloniality and political female empathy! They are going above and Beyond what people think we can do with technology..." Quote from artist, producer and BEYOND poet-in-residence, Keisha Thompson

Migration pilot projects – We developed our learning about Bedford's migrant communities through two pilot projects.

We collaborated with LegalAliens from London, a migrant theatre company, and Bedford refugees and asylum seekers from partner PBIC to introduce the idea of theatre as a form of expression for those new to the medium. The result is the development of a new theatre show, *Tugging at the Sea*, that was performed in both London and Bedford as a means to explore the feelings of migrants on political narratives around boats.

The performance opportunity enabled social interactions between Bedford and London-based migrants, development of ESOL skills and greater integration into the community. The project engaged 37 workshops participants (80% from Global Majority backgrounds) and reached 403 audience members. At the conclusion of the project 81% audiences felt their viewpoint towards migration had changed.

We also invited artist Bern O'Donoghue to showcase her project *DeadReckoning* at St Paul's Church Bedford as part of Refugee Week 2024. Bern's artistic installation illustrates the many migrants who have lost their lives trying to cross the Mediterranean sea in each year. The moving installation provided an opportunity to share stories and explore narratives around asylum seeking with audiences across the week.

River/ Flow/ Connect – This significant project delivered a series of outdoor events alongside workshops in school and community settings aimed at supporting residents in Kempston to engage deeper with the river on their doorstep. The project delivered 28 activities in total reaching audiences of over 3,000.

Example activities across the year included installing a sculpture of a swan designed by local children and artist Paul Pibworth in Kempston Library, delivering lantern workshops and a *Love Kempston Light Walk* for over 800 participants to enjoy artistic installations along the river and delivering clay workshops with families and children at the Library, Project 229 café, and at the riverside.

Feedback was encouraging and supportive:

- *"Keep up the good work" – Picnic attendee*
- *"Nice to see something happening along this part of the river for a change." – Picnic attendee*
- *"This project makes what is possible on the waterways present." – River Festival attendee*
- *"A well organised, family orientated event. Thank you." – Light Walk attendee*
- *"Now I have been to your event and am aware of this beautiful area I will definitely be revisiting." Light Walk Attendee*

Feedback from residents indicated that 70% of participants were excited to see BCA commission art along the river and the project has been focused on developing ideas for what permanent artistic sculptures might look like if they should get to be commissioned.

Bedford River Festival - BCA was the host organisation for a new arts & culture area for the Bedford River Festival's bi-annual event under the banner of a collaboration of partners, the Bedford Cultural Partnership (BCP). BCA led a funding bid by the consortium for funding from the UK Shared Prosperity Fund and coordinated each partner's activities including 16 contributions from organisations such as The Higgins Bedford, Philharmonia, Ananda Arts, Permission2, Bedford Music Hub, University of Bedfordshire, Anthea Barclay's River Project and others across two marquees. We programmed live music, chill-out sessions and clay workshops connected to River/Flow/Connect and attracted over 750 participants to the programme of free activities.

Key Statistics:

- 20 live performances & 9 workshop stations
- 3,092 total anticipated attendance.
- 100% of partners felt the collaboration was a good experience.
- 20% of visitors were attending a cultural event for the first time.

"Proof of concept that cultural providers can come together to deliver a busy, varied programme incorporating performances, participatory activities, workshops etc at the River Festival" (Partner)

"Very welcoming and relaxing- Love the idea." - Visitor

"Great day. More of this kind needed." - Visitor

Our Natural Blue Spaces – this project arose from the work undertaken in partnership with Central Bedfordshire Council in prior years that was formally known as *Make Way for Culture*. That project aimed to increase artistic engagement with local schools.

Our Natural Blue Spaces engaged artist Kremena Dimitrova to work with four schools located near to blue spaces (rivers, waterways, lakes etc); Southcott Lower (Linslade), Edward Peake Middle School (Biggleswade), Parkfield Middle (Toddington) and Thornhill Primary (Houghton Regis). 554 children were engaged across 20 workshops and together they developed four different maps of blue spaces that featured wildlife, conservation messages and positivity about the wellbeing benefits of living near water.

The final maps are being developed into an interactive digital versions as well as being issued onto tea towels for the children. These outcomes were shared at the Linslade Canal Festival in July 2024 and 100% of survey respondents appreciating the artwork of which 78% described it as "Excellent".

Book of Bedford – BCA worked again with artists Andy Field and Beckie Darlington on this project which invited 265 primary aged children to write a guidebook to their town for adults. We worked with Putnoe, Kings Oak, Priory and Brickhill Primary schools with children in years 4-5 to create content for the guidebook which was launched at Bedford Central Library in March 2025.

The artists provided activities that used writing, poetry, song, drawing and clay modelling to come up with ideas about Bedford (both real and fictional) that they wanted to include. Then 15 children were identified to act as the book's editors and work with the artists to filter down the content into what was included in the final book. The book was illustrated by local professional illustrator Katie Allen and published for free for participants and VIPs and for sale for the wider public (available from the Eagle Bookshop).

The children launched their book at a VIP book signing at Bedford Library attended by the MP, Speaker of the Council and funders. It featured on BBC Online and on ITV Anglia.

External Commissions and Partnerships – We continue to enjoy being commissioned by local organisations to deliver projects for the benefit of our community and this year painted two new murals on storage sheds at Pine Cones Family Hub with artist Emma Barnie, as well as providing mentoring and support to artists such as Anthea Barclay and Alison Goodyear in delivering their commissions which benefitted significant numbers of community groups and schools. We were thankful that ARA commissioned us to create a Lego themed merchandise item for them based on one of our 2023-4 projects Digital Murals.

Championing Diversity & Inclusion

Bedford Creative Arts (BCA) remains committed to celebrating diversity and inclusion through our work and ensuring equality of opportunity for both audiences and artists. BCA uses an Equality & Diversity Action Plan alongside its company policy on Equality, Equity, Diversity & Inclusion to ensure that it continues to deliver its commitment to its values.

Particular activity that supported diversity and inclusion this year included:

- We delivered a range of training and consultancy programmes for staff and Board aimed at developing a strategy for increasing representation in our work and workforce, collaborating with Tonic Theatre and B&G Partners.
- We targeted community engagement work at protected characteristics at risk of exclusion including those on low incomes (e.g. people living in Kingsbrook & Cauldwell, Putnoe and Priory including school children living in the lowest three deciles for indices of multiple deprivation) and those from under-represented ethnic demographics such as through our migrant programmes (80% of participants were from Global Majority backgrounds).
- We provided key support to a Black and emerging artist and producer, Anthea Barclay, in supporting her to plan and execute her *River Project* that explores river inequality.

- We continued to develop our relationships with community organisations that engage with under-represented voices such as the organisers of Refugee Week (BRASS), Queen's Park Community Organisation, and PBIC.

Creative Ecology Development

We have continued to invest in local and specialist talent across a range of artforms and practises through our projects and ongoing support networks and used this engagement to develop our own knowledge and skills.

Particular achievements in the year include:

- Our Producer Hub, delivered with 1 Degree East nurtured 10 local producers and self-producing artists to develop their own creative projects for Bedfordshire. The group includes people across a range of artistic disciplines including over 30% of participants with a neurodiversity, and is focused on both 1-2-1 meetings and group seminars as well as continuing to deliver open webinar programmes providing knowledge for any local creatives.
- Creative Exchange is our programme of free, open networking events that provide our Producer Hub mentees with opportunities to showcase their project ideas as well as enabling networking for all local creatives.
- Our Director continued to Chair the Bedford Cultural Partnership, a network of local cultural providers which collaborated to produce a draft Cultural Vision for Bedford Borough. The document, which references intensive public consultation, was adopted by the Council in 2024 and is being used to pave the way for a new Cultural Compact network for Bedford Borough from 2025.
- We continued our attendance in other local strategic networks including our Director acting as a Board member for the Bedford Music Hub, attending the Central Bedfordshire Culture Hub and supporting the Philharmonia's Community Board.
- We hosted the Creative Bedfordshire network site (via a Six Circles platform), posting news and articles for the creative community and growing membership of over 350 members.
- We continued to represent the town's cultural viewpoint on the Town Deal Board, formed by the Bedford Borough Council to oversee the investment plan for funding from central government.

Organisational Development & Change

The organisation experienced some changes to personnel in the year through natural turnover.

We said goodbye to our former Marketing and Finance postholder and appointed new people to these roles. The securing of continued core funding from The Harpur Trust meant that we were able to appoint a new Projects Assistant to this two-year fixed term post and hired a local employee to the entry-level role.

Our Company & Projects Manager returned from maternity leave at the start of the year and was re-titled Senior Projects Manager to enable us to appoint a Virtual Assistant to take on ownership of company admin.

The charity continues to operate mostly remotely with staff working from home or from a co-working space at Bedford Heights, Bedford on desk-work and in the community on artistic delivery.

FINANCIAL REVIEW

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This is managed through the use of named designated funds identified for specific purposes. This supports strategic financial management and accountability.

Targets for designated funds are set following an assessment of the operational financial commitment and associated residual financial risk if income is unexpectedly terminated. The reserves policy is reviewed at least annually by the Board of Trustees and designated funds reviewed quarterly with the preparation of financial management accounts and projections.

The charity's emergency designated fund will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000). In addition, other funds are designated to allow the charity to invest to create new opportunities and to manage growth with a further target of £60,000 across these funds (approximately 6 months' core running costs).

Summary of Designated Funds and their purposes:

Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000) to be used should the company be required to wind-up in a legally responsible manner.

Designated Capital Fund – maintained to enable the purchase and maintenance of capital equipment such as PCs & laptops for staff and office equipment to use at home, if required as well as technical equipment for use across projects such as projectors and exhibiting stands.

Designated Programme Development Fund – to enable investment in our programme so that we may increase our ambition and develop new projects & programmes with matched-funding support that could lever in additional funding. This enables research and development projects to be initiated enabling long-term programme planning.

Designated People & Organisation Fund – to enable investment in organisational development and to manage staffing related risk. This can include resourcing changes to staff structure, the need to invest strategically in staff training & development, or to manage unforeseen temporary staffing issues such as unexpected absences of leave or parental and sick leave cover.

Any general funds that are not designated for the above purpose will be reviewed with a plan to invest these funds in a manner that supports the delivery of the charity's objects within 12 months of operation.

The trustees agreed that this was a prudent approach and would ensure the future growth and development of Bedford Creative Arts was financially sustainable.

The Board has agreed that funds will only be held in low-risk UK bank accounts as approved by the Board of Trustees.

The trustees also agreed that the charitable company will continuously strive to deliver its charitable objectives as cost effectively as possible whilst ensuring it is able to continue to meet its liabilities as they fall due.

Principal funding sources:

BCA Limited received income of £322,487 (2024: £306,824) in the year, of which £167,235 (2024: £150,368) represented restricted funding, relating to Our Natural Blue Spaces (previously Make Way for Culture) (£4,750), Creative Bedfordshire (£850), Empty Shops (£5,414), Community Portrait (£1,841), Digital Murals (£2,000), Projects Assistant salary costs (£20,000), River/ Flow/ Connect (£68,583) Airships XR (£11,000), BCP River Festival (£20,000), Book of Bedford (£9,007), Julia Jarman Literary Trails (£10,000), Migration Theatre (£4,390) and an Underpass Mural (£9,400). Expenditure in the year totalled £301,846 (2024: £244,475) of which £147,667 (2024: £94,805) related to the restricted project funding.

BCA's biggest investment source is Arts Council England through our designation as one of its National Portfolio Organisations. We also received significant funding from various funding bodies, trusts and foundations that have helped us to deliver our wide-ranging programme including:

The Harpur Trust, National Lottery Community Fund, Steel Charitable Trust, Bedford Borough Council, Central Bedfordshire Council, ARA, The Connolly Foundation, UK Shared Prosperity Fund, Bedfordshire Educational Association, The Southall Trust, Safer Streets (via BLCF), Mrs B L Robinson Charitable Trust, and Verve Developments Limited.

Funds available
The funds held at 31 March 2025 are £214,187. This includes unrestricted funds of £123,647, which equates to approximately six months' core expenditure and is in line with the reserves policy.

Within the unrestricted funds, the trustees have designated the following separate funds:

Designated Emergency Wind-Up Fund: £60,037 (2024: £60,037)
Designated Capital Fund: £10,000 (2024: £10,000)
Designated Programme Development Fund: £20,000 (2024: £20,000)
Designated People & Organisation Fund: £20,000 (2024: £25,000)

The trustees are confident that the charitable company can continue to meet its liabilities as they fall due for the foreseeable future and that the accounts should be prepared on a going concern basis.

FUTURE PLANS

A few projects from the 2024-25 programme will continue into the 2025-26 financial year.

POP Art – We continue to hold restricted funds to maintain our programme of art exhibitions in empty retail spaces and hold leases for properties in Bedford town centre for this use.

Our Natural Blue Spaces (formally Make Way for Culture) – we continue to hold funds to enable the launch of the digital version of the visual assets once developed and to enable final exhibition images to be produced for the participating schools, anticipated to be finalised in the first two quarters of the year.

River/ Flow/ Connect – this project will continue into the forthcoming year with further workshops planned and celebration event that showcases the outcomes of the project for the local community to be delivered in Summer 2025. This project has ambitions to commission permanent public art along the river in Bedford between Kempton Mill and Queen's Bridge, Kempston. We are also in discussions with potential community partners about expanding the project into the neighbouring wards of Queen's Park and Great Denham.

Community Portrait – this project concluded in late February 2025 and so the remainder of funds will be spent on evaluating the project and distributing the photography assets and the remainder of artist fees.

Our new programme for 2025-26:

- *Underpass Mural* – we were commissioned by Bedford Borough Council to paint a mural on the underpass/subway between the Embankment & Aspects Leisure Park as part of refurbishment plans. A Safe Street grant from BLCF has enabled us to engage young people via the Bedfordshire Youth Offending Service in this project to co-design the mural with local artists. Workshop started in February 2025 however the final mural aims to be completed in April.
- *Airships XR* – we were awarded funds from the Connolly Foundation, a donor and (via a partner) Arts Council England to deliver a project that used the heritage of airships in Bedford to excite young people about careers in aviation engineering and digital creativity. This project aims to create a virtual airship museum and immersive audience experiences that can be toured nationally from Spring 2026.
- *Ben & Bella Trails* - We have been commissioned by Bedford Borough Council to deliver a series of literary trails featuring the work of local writer Julia Jarman. The trails will invite families to explore local parks and the Library and discover the stories of the characters Ben & Bella and plan to be launched in August 2025 as part of the Council's Year of Reading.
- *Migration Theatre* – We have secured a grant from the Southall Trust of £4,390 towards the expansion of our pilot with LegalAliens to create a Bedford migrant theatre company from Autumn 2025. We hope to match this funding with additional grants to enable the company to have regular sessions with local migrants and produce at least one performance per annum.

Our programme of at least 10 commissions and activities is outlined in the organisation's Programme Plan and aligned to funding from Arts Council England and a range of trusts, foundations, local authorities and private businesses.

In preparing this report, the trustees have taken advantage of the small companies' exemptions provided by section 415a of the Companies Act 2006.

ON BEHALF OF THE BOARD:

S Maitland

Samantha Maitland
Chair 23 October 2025

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2025 which are set out on pages 16 to 26.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the company's gross income exceeded £250,000 your examiner must be a member of a listed body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

K M Hilliard ACA FCCA CTA
Chartered Accountant

For and on behalf of Price Bailey LLP

36 Tyndall Court
Commerce Road
Lynchwood
Peterborough
PE2 6LR

Date: 18/11/2025

BEDFORD CREATIVE ARTS LIMITED

STATEMENT OF FINANCIAL ACTIVITY including INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted Funds £	Restricted Funds £	31.3.25 Total Funds £	31.3.24 Total Funds £
INCOME					
Donations	2	149,206	1,000	150,206	151,948
Investment income	3	6,083	-	6,083	4,157
Charitable activities	4	(37)	166,235	166,198	150,719
Total Income		155,252	167,235	322,487	306,824
EXPENDITURE					
Charitable activities	5	154,179	147,667	301,846	244,475
Total expenditure		154,179	147,667	301,846	244,475
NET (EXPENDITURE) / INCOME		1,073	19,568	20,641	62.349
Transfer between funds		-	-	-	-
NET MOVEMENT IN FUNDS		1,073	19,568	20,641	62.349
RECONCILIATION OF FUNDS					
Total funds brought forward	13	122,574	70,972	193,546	131,197
TOTAL FUNDS CARRIED FORWARD	13	123,647	90,540	214,187	193,546

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

BEDFORD CREATIVE ARTS LIMITED

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2025

REGISTERED COMPANY NUMBER: 05305188 (England and Wales)

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.25 Total Funds £	31.3.24 Total Funds £
FIXED ASSETS					
Tangible assets	9	849	-	849	1,070
CURRENT ASSETS					
Debtors	10	1,148	333	1,481	2,673
Current Asset Investment		62,946	-	62,946	60,000
Cash at bank and in hand		67,998	91,894	159,892	142,789
		132,092	92,227	224,319	205,462
CURRENT LIABILITIES					
Creditors	11	(9,294)	(1,687)	(10,981)	(12,986)
NET CURRENT ASSETS		122,798	90,540	213,338	192,476
TOTAL ASSETS LESS CURRENT LIABILITIES		123,647	90.540	214,187	193,546
NET ASSETS		123,647	90,540	214,187	193,546
FUNDS	13				
Unrestricted funds				123,647	122,574
Restricted funds				90,540	70,972
TOTAL FUNDS				214,187	193,546

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 23 October 2025 and were signed on its behalf by:

Maitland

Samantha Maitland
Chair

The accompanying notes form part of these financial statements

1. COMPANY INFORMATION AND ACCOUNTING POLICIES

Company Information
The company is a private company limited by guarantee and is registered in England and Wales.
Registered company 05305188
Registered charity number 1119555

Registered Office:
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Basis of preparing the financial statements
The trustees believe that the charitable company can operate for a period of at least 12 months from the date of approval of the financial statements. The charity continues to be supported by the funding from the Arts Council and other income streams and as such consider it appropriate to prepare the accounts on a going concern basis.

Accounting convention
The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and the requirements of Charities Statement of Recommended Practice issued in October 2019 (FRS102) and section 1a of FRS102. The presentation currency used in the accounts is pounds sterling. The charitable company is a public benefit entity.

Cash flow statement
The trustees have taken advantage of the exemption in Charities SORP Oct 2019 (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

Incoming resources
All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charitable company has unconditional entitlement.

Government Grants
All Grants are accounted as permitted by FRS102, and the 2019 Charity SORP. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as they are received.

Resources expended
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the 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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Operating Leases: the charitable company as lessee
Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Tangible fixed assets
The company's threshold for capitalisation was increased during the year to £500. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts. Fixed Assets with a value in excess of £500 are depreciated over their anticipated useful life of 3 years.

Taxation
The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension
The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors
Trade debtors, prepayments and debtors are valued at the amount paid.

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

Creditors
Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement.

Financial Instruments
The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Within the Unrestricted funds the trustees designate separate funds, which consist of monies set aside by the trustees out of general funds to be spent on the specific programmes and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific programmes and events identified by the charitable company. Transfers are made to and from designated funds to general funds on the basis of the trustees' estimate of future expenditure on the specific events and programmes.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS

	Unrestricted £	Restricted £	31.3.25 Total £	Unrestricted £	Restricted £	31.3.24 Total £
Grants	146,385	-	146,385	146,385	-	146,385
Individual Donations	191	1,000	1,191	25	-	25
Verve Developments Ltd	2,630	-	2,630	5,538	-	5,538
	149,206	1,000	150,206	151,948	-	151,948

The Grant of £146,385 is from Arts Council England. Bedford Creative Arts Limited is one of the National Portfolio Organisations which receive unrestricted funding to support the running of the charitable company.

3. INVESTMENT INCOME

	31.3.25 £	31.3.24 £
Bank account interest	6,083	4,157

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	31.3.25 Total £	Unrestricted £	Restricted £	31.3.24 Total £
Bedford Borough Council	-	43,625	43,625	0	13,975	13,975
Central Bedfordshire Council	-	425	425	0	5,175	5,175
The Gale Family Trust	-	0	0	0	3,250	3,250
Royal Opera House Bridge	-	0	0	0	6,000	6.000
The Harpur Trust	-	22,000	22,000	0	50,428	50.428
The University of Bedfordshire	-	0	0	0	6,500	6,500
Bedford & Luton Community Found.	-	5,000	5,000	0	2,500	2,500
Ashley Family Found.	-	0	0	0	9.980	9,980
Bedford Players Trust	-	0	0	0	8.700	8.700
The Wixamtree Trust	-	0	0	0	6,000	6,000
Legacy of Windrush Descendents	-	0	0	0	1,255	1,255
Community Voluntary Service - Bedford	-	0	0	0	7,580	7,580
Grand Union Housing Group	-	0	0	0	3,000	3,000
Steel Charitable Trust	-	0	0	0	15,000	15,000
Fuji Film Limited	-	0	0	0	5,000	5,000
Verve Developments Limited	-	0	0	0	4,750	4,750
Southall Trust	-	4,390	4,390	0	0	0
Mrs B L Robinson Charity Trust	-	4,750	4,750	0	0	0
The Connolly Found.	-	10,000	10,000	0	0	0
Bedford Educational Assoc.	-	5,000	5,000	0	0	0
National Lottery Community Found.	-	61,475	61,475	0	0	0
Rathbone Investment Management	-	2,000	2,000	0	0	0
Other income	(37)	7,570	7,533	351	1,275	1,626
	(37)	166,235	166,198	351	150,368	150,719

5. ANALYSIS OF EXPENDITURE

Charitable activities	Unrestricted £	Restricted £	31.3.25 Total £	Unrestricted £	Restricted £	31.3.24 Total £
Salary related costs	**109,048**	**48,971**	**158,019**	102,255	45,857	148,112
Temporary staff and Consultancy	**18,574**	**-**	**18,574**	2,190	-	2,190
Insurance	**1,637**	**-**	**1,637**	1,538	-	1,538
Artistic Prog.	**3,048**	**98,696**	**101,744**	21,570	48,980	70,550
Office cost and admin	**8,352**	**-**	**8,352**	9,922	(32)	9,890
Staff Training	**2,660**	**-**	**2,660**	1,959	-	1,959
Recruitment	**464**	**-**	**464**	330	-	330
Independent examiner's fees	**1,650**	**-**	**1,650**	1,512	-	1,512
HR support costs	**1,863**	**-**	**1,863**	2,224	-	2,224
IT & Comms	**5,311**	**-**	**5,311**	4,347	-	4,347
Governance costs and Trustees' expenses	**538**	**-**	**538**	337	-	337
Bank fees	**162**	**-**	**162**	173	-	173
Depreciation	**872**	**-**	**872**	1,313	-	1,313
	154,179	**147,667**	**301,846**	149,670	94,805	244,475

6. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.25 £	31.3.24 £
Depreciation – owned assets	**872**	1,313
Operating Leases - property	**-**	-
Independent examiner's fees	**1,650**	1,512

7. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2025 or for the year ended 31 March 2024. There were trustee expenses totalling £82 paid during the year (2024 - £nil). The total number of trustees who claimed travel expenses during the year was 1 (2024 – 0).

8. STAFF COSTS

	31.3.25 £	31.3.24 £
Wages and salaries	**145,530**	136,282
Social security costs	**8,410**	7,797
Pension contributions	**4,079**	4,033
	158.019	148,112

The average number of full time equivalent employees during the year was 4 (2024 – 4). The average head count of employees during the year was 6 (2024 – 6). No employees received emoluments exceeding £60,000 per annum (2024: none)

The remuneration of key management personnel during the year amounts to £103,037 (2024: £102,167).

9. TANGIBLE FIXED ASSETS

	Computer Equipment	Fixtures & Fittings and Equipment	Total
	£	£	£
COST			
At 1 April 2024	9,035	682	9,717
Additions	652	0	682
Disposals	0	0	0
At 31 March 2025	9,687	682	10,369
DECPRECIATION			
At 1 April 2024	8,019	628	8,647
Charge for the year	819	54	873
Disposals			
At 31 March 2025	8,838	682	9,520
NET BOOK VALUE			
At 31 March 2025	849	0	849
At 31 March 2024	1,016	54	1,070

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Other debtors	1,481	2,673
	1,481	2,673

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade creditors	2,123	7,730
Other creditors	8,858	5,256
	10,981	12,986

12. PENSION COMMITMENTS

The charitable company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted £4,079 (2024: £4,033). Contributions totalling £nil (31 March 2024: £nil) were payable to the fund at the reporting date and are included in other creditors.

13.MOVEMENT IN FUNDS

	At 1.4.24	Incoming Resources	Resources Expended	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£	£	£
Unrestricted funds						
General fund	7,537	155,252	(154,179)	1,073	5,000	13,610
Designated funds	115,037	-	-	-	(5,000)	110,037
	122,574	155,252	(154,179)	1,073	0	123,647
Restricted funds						
Our Natural Blue Spaces Fund	22,123	4,750	(23,626)	(18,876)	0	3,247
Creative Bedfordshire Fund	136	850	(957)	(107)	0	29
Empty Shops	6,681	5,414	(9,362)	(3,948)	0	2,733
Community Portrait Fund	21,074	1,841	(19,296)	(17,455)	0	3,619
Digital Murals	2,155	2,000	(4,155)	(2,155)	0	0
Family Hub Mural	2,406	0	(2,406)	(2,406)	0	0
Project Assistant 23-25 Fund	3,869	20,000	(23,869)	(3,869)	0	0
River Flow Connect	8,973	68,583	(31,979)	36,604	0	45,577
University of Bedfordshire	3,000	0	(3,000)	(3,000)	0	0
Culture Clubs Windrush	555	0	(555)	(555)	0	0
Airships XR	0	11,000	0	11,000	0	11,000
BCP River Fest	0	20,000	(20,000)	0	0	0
Book of Bedford	0	9,007	(5,158)	3,849	0	3,849
Julia Jarman Literary Trail	0	10,000	0	10,000	0	10,000
Migration Theatre	0	4,390	0	4,390	0	4,390
Underpass Mural	0	9,400	(3,304)	6,096	0	6,096
	70,972	167,235	(147,667)	19,568	0	90,540
TOTAL FUNDS	193,546	322,487	(301,846)	20,641	0	214,187

Designated Funds

Designated funds are as follows:

	31.3.25	31.3.24
	£	£
Emergency Wind Up Fund	60,037	60,037
Capital Equipment & Renovation Fund	10,000	10,000
Programme Development Fund	20,000	20,000
People & Organisation Fund	20,000	25,000
	110,037	115,037

The designated funds, as described in the trustee report on page 13, consist of monies set aside by the trustees out of general funds to be spent on the specific programmes, contingencies and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific activities identified by the charitable company.

13. MOVEMENT IN FUNDS - continued

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

Our Natural Blue Spaces (previously Make Way for Culture Fund): this is a consultancy project funded by Central Bedfordshire Council and the Mrs B L Robinson Charity Trust to support cultural education activity in the locality. Funding is being used to deliver workshops in four Central Bedfordshire schools that develop an illustrated map and charter for protection of local blue spaces (waterways, rivers, canals etc). The maps will be digitised.

Creative Bedfordshire Fund: The fund consists of fees paid by Bedford Borough Council and Central Bedfordshire Council to cover the cost of the Creative Bedfordshire online platform. Funds pay for SixCircles to provide the platform infrastructure and hosting services. The platform has monthly costs.

Empty Shops Fund: Funding obtained from Bedford Borough Council's Town Centre Priority Fund and The Gale Family Trust is being held to enable the organisation to deliver a programme of art exhibitions in empty shop units in Bedford town centre known as POP ART. The programme will continue into 25-26 until funds are depleted.

Community Portrait Fund: This fund consists of sponsorship income from Fujifilm UK and grants from The Wixamtree Trust and the Steel Charitable Trust for the delivery of workshops and an exhibition that celebrates the past, present and future of photography in Bedford through community portraits. Outstanding funds are held to enable evaluation of the project including consolidation of digital assets in 2025.

Digital Murals Fund: These funds consist of funding from the High St Heritage Action Zone (delivered via the Bedford Players Trust) and sponsorship from ARA to enable delivery of augmented reality games tethered to murals previously painted on Bedford High Street initiated in 24-25. Funds were spent on continual promotion of the game in publicity and a mural-themed Lego merchandise item provided for sponsor ARA.

Family Hub Mural Fund: Funds consist of a fee paid by Bedford Borough Council for the delivery of two murals on storage sheds at their Pine Cones Family Hub site. Funds were spent on artist fees to deliver the project including workshop delivery with families to design the murals, artist accommodation, travel and fees and materials.

Project Assistant 23-25 Fund: These funds consist of a grant from The Harpur Trust to enable BCA to retain the fixed-term position of Projects Assistant until 2025. The funds were spent on the postholder's salary and related costs.

River/Flow/Connect Fund: This fund consists of a grant from the Ashley Family Foundation to deliver a programme of creative assemblies in ten schools in the Kempston and Queen's Park area of Bedford to initiate this new river-themed programme. It also includes funds from the National Lottery Community Fund and Bedford Borough Council to enable a programme of events, workshops and artworks celebrating the river in Kempston. The project continues into 2025-6.

University of Bedfordshire Culture Clubs Fund: These funds consist of a grant from the Royal Opera House Bridge for the delivery of a Culture Clubs pilot in three local schools delivered in 23-24. Funds were spent on fees to the University of Bedfordshire for the evaluation of the project to inform the work of the local cultural education partnership.

Airships XR Fund: This consists of a grant from the Connolly Foundation and a donation from a private individual to be used for a forthcoming project that aims to utilise the heritage of airships in Bedford to education and inspire young people in engineering careers. The project will launch in 25-26.

Windrush Fund: This consists of a fee awarded by the Legacy of Windrush Descendants (LOWD) to support their delivery of a resource pack showcasing Bedford residents and Windrush descendants that can be used by communities and schools for educational purposes. Fees have been spent on marketing time in the design of a resource pack.

BCP River Fest Fund: This consists of a grant from the UK Shared Prosperity Fund issues via Bedford Borough Council to enable a programme of creative activities at the River Festival 2024 on behalf of the Bedford Cultural Partnership. Funds were spent on artistic and producing fees for creative activities.

Book of Bedford Fund: Funds were secured from a sponsor, The Harpur Trust and grants from Gale Family Charity Trust and the Beds Educational Association to enable a book project with primary school children. Funds were spent on artist fees, printing and materials to enable delivery of the programme and launch event.

Julia Jarman Literary Trail Fund: This consists of a fee from Bedford Borough Council for the commissioning of a literary trail for children. Funds will be held for project delivery in 2025-26.

Migration Theatre Fund: This consist of a grant from the Southall Trust towards the development of a migrant theatre company for Bedford to be used to pay for artist fees and expenses for theatre workshop delivery. The funds will be held for delivery in 2025-26.

Underpass Mural Fund: This consists of a grant from Bedford Borough Council's Ward Funds alongside a grant from the BLCF Safer Streets fund to enable delivery of workshops and the painting of a mural in Bedford. Funds were spent on artist fees and expenses relating to workshop delivery and the remainder is carried forward for mural fees and materials for delivery in 2025-6.

14. CAPITAL

The charitable company has no share capital. The liability of members is limited by guarantee and does not exceed £1 per member.

15. RELATED PARTIES

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2025 (31 March 2024: £nil). BCA also hired meeting rooms at Bedford Heights which is owned by Verve Developments Limited, these were hired out at a nil cost to BCA. In the year to 31 Mar 2025, an amount of £326 was paid to Verve Developments for ad hoc room hire and refreshments (2024: £5,254)

Verve Developments Limited is a related party due to Timothy Pain being a director of Verve Developments Limited and a trustee for Bedford Creative Arts Ltd.

If payable, the commercial rent on the store would have totalled £1,932 for the year ended 31 March 2025 (2024: £1,932). The commercial cost of hiring the meeting rooms would have cost BCA £698 (2024: £3,606).

This has been received as a gift in kind from Verve Developments Limited for both financial years. The total gift in kind for the year ended 31 March 2025 of £2,630 (2024: £5,538) this has been recognised in the accounts as a Donation from Verve Developments Limited to BCA with a corresponding cost.

16. OPERATING LEASE

There are currently no operating leases held by Bedford Creative Arts Limited for the year ended 31 March 2025 and the year ended 31 March 2024.

17. CAPITAL

The charitable company has no share capital. The liability of members is limited by guarantee and does not exceed £1 per member.

18. PRIOR YEAR NET ASSETS BY FUND

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.24 Total Funds £
FIXED ASSETS				
Tangible assets	9	1,070	-	1,070
CURRENT ASSETS				
Amounts owed within one year	10	2,673	-	2,673
Cash at bank and in hand		130,541	72.428	202,789
		133,214	72,428	205,462
CURRENT LIABILITIES				
Amounts falling due within one year	11	(11,710)	(1,276)	(12,986)
NET CURRENT ASSETS		121,504	70,972	192,476
TOTAL ASSETS LESS CURRENT LIABILITIES		122,574	70,972	193,546
NET ASSETS		122,574	70,972	193,546
FUNDS	13			
Unrestricted funds				122,574
Restricted funds				70,972
TOTAL FUNDS				193,546

BEDFORD CREATIVE ARTS LIMITED

England & Wales - Charity number 1119555

Accounts

REGISTERED COMPANY NUMBER: 05305188
(England and Wales)
REGISTERED CHARITY
NUMBER: 1119555

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL STATEMENTS OF BEDFORD CREATIVE ARTS LIMITED

FOR THE YEAR ENDED
31 MARCH 2024

Bedford Creative Arts Limited
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2024
CHAIR'S REPORT

Welcome to the Annual Report and Accounts for Bedford Creative Arts for the year April 2023 – March 2024.

We have had a fantastic year, beginning the first year of our new Business Plan 23-26 which launches new programme themes for our work alongside exciting strategic development projects that support Bedfordshire's creative ecology.

It was also the first year of our current period of National Portfolio Organisation status with Arts Council England, who will provide welcome strategic investment for our artistic programme and organisation until 2027.

Across the year we delivered 16 creative projects reaching audiences physically and digitally of 19,248 working with 47 creatives.

Our new programme themes of River, Innovation Heritage and Migration have been simultaneously brought alive through a period of partnership development, research & development projects, consultation events and community engagement. This has enabled us to seek funding throughout the year to initiate programmes that work to serve our local communities whilst continually growing our artistic ambitions and pushing boundaries in our work.

Key highlights include providing Bedford's first ever augmented-reality art through Digital Art Murals, animating street art with games that tell stories of Bedford's innovation heritage in unusual and creative ways. We worked with LegalAliens to bring theatre opportunities to Bedford for local refugee and asylum seeker performers and we began collaborating with The Higgins Bedford and local employer FujiFilm to set-up a Community Portrait project – telling the story of Bedford's past, present and a possible future in the world of photography through the eyes of our community.

We pushed forward with our work to support the local creative ecology by co-founding Pride of Place (POP) with local creative producer and artist Talia Giles as a mechanism for utilising empty retail space for art exhibitions and creative workspace. This included her very successful POP Bedford pop-up creative space attracting over 5,000 visitors alongside exhibiting opportunities in 5 vacant retail premises. We also re-designed our Producer Hub programme with 1 Degree East, focusing our mentoring on support for 10 local creative producers and self-producing artists through a series of 1-2-1s, webinars and seminars.

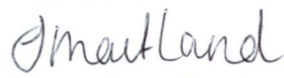
I'm delighted that our work has been recognised by the Lord Lieutenant of Bedfordshire, leading to two staff members being invited to Buckingham Palace for a Summer Garden Party. We continued to feature regularly in local press and have been nominated through the Chamber of Commerce and Bedford Independent's Everyday Hero Awards for awards that recognise our role in supporting our local communities through artistic works.

We received a record number of corporate commissions as a benefit of increased exposure, being commissioned by Bedford Borough Council, the University of Bedfordshire's Aspire Higher team, Speakers for Schools, Grand Union Living and Verve Developments Limited to enable creative projects that enhance local people's lives and spaces as well as supporting the development of skills and knowledge for children & young people.

I'd like to give my thanks for our key funders and partners who continue to enable and encourage our work, especially Arts Council England, The Harpur Trust, Verve Developments Limited, 1 Degree East, Bedford Borough Council, Aspire Higher, FujiFilm, The Wixamtree Trust and The Gale Family Trust.

I'd like to thank our hard-working staff, including our new fixed-term Projects Assistant who has become an amazing asset and the temporary staff who have helped us deliver fixed-term project support and maternity cover for core team members. You have all achieved wonderful things.

I hope that you enjoy reading about Bedford Creative Arts' activities in our Trustees' Report for the year ended 31 March 2024.



Samantha Maitland
Chair

17 October 2024

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the financial statements of the charitable company for the year ended 31 March 2024. The trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, 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) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name
Bedford Creative Arts Limited

Registered Company number
05305188 (England and Wales)

Registered Charity number
1119555

Registered office
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Trustees

Richard Sobey	Resigned 01 July 2023
Paul Messam	Resigned 08 February 2024
Samantha Matthews	Appointed as Interim Chair 13 April 2023 Resigned as Interim Chair 08 February 2024
Suzette Reed	Resigned 2 August 2024
Mark Taylor	
Timothy Pain	
Anita Kumari	Appointed 13 April 2023
Samantha Maitland	Appointed 13 April 2023, Appointed as Chair 08 February 2024
Fiona Parry	Appointed 12 October 2023
Jennie Cashman Wilson	Appointed 25 April 2024
Samuel Baker	Appointed 25 April 2024

Director
Elaine Midgley

Independent Examiner
KM Hilliard ACA FCCA CTA
Price Bailey LLP
36 Tyndall Court
Commerce Road
Lynchwood
Peterborough
PE2 6LR

Bankers
HSBC
12 Allhallows
Bedford
MK40 ILJ

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document, the Memorandum and Articles, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

Bedford Creative Arts Limited has a policy for the recruitment and induction of trustees who may serve for up to two terms of three years. New trustees are appointed in accordance with the Articles of Bedford Creative Arts Limited. They are found from the contacts and networks of existing trustees and the executive. Vacancies are also publicised through our website, social media and through other public forums. When recruiting new trustees, the Board looks for individuals with skills and experience which are of value to the charity and complement those of existing trustees. Potential trustees are interviewed by a panel of trustees and the Director. When a new trustee joins the Board, they are provided with a "Trustee Induction Pack", which provides comprehensive information about Bedford Creative Arts Limited. They attend induction meetings with the Director and Chair as well as receiving additional training when required. In 2023-24 we launched a recruitment campaign for new trustees and appointed Jennie Cashman-Wilson and Samuel Baker at the end of the year to replace skills from retiring Board members. The Board said goodbye to long-serving trustee Richard Sobey who resigned as Chair after completing two three-year terms. Vice-Chair, Samantha Matthews held the position of Interim Chair whilst discussions were held about Richard's successor. The Board opted to recruit a new Chair of Trustees from within the existing membership and voted to elect Samantha Maitland to the role of Chair from February 2024.

Organisational structure

The Board and Executive have an agreed Business Plan that articulates the strategic direction of the organisation over 3 years and includes organisation-wide objectives, financial and income strategy, audience development aims, organisational structure proposals, commitments to equality, diversity and the environment and programme ambitions. This strategy aligns the governance expectations of Arts Council England for National Portfolio Organisations. Day-to-day delivery of the Business Plan is delegated to the Director and staff team. Unusual or significant decisions are made by the Board of Trustees on recommendations from the Director. The Chair and Vice-Chair meet with the Director monthly to review progress. Sub committees of the Board meet at least twice per annum to review detailed aspects of strategy including income generation, equality & diversity and programme development. The Board also have assigned champions to meet with the Director and staff to discuss and challenge other areas of the business including HR/staff, environment, marketing, risk, and finance (a Treasurer).

Risk management

The Board of Trustees, with the Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. The organisation holds a Corporate Risk Register for the monitoring of strategic risk which is reviewed quarterly. Programmes are mainly run with funding secured in advance to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	Bedford Creative Arts Limited will continue to develop the programme in a way that diversifies its income from a range of funders including its core client Arts Council England, trusts & foundations, statutory funders and earned income from commissions. Projects are operated on a full-cost recovery basis to cover overheads and staffing not covered by regular funding. Arts Council funding is secure until March 2027. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (trustee role) to support the Executive in managing funds including close cost control. The Business Plan incorporates an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	Bedford Creative Arts Limited will aim to invest in its staff and consider succession planning and resilience in its policies and processes including a Business Continuity Plan. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects are based on Prince2 principles and enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.
Safeguarding and Health & Safety	The organisation has a Safeguarding Policy and highly experienced, well-trained staff. Using advice from other local experts including the CVS, Bedford Borough Council and Board members in highly skilled professions such as the education sector, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. The Director, as well as the Company and Projects Manager have Institution of Occupations Safety and Health (IOSH) Managing Safely qualifications and experience of HSE guidance, risk assessment and control. All activities are risk assessed and appropriate mitigating actions are incorporated in line with the organisation's Health & Safety Policy
Staff wellbeing & management of remote working	The organisation has no office premises and staff work from home or in remote locations in the community with limited supervision. BCA holds a Remote Working Policy that guides staff in safe working practises which includes regular daily contact with team members to ensure their location & safety is known. The Board issue a twice annual Staff Wellbeing Survey that enables staff to

	anonymously report on their wellbeing & job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & SMT continue to monitor staff performance through fortnightly 1-2-1s and a twice annual Performance Review system. An Employee Assistance Programme is provided for staff that enables private access to GP appointments and health advice and standards for good organisation procedures are documented in a health & Wellbeing Policy. Two staff members are MHFA Mental Health First Aid trained.

Remuneration

The charitable company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was six and the average number of employees (full-time equivalent) was four. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £102,167. During the period the trustees received no remuneration.

OBJECTIVES AND ACTIVITIES

Charitable Objectives and Activities for the Public Benefit

Bedford Creative Arts Limited is a contemporary arts charity. We run a programme of artistic commissions and cultural education projects, events and workshops that aim to provide creative opportunities for diverse audiences both locally and further afield, and to provide new creative opportunities for artists.

Our Charitable Objective is to advance the education of the public in creativity and the arts within the Borough of Bedford, the county, the wider region and over time more broadly across the UK by:

1. Offering people the opportunity to develop skills, confidence and knowledge.

2. Using the arts as a tool to improve social welfare and people's quality of life by responding to those needs identified through contact with local community groups and other agencies.

3. Actively engaging people who are excluded from mainstream provision of arts education for reasons of disability, social, cultural or economic circumstance (by seeking to make activities physically, intellectually, socially, culturally and financially accessible).

4. Enabling everyone to exercise the right freely to participate in the cultural life of the community and to enjoy the arts and its benefits.

5. Promoting, improving, advancing and providing access to current developments in contemporary arts practice, through a programme of temporary exhibitions and educational and recreational activities.

Bedford Creative Arts Limited has referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing its aims and objectives and planning its future activities.

In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set for the organisation, thus ensuring public benefit continues to be delivered.

Each year the Board of Trustees review and update the Business Plan including reviewing the organisation's Vision, Mission and Foundations statements to ensure they reflect our current approach in delivering on our Charitable Objectives:

Our Vision: is that future communities will have an outrageous sense of entitlement to the arts because of its power to provoke positive social change.

Our Foundations: We believe that art is essential for a full life as it engenders self-expression, confidence, connectedness and a sense of belonging. It builds strong and resilient communities; it empowers individuals. Where there are challenges in communities, whether social, educational, environmental or economic, the arts have the intrinsic power to provoke and facilitate change. The arts can provide a platform for a diversity of voices to be heard. Through engagement with the arts, people can explore, express, connect, learn, share, debate and challenge, often in innovative and ambitious ways. We want all communities to have access to the arts so that they can do these things and become active citizens with us to work towards better, stronger communities. We see a community as a neighbourhood or as a group of people with a common characteristic or shared experience. We recognise that neighbourhoods are home to many communities and each of us is a member of several communities. We work predominantly in Bedfordshire but strive for our activities and learning to make a national impact on the sectors where we work and the world in which we live.

Our Mission: We create art for, with and inspired by communities.

We:

People - Put people at the heart of our work, working responsively and collaboratively with communities.

Place - Support place-making, shaping and enriching by helping communities to have a sense of identity, belonging, agency and pride in where they live.

Power - Enhance the power of communities to provoke change, champion social and environmental justice, and strive for a just and equitable society.

Possibility - Seek to ask questions and have conversations that challenge the status quo, support meaningful debate and enable radical ideas to be explored.

Practice - Use socially engaged artistic practice to develop knowledge, skills and tools that can be shared and used nationally.

Our Strategic Aims for this period have been developed jointly by the Board of Trustees and the Executive Team through a process of collaborative discussions.

The aims of the organisation until March 2024 were:

1. Enable an ambitious, high-quality place-shaping artistic programme that has a positive impact on local people and Bedfordshire's national reputation.
2. Develop active citizenship through arts and culture.
3. Develop and support local creative talent in our fields of work.
4. Ensure our work is resilient, sustainable and accountable.
5. Raise the national profile of our work and broaden our provoking influence on peers, policy- makers, individuals and communities.

We are fleet of foot and work peripatetically, exploring genuine artistic collaborations and new ways of awakening and developing talent and fostering wellbeing with an array of new and long-standing stakeholders and partners: arts and non-arts agencies and charities; local authorities; funders; educational institutions; associate curators and producers; and regional, national and international artists, experienced in socially engaged practice.

OBJECTIVES AND ACTIVITIES

The key activities we deliver to achieve our aims are:

1. Artistic Commissions

We commission artists to develop contemporary art projects in a wide range of genres across Bedfordshire in response to our Business Plan aims and community needs. The theoretical framework for our work is based on socially-engaged practice; we believe great art can enhance and transform people's lives. We aim to innovate, to produce original, imaginative, extraordinary, adventurous and often provocative art works and encounters in every day and unconventional locations. We aspire to create art that is critically recognised by our peers and has an impact on the sector on a regional and national scale.

We work with diverse communities, specialising in encouraging new participants and building audiences where there is often a history of low cultural engagement. This includes working deeply within neighbourhoods to engage with local people in addressing the issues that matter to them and/or working with specific and targeted groups such as in schools and in deprived wards such as Queen's Park, Kempston and Kingsbrook & Cauldwell.

Our commissions and neighbourhood work are informed by 'listening projects'. These projects involve sending our staff into the community to listen and understand their social needs and consider opportunities for our work to respond to them.

2. Ecology, Practise, Knowledge & Talent Development

Bedford Creative Arts works to build the creative economy in Bedfordshire and to nurture and grow creative talent by supporting artists, curators and producers both locally and beyond. We do this by:

- Providing mentoring and practical support to artists and producers within our programme and commissions, particularly through our Producer Hub programme delivered in partnership with 1 Degree East;
- Participating in opportunities to "listen" to the communities we serve such as partnering with peers in the community sector including community groups, local authorities and schools;
- Supporting local producers and self-producing artists in the delivery of their own projects where a partnership with an established charity can make the most differences, such as supporting Quilla Constance with her exhibition Teasing Out Contingencies in 23-24.
- Nurturing, attending and developing local collaborative networks that help to build up the creative economy and ecology such as the Bedford Cultural Partnership and Central Bedfordshire Culture Hub (co-founded by Bedford Creative Arts).
- Supporting the Creative Bedfordshire network by hosting an online platform enabling local creatives to connect, network and share including programming Creative Exchange network events and training activities.

We provide mentoring and support to the artists and freelancers engaged in the delivery of our work, but particularly seek to reach those with limited opportunity, especially in the Bedfordshire area. We target opportunities to work with people from a diverse range of backgrounds and to enable people to have a long-term relationship with Bedford Creative Arts over a number of years through interventions such as opportunities for work, mentoring, brokerage of partnerships, promotion of their work and advice on funding.

ACHIEVEMENT AND PERFORMANCE – A REVIEW OF THE YEAR

Project Delivery

Across the year we reached audiences of 11,248 alongside estimated audiences for our free, open access work of 8,000 (total 19,248).

We were proud to have been able to support the employment of many freelance artists and contractors during this challenging time by providing work for 47 artists and creative freelancers during the year as well as a wider team of project managers and support staff.

Key successes in the year included:

Take Part Queen's Park – This longitudinal project finally ended this year since its inception in 2019. Originally proposed as a neighbourhood level action-research project, the project encountered a number of challenges such as Covid-19 and the tragic death of an artist during delivery. However, the outcomes across the period have been excellent – ranging from schools-based visual arts activity, a film, an exhibition, a street mural, theatre performances and community feast events.

The final project delivery in 2023 included being commissioned by the project's community steering group to paint the walls of a meeting room in a local community centre with child participants and then to celebrate the project's culmination with a feast, theatre show and screening of the project film, 'Archipelago'.

The project's overall successes included:

- Audience reach 7,422 (of which 2,151 were local active participants)
- 51 individual creative activities
- 20 freelance creatives employed
- 10 committed resident Ambassadors

Overall feedback was overwhelmingly positive:

"The resources provided were brilliant. The children were all engaged" – Teacher.

"I wish this was here when I first moved here. It would have helped my mental health and allowed me not to feel so alone." – Queen's Park Resident.

"We really wanted to say thank you for accommodating the needs of the local community and we feel like the work of Bedford Creative Arts has been very beneficial for the local community and the local children". – Resident and Ambassadors Group Member.

"I had a very special time with the community because I made real friendships and because the project was quite long I had the chance to actually have a meaningful relationship with the community [...] it's the community I worked with, it's the groups I worked with, that absolutely shaped the project and the exhibition." - Caroline Wendling, Lead Artist

We published our evaluation report and the project's independent Social Impact Study written by Roger Morfey on our website – providing an insight into the benefits of creative art projects on a community.

Digital Art Murals and The Vault – In the prior year, we painted murals on Bedford's High Street that reflected aspects of Bedford's heritage. One referenced Bedford's former bank, the Barnard Bank, and hinted at the idea of a lost bank vault underneath the ground. The other two reflected Bedford's aviation heritage through both airship and airplane innovation. In 2023, with funding through Bedford's High Street Heritage Action Zone as well as funding from Bedford Borough Council's Town Centre Priority Fund, ARA and Bedford BID, we worked with digital artists Clemence Debaig and David Thatcher to create augmented-reality games within the murals, allowing users to scan a QR code that enabled them to interact with the 2D murals. The Vault Game is a game that enables users to take a High Street quiz which unlocks an augmented-reality vault to see the treasures beneath. Re-Imagine the Sky and Cardington Sheds enable users to fly airships and planes on their mobile phones whilst reading fun facts about the story's heritage. The project reached 619 people after its inception in Autumn 2023:

"It was fun and I liked looking around Bedford. I found the secret treasure." - Child Player.

"It was wonderful to find this lovely mural on the floor and find out the history. I never knew there was a bank here. So, it was really good and really great fun to do the game and make me notice more bits of the town." - Adult player.

"When it comes to making history into games it's quite smart because, the current generation, they focus more on games than actually learning, so if you put it into a game then they will learn while also enjoying themselves" - Teenage Player.

POP ART – We collaborated with local artist and creative producer Talia Giles on establishing Pride of Place (POP). The aim of POP is to utilise empty retail space for art exhibitions and creative pop-ups. BCA negotiated the use of 5 empty retail units in Bedford town centre, using all of them for a rolling programming of art exhibitions called POP ART. Local artists were invited to apply to exhibit their work in the space, enabling artists to be showcased who otherwise might not secure gallery recognition. Talia collaborated with BCA on using one space for POP Bedford, a pop-up creative space, hosting exhibitions, workshops, artist residencies and live events over 6 weeks in Summer 2023. POP BEDFORD attracted 5,107 visitors during its run with the POP ART exhibitions attracting 3,000 viewers. Exhibiting artists included 50% early career artists of which 75% were those identifying as having a long-term health condition, disability or neurodiversity suggesting it provided strong accessibility for people from those backgrounds.

"Getting my work out locally in Bedford. It really opened-up my eyes to what was happening locally within the arts. I then went on to have a stall at the art and flea market and I have made so many local connections and sold more work since. I would have not been able to do any of this if I hadn't gotten involved with the POP ART project. It changed a lot for me!" – Exhibiting artist

"Such an inspiring and motivating space. The people, the design...the community – a real credit to Bedford!" – POP BEDFORD Visitor

"Honestly, this needs to be a permanent fixture in Bedford. I haven't seen anything that's brought the community together so much. It makes me proud to be in Bedford" – POP BEDFORD Visitor.

Culture Clubs – We were commissioned by Aspire Higher (part of the University of Bedfordshire) to pilot a series of Culture Clubs across three Bedfordshire schools with the aim of seeing if we could influence and widen their views on creative careers. We partnered with Goldington Academy, Mark Rutherford School and SEND school Oak Bank (supported by Speakers for Schools) in the delivery of a series of workshops in each school.

Students were invited to attend regular sessions with an arts practitioner to deliver a creative project and to understand the different roles behind making creative activity. The Clubs were delivered in the Summer term 2023.

Goldington Academy delivered a "zine" supported by poet Anthea Davis-Barclay and illustrator Katie Allen, whereas Oak Bank and Mark Rutherford delivered a film, working with Future Legend Media and Junior Filmmakers respectively.

Key learning outcomes included:

- The project inspired students to help them to feel happy and proud through creative activity.
- If they are already slightly inclined to consider further education the project appeared to increase their resolve to want to go on to further education and university and help students to feel more confident in that decision. However, conversely, students who were unsure about creative subjects or further education and maybe do not enjoy creative subjects became more resolved not to follow a creative pathway.
- Student postcode was not necessarily an indicator of their likelihood to consider further education, however their general encouragement and support in all settings (home and school) had a potentially strong influence.

Community Portrait – We were delighted to be sponsored by local employer, FujiFilm, to create a project that marked their 40th anniversary of being located in Bedford. We began our journey working with local community groups and education settings to capture "community portraits" using the latest FujiFilm technology. Collaborating with local photographers such as Chiara MacCall, Catherine O'Donnell and Amina Pagliari, we documented portraits of school children and their families, Bedford College students, Romanian groups, Ukrainian groups and celebrations of women. Some groups were invited to utilise FujiFilm's London House of Photography studios, enabling participants to learn skills about photography as well as to build a collection of portraits to use in a forthcoming exhibition in 2024. The project received welcome support from local funder The Wixamtree Trust and is being developed to include consideration of both the heritage and future of photography in Bedford.

Migration Research and Development – We developed our learning about Bedford's migrant communities through partnerships with two organisations on "listening projects". We supported a local producer from WordSetFree and artist Radhika Aggarwal in their project Tastes Like Home. This project will deliver an audio trail along Bedford's High Street in 2024 that provides stories of the many foods and recipes that are fondly remembered and shared by Bedford's diverse immigrant communities. We supported the delivery of workshops and recording sessions to identify and record stories. We also invited LegalAliens from London, a migrant theatre company, to meet Bedford refugees and asylum seekers and introduce the idea of theatre as a form of expression for those new to the medium. The result is the development of a new theatre show, Tugging at the Sea, that is being developed in both London and Bedford as a means to explore the feelings of migrants on political narratives around boats:

"Using a fragmented narrative, physical theatre, songs and direct testimonies, Tugging At The Sea asks audiences to examine the propaganda against asylum seekers. Thanks to a collaboration with visual artist Bern O'Donoghue, the stage will be covered in paper boats, as a celebration of shared humanity." – LegalAliens.

River/ Flow/ Connect consultation – We established new partnerships with organisations in Bedford that are connected to the river and focused our exploration of this theme on the community of Kempston, where the river is currently under-used. We set up a steering group including ward councillors, town councillors, Bedford and Milton Keynes Waterways Trust, The Wildlife Trust and some residents to begin to shape this new project that aims to re-engage local residents with the river on their doorstep through art. We held a boat trip and a community picnic event, securing a range of views that were strongly encouraging of this new project:

- 78% of respondents felt that area of the river was neglected & overlooked.
- 89% said they would like to see permanent artistic structures along the river
- 78% had never engaged in a BCA activity before.

External Commissions – We grew our delivery of small commissions for local organisations and businesses this year, responding to approaches from Grand Union Housing for their Chamomile Gardens development – delivering visual art workshops for new residents that enable them to meet new people; Verve Developments Limited commissioned artwork for their premises by artist Larry Jackaman made from recycled aluminium cans created by users of their Bedford Heights building; Pine Cones Family Hub – who commissioned us to work with family hub users and Livingstone School to paint storage sheds at their site; and the Kingsbrook & Cauldwell Big Local who commissioned us to deliver a visual art programme in Kings Oak Primary School.

Championing Diversity & Inclusion

Bedford Creative Arts (BCA) remains committed to celebrating diversity and inclusion through our work and ensuring equality of opportunity for both audiences and artists. BCA uses an Equality & Diversity Action Plan alongside its company policy on Equality, Equity, Diversity & Inclusion to ensure that it continues to deliver its commitment to its values.

Particular activity that supported diversity and inclusion this year included:

- We undertook Equality Impact Assessments of all our key elements of project delivery which led to investment in a new tool for our updated website that creates better accessibility for users, adapting the website according to their specific needs.
- We provided an opportunity for a younger person to become Chair of the Board of trustees by providing a programme of training, mentoring and peer-support from the Vice-Chair.
- We targeted community engagement work at protected characteristics at risk of exclusion including those on low incomes (e.g. people living in Kingsbrook & Cauldwell wards which are in the 10% most deprived in the UK) and those with Special Educational Needs and Disabilities (such as through work with Oak Bank School).
- We engaged artists from a diverse range of backgrounds including 25% of our artists from Global Majority ethnic backgrounds.
- We included people from under-represented backgrounds in our work such as delivering work that engaged migrant performers (Tugging at the Sea) and placing a spotlight on people from different nationalities (Tastes Like Home).
- We provided key support to a mixed-race artist, Quilla Constance, in the exhibiting of her work in Teasing Out Contingencies at The Higgins Bedford, including two symposium opportunities for Quilla to discuss the equality and equity themes in her work.
- We developed our relationships with community organisations that engage with under-represented voices such as the organisers of Refugee Week (BRASS), Queen's Park Community Organisation, and PBIC.

Creative Ecology Development

We have continued to invest in local and specialist talent across a range of artforms and practises through our projects and ongoing support networks and used this engagement to develop our own knowledge and skills.

Particular achievements in the year include:

- Our Producer Hub, delivered with 1 Degree East, grew from an open mentoring programme to a focused fast-track activity aimed at nurturing 10 local producers and self-producing artists to develop their own creative projects for Bedfordshire. The groups includes people across a range of artistic disciplines and nationalities, and is focused on both 1-2-1 meetings and group seminars as well as continuing to deliver open webinar programmes providing knowledge for any local creatives.
- Creative Exchange is our programme of free, open networking events that provide our Producer Hub mentees with opportunities to showcase their project ideas as well as enabling networking for all local creatives and reaching around 20 people per session.
- Bedford-based artist, Quilla Constance, supported by BCA in 2020 with her Tate Exchange programme, was invited to exhibit her project Teasing out Contingencies in The Higgins Bedford over 6 months. The exhibition utilised members of the public and everyday objects, projected against a fantastical version of Buckingham Palace, to ask questions about what it is to be British exploring class and race. It was accompanied by cello/live art performances, talks and a symposium event.
- Local poet, Anthea Davis-Barclay secured her first Arts Council Project Grant and begun development on an art exhibition and poetry anthology working with local school children and artists, entitled The River Project.
- Our Director continued to Chair the Bedford Cultural Partnership, a network of local cultural providers which collaborated to produce a draft Cultural Vision for Bedford Borough. The document, which references intensive public consultation, is due to launch in 2024.
- We continued our attendance in other local strategic networks including the SEMLEP Creative & Cultural Steering Group, Bedford Music Hub and the Central Bedfordshire Culture Hub including inputting into research by the University of Bedfordshire consultancy work for a cultural strategy in Central Bedfordshire.
- We continued as members of the High Street Heritage Action Zone Cultural Programme group for Bedford, including forming part of the commissioning panel for a programme of cultural events celebrating Bedford's high street heritage with funding from Historic England which came to an end in March 2024.
- We hosted the Creative Bedfordshire network site (via a Six Circles platform), posting news and articles for the creative community and growing membership to 304 members by the end of the year.
- We continued to represent the town's cultural viewpoint on the Town Deal Board, formed by the Bedford Borough Council to oversee the investment plan for funding from central government.

Organisational Development & Change

The organisation experienced some changes to personnel in the year through natural turnover. Our Digital Marketing Officer resigned early in the year to pursue a career in arts producing and we elected to work with a marketing consultant, Digital Era, on company marketing.

We are delighted to have retained operational funding from The Harpur Trust which has enabled us to secure the role of Projects Assistant for a further 2 years.

Our Company & Projects Manager went on maternity leave in November 2023 and was covered by a fixed term postholder during this time.

The charity continues to operate remotely with staff working from home on desk-work and in the community on artistic delivery.

FINANCIAL REVIEW

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This is managed through the use of named designated funds identified for specific purposes. This supports strategic financial management and accountability.

Targets for designated funds are set following an assessment of the operational financial commitment and associated residual financial risk if income is unexpectedly terminated. The reserves policy is reviewed at least annually by the Board of Trustees and designated funds reviewed quarterly with the preparation of financial management accounts and projections.

The charity's emergency designated fund will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000). In addition, other funds are designated to allow the charity to invest to create new opportunities and to manage growth with a further target of £60,000 across these funds (approximately 6 months' core running costs).

Summary of Designated Funds and their purposes:

Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000) to be used should the company be required to wind-up in a legally responsible manner.

Designated Capital Fund – maintained to enable the purchase and maintenance of capital equipment such as PCs & laptops for staff and office equipment to use at home, if required as well as technical equipment for use across projects such as projectors and exhibiting stands.

Designated Programme Development Fund – to enable investment in our programme so that we may increase our ambition and develop new projects & programmes with matched-funding support that could lever in additional funding. This enables research and development projects to be initiated enabling long-term programme planning.

Designated People & Organisation Fund – to enable investment in organisational development and to manage staffing related risk. This can include resourcing changes to staff structure, the need to invest strategically in staff training & development, or to manage unforeseen temporary staffing issues such as unexpected absences of leave or parental and sick leave cover.

Any general funds that are not designated for the above purpose will be reviewed with a plan to invest these funds in a manner that supports the delivery of the charity's objects within 12 months of operation.

The trustees agreed that this was a prudent approach and would ensure the future growth and development of Bedford Creative Arts was financially sustainable.

The Board has agreed that funds will only be held in low-risk UK bank accounts as approved by the Board of Trustees.

The trustees also agreed that the charitable company will continuously strive to deliver its charitable objectives as cost effectively as possible whilst ensuring it is able to continue to meet its liabilities as they fall due.

Principal funding sources:

BCA Limited received income of £306,824 (2023: £239.684) in the year, of which £150,368 (2023: £82,786) represented restricted funding, relating to the Queen's Park Project Fund (£5,000), Creative Bedfordshire (£850), University of Bedfordshire Culture Clubs (£12,500), Digital Murals Fund (£9,700), News, News, News (£2,500), Can Art (£4,750), Empty Shops Fund (£12,275), Our Natural Blue Spaces (previously Make Way for Culture Fund) (£4,750), Big Local Fund (£7,581), Chamomile Gardens Fund (£3,000), Project Assistant Fund (£10,919), Project Assistant 23-25 Fund (£25,000), Community Portrait Fund (£26,000), Family Hubs Mural Fund (£3,550), River/Flow/Connect Fund (£9,980), Anthea Barclay River Project Fund (£1,250) and Windrush fund (£1,255). Expenditure in the year totalled £244,475 (2023: £279,765) of which £94,805 (2023: £119,928) related to the restricted project funding.

BCA's biggest investment source is Arts Council England through our designation as one of its National Portfolio Organisations. We also received significant funding from various funding bodies, trusts and foundations that have helped us to deliver our wide-ranging programme including:

The Harpur Trust, Steel Charitable Trust (for future programme), Bedford Borough Council, Central Bedfordshire Council, The Community Voluntary Service – Bedford, The University of Bedfordshire, Bedford Players Trust, The Wixamtree Trust, Fuji Film Limited and Verve Developments Limited.

Funds available
The funds held at 31 March 2024 are £193,546. This includes unrestricted funds of £122,574, which equates to approximately seven months' expenditure and is in line with the reserves policy.

Within the unrestricted funds, the trustees have designated the following separate funds:

Designated Emergency Wind-Up Fund: £60,037 (2023: £60,037)
Designated Capital Fund: £10,000 (2023: £5,000)
Designated Programme Development Fund: £20,000 (2023: £20,000)
Designated People & Organisation Fund: £25,000 (2023: £20,000)

The trustees are confident that the charitable company can continue to meet its liabilities as they fall due for the foreseeable future and that the accounts should be prepared on a going concern basis.

Related Parties

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2024 (31 March 2023: £nil). BCA also hired a number of meeting rooms at Bedford Heights which is owned by Verve Developments Limited, these were hired out at a £nil cost to BCA.

Verve Developments Limited is a related party due to Timothy Pain being a director of the company and trustee for Bedford Creative Arts Ltd.

If payable, the commercial rent on the store would have totalled £1,932 for the year ended 31 March 2024 (2023: £1,650). The commercial cost of hiring the meeting rooms would have cost BCA £3,606 (2023: £5,523).

This has been received as a gift in kind from Verve Developments Limited for both financial years. The total gift in kind for the year ended 31 March 2024 of £5,538 (2023: £7,173) has been recognised in the accounts as a Donation from Verve Developments Limited to BCA with a corresponding cost.

FUTURE PLANS

A few projects from the 2023-24 programme will continue into the 2024-25 financial year.

POP Art – We continue to hold restricted funds to maintain our programme of art exhibitions in empty retail spaces and hold leases for properties in Bedford town centre for this use.

Community Portrait – we have an exhibition programmed at The Higgins Bedford launching 28th September 2024 and lasting for 5 months to exhibit the work from our community portrait programme delivered throughout 23-24. The exhibition will also incorporate new work to be developed with Artificial Intelligence technology in order to display the work of Bedford's past, present and future in photography.

Tugging at the Sea – After a successful period of research and development with refugees and asylum seekers connected to local charity PICB, Legal Aliens are continuing workshops in Bedford in 23-24 to inform the development of their theatre performance. The performance will be performed in London's Jackson Lane Theatre in July 2024 and at The Place Bedford in September 2024 with plans to continue to develop performance opportunities for local migrants into 2025.

Our programme for 2024-25:

- *River/ Flow/ Connect* – We have secured funding from the Ashley Family Foundation and the National Lottery Community Fund to work with the neighbourhood of Kempston on using art as a tool for re-engaging them with the riverbank on their doorstep.
- *Our Natural Blue Spaces* (formally Make Way for Culture) – this project commissioned and funded by Central Bedfordshire Council will engage an artist with local school children to explore blue spaces (rivers, ponds, lakes, canals) in their local area and design an illustrated map of their surroundings. The map will signpost a Charter to encourage local residencies to conserve their natural blue spaces whilst teaching students creative visual art skills.
- *Book of Bedford* – working again with Arts Council funded artists Andy Field and Beckie Darlington we will engage 250 school children across Bedford in writing a new guidebook of the town for adult audiences. Part imagination and fiction and part real guidebook this project invites adults to see the town through the eyes of its youngest inhabitants.
- *Virtual Airships* – working with digital creative technologists from Hyperactive Developments Ltd we will explore how mixed reality technologies can enable artworks and historic artefacts that commemorate Bedford's association with the airship to be brought together for global audiences.

Our programme of at least 10 commissions and activities is outlined in the organisation's Programme Plan and aligned to funding from Arts Council England and a range of trusts, foundations, local authorities and private businesses.

In preparing this report, the trustees have taken advantage of the small companies' exemptions provided by section 415a of the Companies Act 2006.

ON BEHALF OF THE BOARD:



Samantha Maitland
Chair
17 October 2024

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2024 which are set out on pages 17 to 30.

Responsibilities and basis of report
As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement
Since the company's gross income exceeded £250,000 your examiner must be a member of a listed body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

K M Hilliard ACA FCCA CTA
Chartered Accountant

For and on behalf of Price Bailey LLP

36 Tyndall Court
Commerce Road
Lynchwood
Peterborough
PE2 6LR

Date: 12/11/24

BEDFORD CREATIVE ARTS LIMITED
STATEMENT OF FINANCIAL ACTIVITY including INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted Funds £	Restricted Funds £	31.3.24 Total Funds £	31.3.23 Total Funds £
INCOME					
Donations	2	151,948	-	151,948	154,168
Investment income	3	4,157	-	4,157	903
Charitable activities	4	351	150,368	150,719	84,613
Total income		156,456	150,368	306,824	239,684
EXPENDITURE					
Charitable activities	5	149,670	94,805	244,475	279,765
Total expenditure		149,670	94,805	244,475	279,765
NET (EXPENDITURE) / INCOME		6,786	55,563	62,349	(40,081)
Transfer between funds		-	-	-	-
NET MOVEMENT IN FUNDS		6,786	55,563	62,349	(40,081)
RECONCILIATION OF FUNDS					
Total funds brought forward	13	115,788	15,409	131,197	171,278
TOTAL FUNDS CARRIED FORWARD	13	122,574	70,972	193,546	131,197

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

BEDFORD CREATIVE ARTS LIMITED
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2024

REGISTERED COMPANY NUMBER: 05305188 (England and Wales)

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.24 Total Funds £	31.3.23 Total Funds £
FIXED ASSETS					
Tangible assets	9	1,070	-	1,070	1,843
CURRENT ASSETS					
Amounts owed within one year	10	2,673	-	2,673	24,150
Cash at bank and in hand		130,541	72,248	202,789	142,073
		133,214	72,248	205,462	166,223
CURRENT LIABILITIES					
Amounts falling due within one year	11	(11,710)	(1,276)	(12,986)	(36,869)
NET CURRENT ASSETS		121,504	70,972	192,476	129,354
TOTAL ASSETS LESS CURRENT LIABILITIES		122,574	70,972	193,546	131,197
NET ASSETS		122,574	70,972	193,546	131,197
FUNDS	13				
Unrestricted funds				122,574	115,788
Restricted funds				70,972	15,409
TOTAL FUNDS				193,546	131,197

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 17 October 2024 and were signed on its behalf by:

SMaitland

Samantha Maitland
Chair

The accompanying notes form part of these financial statements

1. COMPANY INFORMATION AND ACCOUNTING POLICIES

Company Information

The company is a private company limited by guarantee and is registered in England and Wales.
Registered company 05305188
Registered charity number 1119555

Registered Office:
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Basis of preparing the financial statements

The trustees believe that the charitable company can operate for a period of at least 12 months from the date of approval of the financial statements. The charity continues to be supported by the funding from the Arts Council and other income streams and as such consider it appropriate to prepare the accounts on a going concern basis.

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and the requirements of Charities Statement of Recommended Practice issued in October 2019 (FRS102) and section 1a of FRS102. The presentation currency used in the accounts is pounds sterling. The charitable company is a public benefit entity.

Cash flow statement

The trustees have taken advantage of the exemption in Charities SORP issued in October 2019 (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charitable company has unconditional entitlement.

Government Grants

Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the 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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Operating Leases: the charitable company as lessee
Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Tangible fixed assets
The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts. Fixed Assets with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Taxation
The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension
The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors
Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

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

Creditors
Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments
The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Within the Unrestricted funds the trustees designate separate funds, which consist of monies set aside by the trustees out of general funds to be spent on the specific programmes and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific programmes and events identified by the charitable company. Transfers are made to and from designated funds to general funds on the basis of the trustees' estimate of future expenditure on the specific events and programmes.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS

	Unrestricted	Restricted	31.3.24 Total	Unrestricted	Restricted	31.3.23 Total
	£	£	£	£	£	£
Grants	**146,385**	**-**	**146,385**	146,385	-	146,385
Individual Donations	**25**	**-**	**25**	310	300	610
Verve Developments Ltd	**5,538**	**-**	**5,538**	7,173	-	7,173
	151,948	**-**	**151,948**	153,868	300	154,168

The Grant of £146,385 is from Arts Council England. Bedford Creative Arts Limited is one of the National Portfolio Organisations which receive unrestricted funding to support the running of the charitable company.

3. INVESTMENT INCOME

	31.3.24	31.3.23
	£	£
Bank account interest	**4,157**	903

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	31.3.24 Total £	Unrestricted £	Restricted £	31.3.23 Total £
Bedford Borough Council	-	**13,975**	**13,975**	617	29,586	30,203
Central Bedfordshire Council	-	**5,175**	**5,175**	-	6,810	6,810
The Gale Family Trust	-	**3,250**	**3,250**	-	-	-
Royal Opera House Bridge	-	**6,000**	**6,000**	-	-	-
BPHA (Bedford Pilgrims Housing Association)	-	-	-	-	250	250
The Harpur Trust	-	**50,428**	**50,428**	-	-	-
The University of Bedfordshire	-	**6,500**	**6,500**	355	3,450	3,805
1 Degree East	-	-	-	305	-	305
Bedford & Luton Community Foundation	-	**2,500**	**2,500**	-	2,500	2,500
National Heritage Fund	-	-	-	-	32,005	32,005
Queens Park Community Organisation	-	-	-	-	3,885	3,885
Ball Beverage Packaging Limited	-	-	-	-	4,000	4,000
Access Space Network	-	-	-	850	-	850
Ashley Family Foundation	-	**9,980**	**9,980**	-	-	-
Bedford Players Trust	-	**8,700**	**8,700**	-	-	-
The Wixamtree Trust	-	**6,000**	**6,000**	-	-	-
Legacy of Windrush Descendents	-	**1,255**	**1,255**	-	-	-
Community Voluntary Service - Bedford	-	**7,580**	**7,580**	-	-	-
Grand Union Housing Group	-	**3,000**	**3,000**	-	-	-
Steel Charitable Trust	-	**15,000**	**15,000**	-	-	-
Fuji Film Limited	-	**5,000**	**5,000**	-	-	-
Verve Developments Limited	-	**4,750**	**4,750**	-	-	-
Other income	**351**	**1,275**	**1,626**	-	-	-
	351	**150,368**	**150,719**	2,127	82,486	84,613

5. ANALYSIS OF EXPENDITURE

Charitable activities	Unrestricted £	Restricted £	31.3.24 Total £	Unrestricted £	Restricted £	31.3.23 Total £
Salary related costs	**102,255**	**45,857**	**148,112**	116,620	42,619	159,239
Temporary staff and consultancy costs	**2,190**	**-**	**2,190**	-	-	-
Insurance	**1,538**	**-**	**1,538**	1,473	-	1,473
Artistic Programme	**21,570**	**48,980**	**70,550**	17,849	77,309	95,158
Office cost and admin	**14,269**	**(32)**	**14,237**	14,656	-	14,656
Staff Training	**1,959**	**-**	**1,959**	3,176	-	3,176
Recruitment	**330**	**-**	**330**	354	-	354
Independent examiner's fees	**1,512**	**-**	**1,512**	1,440	-	1,440
Accountancy, payroll and HR support costs	**2,224**	**-**	**2,224**	2,278	-	2,278
Governance costs and Trustees' expenses	**337**	**-**	**337**	218	-	218
Bank fees and Companies House fees	**173**	**-**	**173**	167	-	167
Depreciation of tangible fixed assets	**1,313**	**-**	**1,313**	1,606	-	1,606
	149,670	**94,805**	**244,475**	159,837	119,928	279,765

6. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.24 £	31.3.23 £
Depreciation – owned assets	**1,313**	1,606
Operating Leases - property	**-**	-
Independent examiner's fees	**1,512**	1,440

7. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2024 or for the year ended 31 March 2023. There were trustee expenses totalling £nil paid during the year (2023 - £nil). The total number of trustees who claimed travel expenses during the year was 0 (2023 – 0).

8. STAFF COSTS

	31.3.24	31.3.23
	£	£
Wages and salaries	136,282	146,646
Social security costs	7,797	8,393
Pension contributions	4,033	4,200
	148,112	159,239

The average number of full time equivalent employees during the year was 4 (2023 – 4). The average head count of employees during the year was 6 (2023 – 6). No employees received emoluments exceeding £60,000 per annum (2023: none)

The remuneration of key management personnel during the year amounts to £102,167 (2023: £97,853.)

9. TANGIBLE FIXED ASSETS

	Computer Equipment	Fixtures & Fittings and Equipment	Total
	£	£	£
COST			
At 1 April 2023	8,495	682	9,177
Additions	540	-	540
Disposals	-	-	-
At 31 March 2024	9,035	682	9,717
DECPRECIATION			
At 1 April 2023	6,812	522	7,334
Charge for the year	1,207	106	1,313
Disposals			
At 31 March 2024	8,019	628	8,647
NET BOOK VALUE			
At 31 March 2024	1,016	54	1,070
At 31 March 2023	1,683	160	1,843

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	-	21,692
Other debtors	2,673	2,458
	2,673	24,150

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	**7,730**	10,888
Other creditors	**5,256**	25,981
	12,986	36,869

12. PENSION COMMITMENTS

The charitable company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted £4,033 (31 March 2023: £4,200). Contributions totalling £nil (31 March 2023: £nil) were payable to the fund at the reporting date and are included in other creditors.

13. MOVEMENT IN FUNDS

	At 1.4.23	Incoming Resources	Resources Expended	Net movement in funds	Transfers between funds	At 31.3.24
	£	£	£	£	£	£
Unrestricted funds						
General fund	10,751	156,456	(149,670)	6,786	(10,000)	7,537
Designated funds	105,037	-	-	-	10,000	115,037
	115,788	156,456	(149,670)	6,786	-	122,574
Restricted funds						
Queens Park Project Fund	363	5,000	(5,363)	(363)	-	-
Culture Challenge Service Fund	(7,676)	9,510	(1,834)	7,676	-	-
Our Natural Blue Spaces Fund (previously Make Way for Culture Fund)	18,393	4,750	(1,020)	3,730	-	22,123
Project Assistant Fund	(9,500)	10,919	(1,419)	9,500	-	-
Creative Bedfordshire Fund	170	850	(884)	(34)	-	136
Empty Shops Fund	2,000	12,274	(7,593)	4,681	-	6,681
News, News, News, Fund	690	2,500	(3,190)	(690)	-	-
Ghost Signs Fund	10,891	-	207	207	(11,098)	-
The Vault Fund	78	-	(78)	(78)	-	-
Can Arts Fund	-	4,750	(4,750)	-	-	-
Big Local Fund	-	7,580	(7,580)	-	-	-
Chamomile Gardens Fund	-	3,000	(3,000)	-	-	-
Community Portrait Fund	-	26,000	(4,926)	21,074	-	21,074
Digital Murals Fund	-	9,700	(18,643)	(8,943)	11,098	2,155
Family Hub Mural Fund	-	3,550	(1,144)	2,406	-	2,406
Project Assistant 23-25 Fund	-	25,000	(21,131)	3,869	-	3,869
River/Flow/Connect Fund	-	9,980	(1,007)	8,973	-	8,973
University of Bedfordshire Culture Clubs Fund	-	12,500	(9,500)	3,000	-	3,000
Anthea Barclay River Project Fund	-	1,250	(1,250)	-	-	-
Windrush Fund	-	1,255	(700)	555	-	555
	15,409	150,368	(94,805)	55,563	-	70,972
TOTAL FUNDS	131,197	306,824	(244,475)	62,349	-	193,546

Transfers between funds is a reallocation of Ghost Signs funding to the new Digital Murals Fund. The work carried out under Digital Murals is a continuation from Ghost Signs and so it was deemed appropriate to transfer the funds.

13. MOVEMENT IN FUNDS - continued

Designated Funds

Designated funds are as follows:

	31.3.24	31.3.23
	£	£
Emergency Wind Up Fund	**60,037**	60,037
Capital Equipment & Renovation Fund	**10,000**	5,000
Programme Development Fund	**20,000**	20,000
People & Organisation Fund	**25,000**	20,000
	115,037	105,037

The designated funds, as described in the trustee report on page 13, consist of monies set aside by the trustees out of general funds to be spent on the specific programmes, contingencies and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific activities identified by the charitable company.

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

Queen's Park Project Fund: This fund contains grant funding to enable a programme of creative activity culminating in 2023 entitled Take Part Queen's Park that supported community cohesion and wellbeing in the Queen's Park ward of Bedford. It includes funds for artistic programming, marketing, social impact evaluation and community engagement activities supported by the Paul Hamlyn Foundation, The Harpur Trust, BPHA and Bedford Borough Council. The project has now ended and funds depleted.

Culture Challenge Service Fund: The Culture Challenge (TCC) aimed to increase the number of young people accessing, enjoying and making great art and culture by acting as a broker between the education sector (predominantly schools) and the cultural sector. It was funded by The Harpur Trust and Central Bedfordshire Council. Funding supported the maintenance of a directory of service providers, CPD events for educators and cultural providers. The programme has now ended and the fund depleted.

Our Natural Blue Spaces (previously Make Way for Culture Fund): this is a consultancy project funded by Central Bedfordshire Council to support cultural education activity in the locality. Funding has been used to support a programme of CPD and project delivery working with three schools, the libraries and the music service. At the request of the client the project was re-designed after Covid-19 and re-launched under a new title of Our Natural Blue Spaces. Funding is being held to deliver a programme in 24-25 of workshops in four Central Bedfordshire schools that develop an illustrated map and charter for protection of local blue spaces (waterways, rivers, canals etc).

Project Assistant Fund: This consists of a grant from The Harpur Trust to enable the employment of a fixed-term salary post of Projects Assistant in the organisation, fixed until March 2023. The position supported the delivery of projects including marketing, administration and practical event delivery. Funds were depleted in the year covering the final salary payments and on-costs.

Creative Bedfordshire Fund: The fund consists of fees paid by Bedford Borough Council and Central Bedfordshire Council to cover the cost of the Creative Bedfordshire online platform. Funds pay for SixCircles to provide the platform infrastructure and hosting services. The platform has monthly costs.

Empty Shops Fund: Funding obtained from Bedford Borough Council's Town Centre Priority Fund and The Gale Family Trust is being held to enable the organisation to deliver a programme of art exhibitions in empty shop units in Bedford town centre known as POP ART. The programme will continue into 24-25.

News, News, News Fund: Funds were secured from Central Bedfordshire Council and the Whitbred PLC Chairman's Fund (via Beds & Luton Community Foundation) for the delivery of this project enabling school children in a Leighton Buzzard school to create news reports and exhibit them to adults in a theatre show. Funds were spent on artist fees and marketing for the execution of this project including production of a teacher's Resource Pack finalised in Autumn 2023.

Ghost Signs Fund: These funds consist of grants from the Bedford Borough Council's Town Centre priority Fund and sponsorship from BedfordBID to enable the painting of a series of murals in the style of "Ghost Signs" in Bedford's town centre that celebrate Bedford's aviation history. Funds were expended on artist fees, equipment hire and materials to deliver the signs. Remaining funds were transferred to the Digital Murals Fund to enable delivery of augmented reality additions to the project.

The Vault Fund: This fund consists of a fee from Bedford Borough Council to pay for repairs to the mural originally painted for the High St Heritage Action Zone project in 2021 to create a 3D anamorphic mural depicting an old bank vault on Bedford's High Street. Funds were expended on artist fees, accommodation, equipment, materials and stewarding to support the re-painting of the design.

Can Art Fund: This fund consists of a fee paid by Verve Developments Ltd for the commissioning of an artwork for their Bedford Heights premises. Funds were expended on artist fees, workshops and materials for the creation & installation of the artwork at their offices and were expended in the year.

Big Local Fund: This fund consists of a fee paid by the Kingsbrook & Cauldwell Big Local (via the Bedford CVS) for the delivery of community workshops programmes and a festival. The Big Local elected to cancel the Festival and the fee was refunded to them, save for funds that had been spent on initial delivery of workshops (artist fees and materials) with families at Kings Oak Primary School to create mosaics.

Chamomile Gardens Fund: This fund consists of a fee paid by Grand Union Housing for delivery of a private commission for residents in their new sheltered housing complex. Funds were spent on artist fees, materials and expenses to enable delivery of a series of visual art workshops for senior residents and depleted in the year.

Community Portrait Fund: This fund consists of sponsorship income from Fujifilm, a grant from The Wixamtree Trust and the Steel Charitable Trust for the delivery of a series of photography workshops that took portraits of people from the community. Funds were spent on photographer fees, travel to studios, and artist expenses for execution of the workshops. The remaining funds are being held to enable further workshops and delivery of an exhibition at The Higgins Bedford in Autumn 2024.

Digital Murals Fund: These funds consist of the remainder of the Ghost Signs fund (see above) and additional funding from the High St Heritage Action Zone (delivered via the Bedford Players Trust) and sponsorship from ARA to enable delivery of augmented reality games tethered to murals previously painted on Bedford High Street. Funds were spent on technologists and artists to design the game, marketing and promotion and a launch event to promote the project. Remaining funds carried forward into 24-25 are held to enable continual promotion of the game in publicity and any mural or technical repairs.

Family Hub Mural Fund: Funds consist of a fee paid by Bedford Borough Council for the delivery of two murals on storage sheds at their Pine Cones Family Hub site. Funds were spent on artist fees to deliver the project with the remainder carried forward into 24-25 for full execution of the project including workshop delivery with families to design the murals, artist accommodation, travel and fees and materials.

Project Assistant 23-25 Fund: These funds consist of a grant from The Harpur Trust to enable BCA to retain the fixed-term position of Projects Assistant for a further two years from 2023 – 2025. The funds will be spent on a postholder who will provide project administration, marketing and workshop delivery assistance across BCA's full range of projects.

River/Flow/Connect Fund – This fund consists of a grant from the Ashley Family Foundation to delivery a programme of creative assemblies in ten schools in the Kempston and Queen's Park area of Bedford to initiate this new river-themed programme. The assemblies will engage local children and their families in inputting into the design of creative hubs along the river and exploring how art can support river engagement. Funds will be spent on artist fees, work pack materials and events to celebrate the river. The project will continue into 24-25.

University of Bedfordshire Culture Clubs Fund: These funds consist of a fee from the University of Bedfordshire's Aspire Higher team and a grant from the Royal Opera House Bridge for the delivery of a Culture Clubs pilot in three local schools. Funds were spent on artist fees and expenses, student refreshments and venue use for the execution of the project. Funds were carried forward for supporting the University's Arts & Culture team to deliver evaluation and analysis of data in 24-25 to inform partnership working with the Bedford Cultural Partnership.

Anthea Barclay River Project: Funds consist of a grant from the Gale Family Trust awarded to Anthea Barclay for the delivery of her The River Project poetry anthology and exhibition. BCA are a mentor and partner on the project, assisting Anthea Barclay in the delivery of her first Arts Council funded activity. Funds were spent on artists fees and materials for the execution of the project and passed to Anthea for distribution.

Windrush Fund: This consists of a fee awarded by the Legacy of Windrush Descendants (LOWD) to support their delivery of a resource pack showcasing Bedford residents and Windrush descendants that can be used by communities and schools for educational purposes. Fees have been spent on marketing time in the design of a resource pack with the remainder of fees being held for 24-25 and such time that LOWD are ready to continue with the project which has been paused due to a lack of capacity within LOWD.

14. CAPITAL

The charitable company has no share capital. The liability of members is limited by guarantee and does not exceed £1 per member.

15. RELATED PARTIES

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2024 (31 March 2023: £nil). BCA also hired meeting rooms at Bedford Heights which is owned by Verve Developments Limited, these were hired out at a £nil cost to BCA.

Verve Developments Limited is a related party due to Timothy Pain being a director of Verve Developments Limited and a trustee for Bedford Creative Arts Ltd.

If payable, the commercial rent on the store would have totalled £1,932 for the year ended 31 March 2024 (2023: £1,650). The commercial cost of hiring the meeting rooms would have cost BCA £3,606 (2023: £5,523).

This has been received as a gift in kind from Verve Developments Limited for both financial years. The total gift in kind for the year ended 31 March 2024 of £5,538 (2023: £7,173) this has been recognised in the accounts as a Donation from Verve Developments Limited to BCA with a corresponding cost.

16. OPERATING LEASE

There are currently no operating leases held by Bedford Creative Arts Limited for the year ended 31 March 2024 and the year ended 31 March 2023.

17. PRIOR YEAR NET ASSETS BY FUND

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.23 Total Funds £
FIXED ASSETS				
Tangible assets	9	1,843	-	1,843
CURRENT ASSETS				
Amounts owed within one year	10	2,458	21,692	24,150
Cash at bank and in hand		115,466	26,607	142,073
		117,924	48,299	166,223
CURRENT LIABILITIES				
Amounts falling due within one year	11	(3,979)	(32,890)	(36,869)
NET CURRENT ASSETS		113,945	15,409	129,354
TOTAL ASSETS LESS CURRENT LIABILITIES		115,788	15,409	131,197
NET ASSETS		115,788	15,409	131,197
FUNDS	13			
Unrestricted funds				115,788
Restricted funds				15,409
TOTAL FUNDS				131,197

BEDFORD CREATIVE ARTS LIMITED

England & Wales - Charity number 1119555

Accounts

REGISTERED COMPANY NUMBER: 05305188
(England and Wales)
REGISTERED CHARITY
NUMBER: 1119555

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL STATEMENTS OF BEDFORD CREATIVE ARTS LIMITED

FOR THE YEAR ENDED 31 MARCH 2023

Bedford Creative Arts Limited
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2023
CHAIR'S REPORT

It has been another exceptional year at Bedford Creative Arts which saw us secure another term of investment with Arts Council England as a prestigious National Portfolio Organisation for the period 2023 – 2026 whilst delivering a broad programme of activities for our communities reaching 17,843 people including 1,675 children & young people in formal education.

Throughout the year the staff and trustees worked to develop a new Business Plan and corporate objectives for the forthcoming three years which firmly root our activities in place-shaping, community-focused projects with new themes of River, Migration and Bedford's Innovation Heritage. Our delivery, therefore, focused on developing new relationships with partners, supporters and communities through smaller projects that tested and trialled new ways of working and new technologies to inform our future practise.

We commissioned 20 artists across 10 different artistic commissions ranging from street art murals in Bedford's town centre and Queen's Park ward, to touring digital work, supporting parades and festivals, delivering community co-created exhibitions and events, and supporting Bedfordshire creatives with mentoring and networking. Across 101 separate activities including exhibitions, performances, workshops and learning opportunities we engaged audiences from across Bedford Borough and Central Bedfordshire.

Highlights included the delivery of two major commissions with our long-running *Take Part Queen's Park* project, enabling a professional exhibition of community co-created work to be installed in The Higgins Art Gallery & Museum seen by 4,700 people across several weeks led by artist Caroline Wendling, as well as the participatory painting of a mural for the Queen's Ward neighbourhood with Andy Holden and David Vallade.

We were grateful to colleagues at Sheffield International Documentary Festival for featuring our *Escaping Gravity* immersive digital project in their programme, sending a team to Sheffield at the same time as supporting artist J. F. Jacques to deliver a Refugee Week commission in St. Paul's Church in June 2022 entitled *MID Air* demonstrating the versatility of our small team in delivering ambitious programmes of work.

We collaborated with partners such as Queen's Park Community Organisation on their Jubilee Parade celebrations, Sheffield International Documentary Festival, The Higgins Art Gallery & Museum, Ball Corporation, 1 Degree East, St. Paul's Church, Central Bedfordshire Council and the University of Bedfordshire, deepening our working relationships. We used a range of artforms including digital projection, visual art, embroidery, clay modelling, theatre performance and film screenings in a truly diverse socially-engaged creative programme.

This year also saw the end of *The Culture Challenge* for Bedfordshire. For ten years we have driven this project which acted as a broker between schools and the local cultural sector. In a final celebration event, we brought together its founder, Kayte Judge, with many of the cultural education partners that had seen it succeed over such a long period and acknowledged its achievements in changing the lives of so many young people. Going forward we will now embed schools-based delivery into our commissioning programme including expanding our partnership with the University of Bedfordshire to deliver longitudinal work in two Bedfordshire secondary schools.

Our team continued to punch above their weight in delivering multiple projects over parallel timelines and we saw our Projects Assistant complete their final year in a fixed-term post by project managing two of our commissions successfully.

We are grateful to our funders who continue to demonstrate invaluable commitment in supporting us to achieve our aims. In particular, we would like to thank Arts Council England, Paul Hamlyn Foundation, The Harpur Trust, Bedford Borough Council and Central Bedfordshire Council for their considerable and ongoing support.

I hope that you enjoy reading about Bedford Creative Arts' activities in our Trustees' Report for the year ended 31 March 2023.

SMatthews

Samantha Matthews
Chair

12th October 2023

The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the financial statements of the charitable company for the year ended 31 March 2023. The trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, 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) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name
Bedford Creative Arts Limited

Registered Company number
05305188 (England and Wales)

Registered Charity number
1119555

Registered office
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Trustees

Richard Sobey	Resigned as Chair 13 April 2023, Resigned 01 July 2023
Paul Messam	
Jenni Thomas	Resigned 19 July 2022
Samantha Matthews	Appointed as Chair 13 April 2023
Suzette Reed	
Mark Taylor	
Sarah Payne	Resigned 21 May 2022
Timothy Pain	
Anita Kumari	Appointed 13 April 2023
Samantha Maitland	Appointed 13 April 2023

Director
Elaine Midgley

Independent Examiner
KM Hilliard ACA FCCA CTA
Price Bailey LLP
36 Tyndall Court
Commerce Road
Lynchwood
Peterborough
PE2 6LR

Bankers
HSBC
12 Allhallows
Bedford
MK40 ILJ

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The charitable company is controlled by its governing document, the Memorandum and Articles, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees
Bedford Creative Arts Limited has a policy for the recruitment and induction of trustees who may serve for up to two terms of three years. New trustees are appointed in accordance with the Articles of Bedford Creative Arts Limited. They are found from the contacts and networks of existing trustees and the executive. Vacancies are also publicised through our website, social media and through other organisations and forums. When recruiting new trustees, the Board looks for individuals with skills and experience which are of value to Bedford Creative Arts Limited and complement those of existing trustees. Potential trustees are interviewed by a panel of trustees and the Director. When a new trustee joins the Board, they are provided with a "Trustee Induction Pack", which provides comprehensive information about Bedford Creative Arts Limited. They attend induction meetings with the Director and Chair as well as receiving additional training when required. In 2022-23 we launched a recruitment campaign for new trustees and appointed Sammy Maitland and Anita Kumari at the end of the year to replace skills from retiring Board members, including our Chair, Richard Sobey who now hands over to the former Vice-Chair, Samantha Matthews. Mark Taylor, entering a second term on the Board, takes over the role of Vice-Chair.

Organisational structure
The Board and Executive have an agreed Business Plan that articulates the strategic direction of the organisation over 3 years and includes organisation-wide objectives, financial and income strategy, audience development aims, organisational structure proposals, commitments to equality, diversity and the environment and programme ambitions. This strategy is supported by Arts Council England and forms part of their monitoring of our delivery on their funding objectives. Day-to-day delivery of the Business Plan is delegated to the Director and staff team. Unusual or significant decisions are made by the Board of Trustees on recommendations from the Director. The Chair and Vice-Chair meet with the Director monthly to review progress. Sub committees of the Board meet at least twice per annum to review detailed aspects of strategy including income generation, equality & diversity and programme development. The Board also have assigned champions to meet with the Director and staff to discuss and challenge other areas of the business including HR/staff, environment, risk, and a Treasurer that supports financial scrutiny.

Risk management
The Board of Trustees, with the Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. The organisation holds a Corporate Risk Register for the monitoring of strategic risk which is reviewed quarterly. Programmes are mainly run with funding secured in advance to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	Bedford Creative Arts Limited will continue to develop the programme in a way that diversifies its income from a range of funders including its core client Arts Council England, trusts & foundations, statutory funders and earned income from consultancy. Projects are operated on a full-cost recovery basis to cover overheads and staffing not covered by core funding. Arts Council core funding is secure until 2026. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (trustee role) to support the Executive in managing funds including close cost control. The Business Plan incorporates an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	Bedford Creative Arts Limited will aim to invest in its staff and consider succession planning and resilience in its policies and processes including a Business Continuity Plan. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects are based on Prince2 principles and enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.
Safeguarding and Health & Safety	The organisation has a Safeguarding Policy and highly experienced, well-trained staff. Using advice from other local experts including the CVS, Bedford Borough Council and Board members in highly skilled professions such as the Clergy, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. The Director, as well as the Company and Projects Manager have Institution of Occupations Safety and Health (IOSH) Managing Safety qualifications and experience of HSE guidance, risk assessment and control. All activities are risk assessed and appropriate mitigating actions are incorporated in line with the organisation's Health & Safety Policy
Staff wellbeing & management of remote working	The organisation has no office premises and staff work from home or in remote locations in the community with limited supervision. BCA holds a Remote Working Policy that guides staff in safe working practises which includes regular daily contact with team members to ensure their location

	& safety is known. The Board issue a twice annual Staff Wellbeing Survey that enables staff to anonymously report on their wellbeing & job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & SMT continue to monitor staff performance through fortnightly 1-2-1s and a twice annual Performance Review system. A Wellbeing app is provided for staff that enables private access to GP appointments and health advice.

Remuneration

The charitable company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was six and the average number of employees (full-time equivalent) was four. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £97,853. During the period the trustees received no remuneration.

OBJECTIVES AND ACTIVITIES

Charitable Objectives and Activities for the Public Benefit

Bedford Creative Arts Limited is a contemporary arts charity. We run a programme of artistic commissions and cultural education projects, events and workshops that aim to provide creative opportunities for diverse audiences both locally and further afield, and to provide new creative opportunities for artists.

Our Charitable Objective is to advance the education of the public in creativity and the arts within the Borough of Bedford, the county, the wider region and over time more broadly across the UK by:

1. Offering people the opportunity to develop skills, confidence and knowledge.

2. Using the arts as a tool to improve social welfare and people's quality of life by responding to those needs identified through contact with local community groups and other agencies.

3. Actively engaging people who are excluded from mainstream provision of arts education for reasons of disability, social, cultural or economic circumstance (by seeking to make activities physically, intellectually, socially, culturally and financially accessible).

4. Enabling everyone to exercise the right freely to participate in the cultural life of the community and to enjoy the arts and its benefits.

5. Promoting, improving, advancing and providing access to current developments in contemporary arts practice, through a programme of temporary exhibitions and educational and recreational activities.

Bedford Creative Arts Limited has referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing its aims and objectives and planning its future activities.

In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set for the organisation, thus ensuring public benefit continues to be delivered.

Each year the Board of Trustees review and update the Business Plan including reviewing the organisation's Vision, Mission and Foundations statements to ensure they reflect our current approach in delivering on our Charitable Objectives:

Our Vision: is that future communities will have an outrageous sense of entitlement to the arts because of its power to provoke positive social change.

Our Foundations: We believe that art is essential for a full life as it engenders self-expression, confidence, connectedness and a sense of belonging. It builds strong and resilient communities; it empowers individuals. Where there are challenges in communities, whether social, educational, environmental or economic, the arts have the intrinsic power to provoke and facilitate change. The arts can provide a platform for a diversity of voices to be heard. Through engagement with the arts, people can explore, express, connect, learn, share, debate and challenge, often in innovative and ambitious ways. We want all communities to have access to the arts so that they can do these things and become active citizens with us to work towards better, stronger communities. We see a community as a neighbourhood or as a group of people with a common characteristic or shared experience. We recognise that neighbourhoods are home to many communities and each of us is a member of several communities. We work predominantly in Bedfordshire but strive for our activities and learning to make a national impact on the sectors where we work and the world we live in.

Our Mission: We create art for, with and inspired by communities.

We:

People - Put people at the heart of our work, working responsively and collaboratively with communities.

Place - Support place-making, shaping and enriching by helping communities to have a sense of identity, belonging, agency and pride in where they live.

Power - Enhance the power of communities to provoke change, champion social and environmental justice, and strive for a just and equitable society.

Possibility - Seek to ask questions and have conversations that challenge the status quo, support meaningful debate and enable radical ideas to be explored.

Practice - Use socially engaged artistic practice to develop knowledge, skills and tools that can be shared and used nationally.

Our Strategic Aims for this period have been developed jointly by the Board of Trustees and the Executive Team through a process of collaborative discussions.

The aims of the organisation until March 2023 were:

1. Enable an ambitious, high quality place-shaping artistic programme that has a positive impact on local people and Bedfordshire's national reputation.
2. Develop active citizenship through arts and culture.
3. Develop and support local creative talent in our fields of work.
4. Ensure our work is resilient, sustainable and accountable.
5. Raise the national profile of our work and broaden our provoking influence on peers, policy- makers, individuals and communities.

We are fleet of foot and work peripatetically, exploring genuine artistic collaborations and new ways of awakening and developing talent and fostering wellbeing with an array of new and long-standing stakeholders and partners: arts and non-arts agencies and charities; local authorities; funders; educational institutions; associate curators and producers; and regional, national and international artists, experienced in socially engaged practice.

OBJECTIVES AND ACTIVITIES

The key activities we deliver to achieve our aims are:

1. Artistic Commissions

We commission artists to develop contemporary art in a wide range of genres across Bedfordshire in response to our Business Plan aims and community needs. The theoretical framework for our work is based on socially-engaged practice; we believe great art can enhance and transform people's lives. We aim to innovate, to produce original, imaginative, extraordinary, adventurous and often provocative art works and encounters in every day and unconventional locations. We aspire to create art that is critically recognised by our peers and has an impact on the sector on a regional and national scale.

We work with diverse communities, specialising in encouraging new participants and building audiences where there is often a history of low cultural engagement. This includes working deeply within neighbourhoods to engage with local people in addressing the issues that matter to them. Currently this means we have focussed intensively on the Queen's Park ward of Bedford which is culturally diverse and includes residents who are affected by multiple indexes of deprivation with views to expand this work into Kingsbrook & Cauldwell wards.

Our commissions and neighbourhood work are informed by Listening Projects. These projects involve sending our staff into the community to listen and understand their social needs and consider opportunities for our work to respond to them.

2. Ecology, Practise, Knowledge & Talent Development

Bedford Creative Arts works to build the creative economy in Bedfordshire and to nurture and grow creative talent by supporting artists, curators and producers both locally and beyond. We do this by:

- Providing mentoring and practical support to artists and producers within our programme and commissions, particularly through our Producer Hub programme delivered in partnership with 1 Degree East;
- Participating in opportunities to "listen" to the communities we serve such as partnering with peers in the community sector including Queen's Park Community Organisation, local authorities and schools;
- Nurturing, attending and developing local collaborative networks that help to build up the creative economy and ecology such as the Bedford Cultural Partnership and Central Bedfordshire Culture Hub (co-founded by Bedford Creative Arts) and the Local Economic Partnership's Creative & Cultural Sector group.
- Supporting the Creative Bedfordshire network by hosting an online platform enabling local creatives to connect, network and share including programming Creative Exchange network events and training activities.

We provide mentoring and support to the artists and freelancers engaged in the delivery of our work, but particularly seek to reach those with limited opportunity, especially in the Bedfordshire area. We target opportunities to work with people from a diverse range of backgrounds and to enable people to have a long-term relationship with Bedford Creative Arts over a number of years through interventions such as opportunities for work, mentoring, brokerage of partnerships, promotion of their work and advice on funding.

ACHIEVEMENT AND PERFORMANCE – A REVIEW OF THE YEAR

Project Delivery

Across the year we reached physical audiences of 11,048 alongside estimated audiences of 6,795 (total 17,843).

We were proud to have been able to support the employment of freelance artists and contractors during this challenging time by providing work for 20 artists during the year as well as a wider team of project managers and support staff.

Key successes in the year included:

Take Part Queen's Park – This longitudinal project culminated this year in two major commissions. We delivered an exhibition at The Higgins, Bedford in June 2022 entitled 'Archipelago' created by artist Caroline Wendling and a range of participants from the Queen's Park community in Bedford. The exhibition featured a film that illustrated the everyday lives of seven residents alongside embroidery works made by participants of Presentation House and clay objects made by residents and students at Queen's Park Academy School. The exhibition was seen by 4,700 people throughout its run at the William Harpur Gallery. Sadly, due to the sudden death of artist Mira Calix in March 2022, the Communication, Unity and Community mural was postponed until February 2023. However, over February half-term Andy Holden, accompanied by artists David Vallade, Amina Pagliari, Emily Alleyne and the BCA team worked with over 40 participants from the neighbourhood to paint the extensive mural along a wall in Chester Road, Queen's Park.

"I love the atmosphere that's created here at Queen's Park and the students that are involved are always really keen to be involved". Facilitator

"I like that we all get to have a fun time and that everyone's nice to us". Child Participant.

"I feel proud because I live round the corner from there so I'll see that every day and know that I made a contribution to that wall." Adult Participant.

"They might say like wow, this mural was good. They probably will say they did it on my road. I could look at it every day". Child Participant.

Ghost Signs – Three new murals were painted in Bedford town centre by artists Keith Hopewell, Amy Wormald and Sarah Hodgkins for this project that celebrates Bedford's engineering and innovation heritage. Painted in the style of early 20th century advertising signs, the "Ghost Signs" represented Bedford's aviation heritage, airships and bus & taxi driver Joe Clough. Consultation in December 2022 with 116 members of the general public in Bedford town centre established a keen desire to see more street artworks and murals along these lines. 70% of respondents said they would make a specific visit to the town centre if there were more artworks citing benefits such as "anything that brightens your day", and "makes a more cheerful landscape, brings people together, educates people about our history, makes people optimistic about our future". The project was also covered extensively in local media including BBC online, ITV Anglia and BBC 3 Counties radio.

News, News, News – After the success of this project in Bedford in Spring 2021, artists Andy Field and Beckie Darlington returned to deliver 'News News News' in Leighton Buzzard. The team worked with Beaudesert Lower School over 3 weeks to create a team of young reporters who researched news topics of their choice. They then performed a live theatre show at the Leighton Buzzard Library Theatre on 18th March 2023 in front of an audience of the Mayor, Councillors, CEO of the Council, parents, teachers and friends. The artists are now developing a Resource Pack for all local schools that enables them to deliver the concept in a classroom setting.

The Culture Challenge – A programme of funding from The Harpur Trust and Central Bedfordshire Council came to an end for The Culture Challenge and the project was concluded after 10 successful years brokering relationships between local schools and the cultural sector across Bedfordshire. Evaluator Tina Corri was recruited to evaluate the project and produce a report that summarised the successes over the funding period. The Culture Challenge's last few Culture Vouchers were issued including to King's Oak, Broadmead Lower, Ravensden Primary, Laburnum, Caldecotte and Biggleswade schools. Statistics that evidence the powerful reach of this project across the full period as expressed in the final evaluation included:

- 220 cultural activities delivered through workshops, artist residences and visits to cultural venues
- 150 Arts Awards
- 16,000 child participants
- 60 training events for 970 attendees
- 90% of teacher evaluations rated the project as excellent
- 118 providers were included in the directory of cultural providers

"It's a brilliant thing and a power for good." Cultural Provider

"Pupils who are often quiet and withdrawn were engaged and enthusiastic. The children were very proud of the work produced." Teacher

"From the smiles on their faces and their comments on the evaluation forms they have all increased their confidence around dance. A lot of the children feel more confident (their wellbeing has increased)." Teacher

"We have been able to build richer and deeper relationships with particular schools." Cultural Provider

Sheffield International Documentary Festival – We were delighted to be featured at Sheffield DocFest in June 2022 with *Escaping Gravity*, nominated for their Alternate Realities prize. Our first tour of this project originally created in 2021, the work was exhibited in Access Space in the city centre and seen by 636 people during the run. We received positive feedback from the DocFest team for our professionalism and the visit provided us with an opportunity to show the work to prospective touring partners in 23-24.

MID Air – We worked in partnership with St. Paul's Church and BRASS to deliver a new artistic commission for Refugee Week in June 2022. Artist J. F. Jacques created an installation entitled *MID Air* that invited people with experience of migration or seeking asylum in the UK to share photos of their lives in a hanging structure.

The structure demonstrated how fragile our lives become when we move locations and used the notion that two people's images needed to be added to the structure to create balance to demonstrate the importance of needing others in our lives. The project also supported Ukrainian artists from Studio Tsymbal in delivering ebru painting workshops and received positive BBC TV news coverage.

The River Festival – The biennial River Festival took place in July 2022 and we attended with a range of interactive activities in a tent by the river which enabled us to hold public consultation for our forthcoming river programme. We invited Pell Ensemble to test and trial their new VR experience of *800 Lifetimes*, Studio Tsymbal provided painting workshops, Larry Jackaman invited the public to emboss leaves of aluminium for her *Can Art* project. We surveyed local people about their interest in a river art programme securing thoughts about art, poetry and songs inspired by the River Great Ouse. Overall we engaged 1,280 people over the two days and received some valuable feedback about their interest in the river theme.

"[The river makes me feel] intrigued - it takes me out of myself. The water has a reflection it reflects back at you. There is a beautiful and dangerous quality. It's ancient and tells us a story about the beginning of the land." Respondent.

Can Art – We were commissioned by Ball Corporation, a beverage packaging manufacturer with a HQ in Luton, to create a new artwork out of aluminium drinks cans for their Luton offices. We appointed artist Larry Jackaman to deliver the commission and she created a work featuring aluminium leaves embossed by images of nature. She worked with 108 members of the public in Bedford to emboss the images and the work was unveiled at Luton's offices in December 2022 to a positive reception from staff.

"It's been amazing working with an arts charity. They took our can and made something completely innovative. It was hugely important to have the public part of this project. Every time we look at these leaves, we see a little imprint of someone. It really does bring it to life". Jeff Little, VP HR, Ball Beverage Packaging

Championing Diversity & Inclusion

Bedford Creative Arts (BCA) remains committed to celebrating diversity and inclusion through our work and ensuring equity of opportunity for both audiences and artists. BCA uses an Equality & Diversity Action Plan alongside its company policy on Equality, Diversity & Inclusion to ensure that it continues to deliver its commitment.

Particular activity that was focused on supporting diversity and inclusion this year included:

- We undertook Equality Impact Assessments of all our key elements of project delivery which resulted in making additional provisions for people of certain characteristics including creating an audio description of Escaping Gravity with Vocal Eyes ready for touring as well as creating an introduction video for our *Archipelago* exhibition in the Higgins that explained the exhibition and workshop process in 5 different languages commonly used in Queen's Park.
- We targeted trustee recruitment at people from under-represented backgrounds resulting in the appointment of a candidate from a South Asian background and a candidate under 30 years of age to the Board.
- We targeted community engagement work at protected characteristics at risk of exclusion including those on low incomes (e.g. people living in housing association accommodation in Queen's Park), older people (e.g. Presentation House sheltered accommodation), and young people (e.g. News News News).
- We engaged artists from a diverse range of backgrounds including 25% of our artists from UK minority ethnic backgrounds.
- We represented people from under-represented background in our work such as Joe Clough featuring in a mural in Bedford's bus station (a Black bus and taxi driver for whom the community have long championed to have him represented prominently in the town).
- We developed our relationships with community organisations that engage with under-presented voices such as the organisers of Refugee Week, BRASS, Legacy of Windrush Descendants (LOWD) and St. Paul's Church.

Creative Ecology Development

We have continued to invest in local and specialist talent across a range of artforms and practises through our projects and ongoing support networks and used this engagement to develop our own knowledge and skills. Particular achievements in the year include:

- We chaired the Bedford Cultural Partnership and co-wrote a bid to the Arts Council which secured Managed Funds to deliver a Cultural Vision for Bedford Borough. We led meetings of the partnerships throughout the year and supported the Council in tendering for a contractor to deliver this strategic proposal and worked closely with Red Quadrant to deliver a research phase.
- We continued our attendance in local strategic networks including BACE (Bedford Arts & Cultural Education), the SEMLEP Creative & Cultural Steering Group and the Central Bedfordshire Culture Hub including inputting into research by the University of Bedfordshire consultancy work for a cultural strategy in Central Bedfordshire.
- We continued as members of the High Street Heritage Action Zone Cultural Programme group for Bedford, including forming part of the commissioning panel for a programme of cultural events celebrating Bedford's high street heritage with funding from Historic England.
- We hosted the Creative Bedfordshire network site (via a Six Circles platform), posting news and articles for the creative community and growing membership by over 50 new members in the year.
- We continued to represent the town's cultural viewpoint on the Town Deal Board, formed by the Bedford Borough Council to oversee an investment plan to apply for funding for a central government Town Deal fund and managed to influence the creation of arts & culture resources within the forthcoming Shared Prosperity Fund.
- We delivered a programme of 6 sessions for local creatives achieving 96 engagements with individuals in collaboration with 1 Degree East to provide mentoring on skills across fundraising, producing, inclusive working and budgeting.
- We held 2 Creative Exchange network events in Bedfordshire inviting local creatives to network and share ideas around strategy work, use of empty shops for art and to showcase the work of other creatives in the area.

Organisational Development & Change

The organisation experienced little change in its personnel and organisational management during the year, continuing to operate remotely with staff working from home on desk-work and in the community on artistic delivery.

We continued to hold permanent staff in the roles of Director, Programme Producer, Company & Projects Manager and Finance Manager. After the departure of our Marketing Manager later in the year we have made a change to the marketing role to become Digital Marketing Officer which will have increased hours and was appointed from April 2023.

We continued to mentor and support our fixed term position, supported by The Harpur Trust, of Projects Assistant. The postholder increased their responsibilities over the year to include project managing two projects in the last two months of their time with the organisation to develop their project leadership skills.

FINANCIAL REVIEW

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This is managed through the use of named designated funds identified for specific purposes. This supports strategic financial management and accountability.

Targets for designated funds are set following an assessment of the operational financial commitment and associated residual financial risk if income is unexpectedly terminated. The reserves policy is reviewed at least annually by the Board of Trustees and designated funds reviewed quarterly with the preparation of financial management accounts and projections.

The charity's emergency designated fund will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000). In addition, other funds are designated to allow the charity to invest to create new opportunities and to manage growth with a further target of £60,000 across these funds.

Summary of Designated Funds and their purposes:

Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000) to be used should the company be required to wind-up in a legally responsible manner.

Designated Covid-19 Emergency Fund – a fund to support the company's response to the coronavirus pandemic that has necessitated consideration of both programme, staffing and operational changes to service delivery. This fund was closed during the year as the trustees agreed that the likely financial impact of the pandemic had passed. The funds were moved into the programme development designated fund to enable future programme growth.

Designated Capital Fund – maintained to enable the purchase and maintenance of capital equipment such as PCs & laptops for staff and to enable taking on a new office after the pandemic, if required.

Designated Programme Development Fund – to enable investment in our programme so that we may increase our ambition and develop new projects & programmes with matched funding support that could lever in additional funding. It is particularly important at this juncture as BCA comes to the end of a 4 year investment period and is preparing a new programme plan for 23-24 onwards.

Designated People & Organisation Fund – to enable future investment in organisational development. This can include resourcing changes to staff structure, the need to invest strategically in staff training & development, or to manage unforeseen temporary staffing issues such as unexpected absences of leave.

Any general funds that are not designated for the above purpose will be reviewed with a plan to invest these funds in a manner that supports the delivery of the charity's objects within 12 months of operation.

The trustees agreed that this was a prudent approach and would ensure the future growth and development of Bedford Creative Arts was financially sustainable.

The Board has agreed that funds will only be held in low-risk UK bank accounts as approved by the Board of Trustees.

The trustees also agreed that the charitable company will continuously strive to deliver its charitable objectives as cost effectively as possible whilst ensuring it is able to continue to meet its liabilities as they fall due.

Principal funding sources:

BCA Limited received income of £239,684 (2022: £317,473) in the year, of which £82,786 (2022: £127,818) represented restricted funding, relating to the Queen's Park Project Fund (£300), Airship Dreams (£32,005), Creative Bedfordshire (£1,020), Bedford Contemporary Dance (£3,450), Ghost Signs (£16,690), The Vault (£9,886), News, News, News (£8,600), Can Arts (£4,250), Empty Shops Fund (£2,500) and Jubilee fund (£3,885). Expenditure in the year totalled £279,765 (2022: £372,219) of which £119,928 (2022: £210,265) related to the restricted project funding.

BCA's biggest investment source is Arts Council England through our designation as one of its National Portfolio Organisations. We also received significant funding from various funding bodies, trusts and foundations that have helped us to deliver our wide-ranging programme including:

Bedford Borough Council, Central Bedfordshire Council, The University of Bedfordshire, National Heritage Fund, Bedford & Luton Community Foundation, Queen's Park Community Organisation and Ball Beverage Packaging Limited.

Funds available
The reserves held at 31 March 2023 are £131,197. This includes unrestricted funds of £115,788, which equates to approximately seven months' expenditure and is in line with the reserves policy.

Within the unrestricted funds, the trustees have designated the following separate funds:

Designated Emergency Wind-Up Fund: £60,037 (2022: £60,037)
Designated Covid-19 Emergency Fund: £0 (2022: £5,000)
Designated Capital Fund: £5,000 (2022: £5,000)
Designated Programme Development Fund: £20,000 (2022: £15,000)
Designated People & Organisation Fund: £20,000 (2022: £20,000)

The trustees are confident that the charitable company can continue to meet its liabilities as they fall due for the foreseeable future and that the accounts should be prepared on a going concern basis.

Related Parties

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2023 (31 March 2022: £nil). BCA also hired a number of meeting rooms at Bedford Heights which is owned by Verve Developments Limited, these were hired out at a £nil cost to BCA.

Verve Developments Limited is a related party due to Timothy Pain being a director of the company and trustee for Bedford Creative Arts Ltd.

If payable, the commercial rent on the store would have totalled £1,650 for the year ended 31 March 2023 (2022: £1,650). The commercial cost of hiring the meeting rooms would have cost BCA £5,523 (2022: £nil).

This has been received as a gift in kind from Verve Developments Limited for both financial years. The total gift in kind for the year ended 31 March 2023 of £7,173 has been recognised in the accounts as a Donation from Verve Developments Limited to BCA with a corresponding cost.

FUTURE PLANS

A few projects from the 2022-23 programme will continue into the 2023-24 financial year.

Take Part Queen's Park will experience its final commission in mid 2023 with the painting of a mural inside the meeting room of the Queen's Park Community Centre. We will then provide our mural painting participants with an opportunity to celebrate their achievements over the project and conclude our evaluation of this longitudinal work including the creation of a Social Impact Study by researcher Roger Morley.

Our *Ghost Signs* project will move to its next phase which will see Augmented Reality digital artworks embedded into two of the murals painted in Bedford's town centre. The AR works will enable the general public to interact with the 2D artworks, experiencing gaming effects and animation that help audiences to further understand the heritage behind the work.

We have secured some funding and partnerships in anticipation of our new programme of delivery beginning in 2023 that will mostly align with our new themes of The River, Bedford's Innovation Heritage and Migration.

Our programme for 2023-24:

- Escaping Gravity – We have started conversations with the Karachi Biennale Trust about the prospect of this project touring to Pakistan in 2024 and incorporating a creative exchange between a Pakistani artist and a UK artist.
- We have secured funds from Historic England via the High Street Heritage Action Zone Cultural Programme to incorporate an Augmented Reality game in the 3D anamorphic mural on Bedford's high street entitled *The Vault*. This project will invite members of the public to "crack the vault" depicted on the high street by searching for clues using an AR app on their phones. The game is due for release in September 2024.
- We have been commissioned by the Kingsbrook & Cauldwell Big Local to deliver a *Get Involved Festival* and commissions programme in 2023. This project will invite artists to work with community groups in the area to create original artworks that can be showcased at a festival event. This project is funded by the Big Local and will begin our working relationship with communities in the area.
- *Make Way for Culture* will be recommissioned with Central Bedfordshire Council to identify how the project might engage children & young people with cultural facilities in their area. This project will align with emerging themes for their new Cultural Strategy work and their new community engagement team which includes former BCA employee, Kayte Judge.
- *News News News* will continue into 2023 in the form of a Resource Pack being developed so that teachers can take the concept of the theatrical news show and develop it in their schools and classrooms. Funded by the Central Beds Council and the Whitbred PLC's Chairman's fund this project is due for implementation in September 2023.
- We will continue our working relationship with 1 Degree East to provide mentoring to self-producing artists and local creative producers through a range of Hub seminar sessions, talks and networking including hosting free networking Creative Exchange events promoted through Creative Bedfordshire.
- We have secured funding in partnership with local Creative producer, Talia Giles, to deliver a project in Bedford's town centre utilising empty shops for pop-up galleries and art exhibitions.
- We have been commissioned by Legacy of Windrush Descendants to create a resource pack that celebrates historical figures from Bedford's history that were members of the Black community and are being recognised through the installation of informative plaques in Bedford.

Our programme of 10 commissions and activities is outlined in the organisation's Programme Plan and aligned to funding from Arts Council England and a range of trusts, foundations, local authorities and private businesses.

In preparing this report, the trustees have taken advantage of the small companies' exemptions provided by section 415a of the Companies Act 2006.

ON BEHALF OF THE BOARD:

Samantha Matthews
Chair
12th October 2023

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BEDFORD CREATIVE ARTS LIMITED

I report to the charity trustees on my examination of the accounts of the company for the year ended 31 March 2023 which are set out on pages 16 to 27.

Responsibilities and basis of report

As the charity trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

K M Hilliard ACA FCCA CTA
Chartered Accountant

For and on behalf of Price Bailey LLP
36 Tyndall Court
Commerce Road
Lynchwood
Peterborough
PE2 6LR

Date: 31/10/2023

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds £	31.3.23 Total Funds £	31.3.22 Total Funds £
INCOME					
Donations	2	153,868	300	154,168	152,718
Investment income	3	903	-	903	18
Charitable activities	4	2,127	82,486	84,613	164,737
Total income		156,898	82,786	239,684	317,473
EXPENDITURE					
Charitable activities	5	159,837	119,928	279,765	372,219
Total expenditure		159,837	119,928	279,765	372,219
NET (EXPENDITURE) / INCOME		(2,939)	(37,142)	(40,081)	(54,746)
Transfer between funds		(5,000)	5,000	-	-
NET MOVEMENT IN FUNDS		(7,939)	(32,142)	(40,081)	(54,746)
RECONCILIATION OF FUNDS					
Total funds brought forward	13	123,727	47,551	171,278	226,024
TOTAL FUNDS CARRIED FORWARD	13	115,788	15,409	131,197	171,278

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

BEDFORD CREATIVE ARTS LIMITED

BALANCE SHEET

FOR THE YEAR ENDED 31 MARCH 2023

REGISTERED COMPANY NUMBER: 05305188 (England and Wales)

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.23 Total Funds £	31.3.22 Total Funds £
FIXED ASSETS					
Tangible assets	9	1,843	-	1,843	3,449
CURRENT ASSETS					
Amounts owed within one year	10	2,458	21,692	24,150	3,588
Cash at bank and in hand		115,466	26,607	142,073	189,666
		117,924	48,299	166,223	193,254
CURRENT LIABILITIES					
Amounts falling due within one year	11	(3,979)	(32,890)	(36,869)	(25,425)
NET CURRENT ASSETS		113,945	15,409	129,354	167,829
TOTAL ASSETS LESS CURRENT LIABILITIES		115,788	15,409	131,197	171,278
NET ASSETS		115,788	15,409	131,197	171,278
FUNDS	13				
Unrestricted funds				115,788	123,727
Restricted funds				15,409	47,551
TOTAL FUNDS				131,197	171,278

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 12th October 2023 and were signed on its behalf by:

S Matthews

Samantha Matthews
Chair

The accompanying notes form part of these financial statements

1. COMPANY INFORMATION AND ACCOUNTING POLICIES

Company Information
The company is a private company limited by guarantee and is registered in England and Wales.
Registered company 05305188
Registered charity number 1119555

Registered Office:
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Basis of preparing the financial statements
The trustees believe that the charitable company can operate for a period of at least 12 months from the date of approval of the financial statements. The charity continues to be supported by the funding from the Arts Council and other income streams and as such consider it appropriate to prepare the accounts on a going concern basis.

Accounting convention
The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and the requirements of Charities Statement of Recommended Practice issued in October 2019 (FRS102) and section 1a of FRS102. The presentation currency used in the accounts is pounds sterling. The charitable company is a public benefit entity.

Cash flow statement
The trustees have taken advantage of the exemption in Charities SORP issued in October 2019 (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

Incoming resources
All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charitable company has unconditional entitlement.

Government Grants
Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended
Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the 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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Operating Leases: the charitable company as lessee
Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Tangible fixed assets
The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts. Fixed Assets with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Taxation
The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension
The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors
Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

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

Creditors
Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments
The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Within the Unrestricted funds the trustees designate separate funds, which consist of monies set aside by the trustees out of general funds to be spent on the specific programmes and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific programmes and events identified by the charitable company. Transfers are made to and from designated funds to general funds on the basis of the trustees' estimate of future expenditure on the specific events and programmes.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS

	Unrestricted	Restricted	31.3.23 Total	Unrestricted	Restricted	31.3.22 Total
	£	£	£	£	£	£
Grants	146,385	-	146,385	146,385	-	146,385
Individual Donations	310	300	610	6,000	333	6,333
Verve Developments Ltd	7,173	-	7,173	-	-	-
	153,868	300	154,168	152,385	333	152,718

The Grant of £146,385 is from Arts Council England. Bedford Creative Arts Limited is one of the National Portfolio Organisations which receive unrestricted funding to support the running of the charitable company.

3. INVESTMENT INCOME

	31.3.23	31.3.22
	£	£
Bank account interest	903	18

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	31.3.23 Total	Unrestricted	Restricted	31.3.22 Total
	£	£	£	£	£	£
Arts Council England CRF	-	-	-	35,727	-	35,727
Bedford Borough Council	617	29,586	30,203	1,525	7,826	9,351
Central Bedfordshire Council	-	6,810	6,810	-	10,231	10,231
The Gale Family Trust	-	-	-	-	8,750	8,750
Royal Opera House Bridge	-	-	-	-	1,260	1,260
BPHA (Bedford Pilgrims Housing Association)	-	250	250	-	-	-
The Harpur Trust	-	-	-	-	45,000	45,000
The University of Bedfordshire	355	3,450	3,805	-	4,350	4,350
1 Degree East	305	-	305	-	-	-
Bedford & Luton Community Foundation	-	2,500	2,500	-	-	-
National Heritage Fund	-	32,005	32,005	-	49,948	49,948
Queens Park Community Organisation	-	3,885	3,885	-	-	-
Ball Beverage Packaging Limited	-	4,000	4,000	-	-	-
Access Space Network	850	-	850	-	-	-
Other income	-	-	-	-	120	120
	2,127	82,486	84,613	37,252	127,485	164,737

5. ANALYSIS OF EXPENDITURE

	Unrestricted £	Restricted £	31.3.23 Total £	Unrestricted £	Restricted £	31.3.22 Total £
Charitable activities						
Salary related costs	116,620	42,619	159,239	108,144	46,162	154,306
Temporary staff and consultancy costs	-	-	-	14,450	-	14,450
Insurance	1,473	-	1,473	1,692	-	1,692
Artistic Programme	17,849	77,309	95,158	13,332	164,103	177,435
Office cost and admin	14,656	-	14,656	8,525	-	8,525
Staff Training	3,176	-	3,176	7,312	-	7,312
Recruitment	354	-	354	-	-	-
Independent examiner's fees	1,440	-	1,440	1,860	-	1,860
Accountancy, payroll and HR support costs	2,278	-	2,278	5,130	-	5,130
Governance costs and Trustees' expenses	218	-	218	28	-	28
Bank fees and Companies House fees	167	-	167	103	-	103
Depreciation of tangible fixed assets	1,606	-	1,606	1,378	-	1,378
	159,837	119,928	279,765	161,954	210,265	372,219

6. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.23 £	31.3.22 £
Depreciation – owned assets	1,606	1,378
Operating Leases - property	-	-
Independent examiner's fees	1,440	1,860

7. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2023 or for the year ended 31 March 2022. There were trustee expenses totalling £nil paid during the year (2022 - £nil). The total number of trustees who claimed travel expenses during the year was 0 (2022 – 0).

8. STAFF COSTS

	31.3.23	31.3.22
	£	£
Wages and salaries	146,984	143,104
Holiday / TOIL accrual movement	(338)	(470)
Social security costs	8,393	7,813
Pension contributions	4,200	3,859
	159,239	154,306

The average number of full time equivalent employees during the year was 4 (2022 – 5). The average head count of employees during the year was 6 (2022 – 7). No employees received emoluments exceeding £60,000 per annum (2022: none)

9. TANGIBLE FIXED ASSETS

	Computer Equipment	Fixtures & Fittings and Equipment	Total
	£	£	£
COST			
At 1 April 2022	8,495	682	9,177
Additions			
Disposals			
At 31 March 2023	8,495	682	9,177
DECPRECIATION			
At 1 April 2022	5,312	416	5,728
Charge for the year	1,500	106	1,606
Disposals			
At 31 March 2023	6,812	522	7,334
NET BOOK VALUE			
At 31 March 2023	1,683	160	1,843
At 31 March 2022	3,183	266	3,449

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23	31.3.22
	£	£
Trade debtors	21,692	1,750
Other debtors	2,458	1,838
	24,150	3,588

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23	31.3.22
	£	£
Trade creditors	10,888	16,766
Other creditors	25,981	8,659
	36,869	25,425

12. PENSION COMMITMENTS

The charitable company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted £4,200 (31 March 2022: £3,859). Contributions totalling £nil (31 March 2022: £nil) were payable to the fund at the reporting date and are included in other creditors.

13. MOVEMENT IN FUNDS

	At 1.4.22	Incoming Resources	Resources Expended	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£	£	£
Unrestricted funds						
General fund	18,690	156,898	(159,837)	(2,939)	(5,000)	10,751
Designated funds	105,037	-	-	-	-	105,037
	123,727	156,898	(159,837)	(2,939)	(5,000)	115,788
Restricted funds						
Queens Park Project Fund	13,373	300	(13,310)	(13,010)	-	363
Culture Challenge Service Fund	24,258	-	(29,134)	(29,134)	(2,800)	(7,676)
Make Way for Culture Fund	18,393	-	-	-	-	18,393
Airship Dreams Fund	(23,874)	32,005	(8,131)	23,874	-	-
Bedford Contemporary Dance Fund	1,283	3,450	(4,733)	(1,283)	-	-
Project Assistant Fund	10,900	-	(20,400)	(20,400)	-	(9,500)
High Street Heritage Action Fund	3,218	-	(218)	(218)	(3,000)	-
Creative Bedfordshire Fund	-	1,020	(850)	170	-	170
Empty Shops Fund	-	2,500	(500)	2,000	-	2,000
Jubilee Project Fund	-	3,885	(3,885)	-	-	-
News, News, News, Fund	-	8,800	(8,110)	690	-	690
Ghost Signs Fund	-	16,690	(16,599)	91	10,800	10,891
The Vault Fund	-	9,886	(9,808)	78	-	78
Can Arts Fund	-	4,250	(4,250)	-	-	-
	47,551	82,786	(119,928)	(37,142)	5,000	15,409
TOTAL FUNDS	171,278	239,684	(279,765)	(40,081)	-	131,197

Transfers between funds relate to contributions made towards the Ghost Signs project. Monies transferred were for specific work within Ghost Signs fund which linked to the original purpose of the transferring funds.

13. MOVEMENT IN FUNDS - continued

Designated Funds
Designated funds are as follows:

	31.3.23	31.3.22
	£	£
Emergency Wind Up Fund	60,037	60,037
Covid-19 Emergency Fund	-	5,000
Capital Equipment & Renovation Fund	5,000	5,000
Programme Development Fund	20,000	15,000
People & Organisation Fund	20,000	20,000
	105,037	105,037

The designated funds, as described in the trustee report on page 12, consist of monies set aside by the trustees out of general funds to be spent on the specific programmes, contingencies and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific activities identified by the charitable company.

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

Queen's Park Project Fund: This project contains grant funding to enable a programme of creative activity culminating in 2023 that supports community cohesion and wellbeing in the Queen's Park ward of Bedford. It includes funds for artistic programming, marketing, social impact evaluation and community engagement activities supported by the Paul Hamlyn Foundation, the Harpur Trust, BPHA and Bedford Borough Council. Final payments are due into this fund in 23-24 upon the completion of evaluation reports for funders.

Culture Challenge Service Fund: The Culture Challenge (TCC) aims to increase the number of young people accessing, enjoying and making great art and culture by acting as a broker between the education sector (predominantly schools) and the cultural sector. It is funded by The Harpur Trust and Central Bedfordshire Council. Funding supports the maintenance of a directory of service providers, CPD events for educators and cultural providers, Arts Award support & moderation, marketing costs and Culture Vouchers which are used to fund service delivery in schools. The transfer from this fund to unrestricted funds relates to approved project support, administration and manager salary costs. Final payments are due into this fund in 23-24 upon the completion of evaluation reports for funders which is why the fund is currently in deficit.

Make Way for Culture Fund: this is a consultancy project funded by Central Bedfordshire Council to support the creation of a series of programmes that will support cultural education in the locality, especially in Houghton Regis, Leighton Buzzard and Dunstable. Funding was used to support a Pioneering Partnership programme of CPD and Culture Voucher funded delivery for each location working with 3 schools, the libraries and the music service. Funding also supported delivery of a new network, the Culture Hub for participants in both sectors as well as Arts Award and Artsmark support for participating schools and providers. Remaining funds continue to be held until such time as the client is in a position to continue the project post-Covid-19 and is anticipated to take place from September 2023.

13. MOVEMENT IN FUNDS - continued

Airships Dreams Fund: This fund was used to support the development of the Airship Dreams project that culminated in a major exhibition and community & school engagement programme in 2021. Funding includes sponsorship from The Harpur Trust, grants from National Lottery Heritage Fund, Arts Council England and Airship Heritage Trust. Delivery included a development of educational resources, virtual community sharing events and development of the exhibition and artwork for exhibition in 2021. The fund was in a negative position at the end of 2021-22 due to the National Lottery Heritage funding being paid in arrears with final payments secured in the 2022-23 financial year.

Bedford Contemporary Dance Fund: This is a project in partnership with the University of Bedfordshire funded by Arts Council England to develop a centre for choreographic excellence in Bedford for contemporary dance. Bedford Creative Arts provided marketing and audience development expertise as well as logistical support for artist's work. Funding was expended on artist fees, producer time and marketing support including a contribution for unrestricted funds for administration and staff time on project support. The project finished early in the year.

Project Assistant Fund: This consists of a grant from The Harpur Trust to enable the employment of a fixed term salary post of Projects Assistant in the organisation, fixed until March 2023. The position is to support the ongoing delivery of projects including marketing, administration and practical event delivery. The Fund is in deficit at the end of the year as the final payment is due in 23-24 after submission of the end of project monitoring form to the funder.

High Street Heritage Action Zone Fund: The fund consists of a grant from Bedford Borough Council for the initiation of a 3D illusion artwork on Bedford High Street that aims to draw public attention to the myths and stories surrounding the former bank site near the river, alongside a sponsorship from the Bedford Business Improvement District (BID). The fund was spent on artist fees, artwork production and marketing for the project delivered in May 2021. Funding outstanding after completion of the mural from BedfordBID was carried over with permission to be expended on the Ghost Signs project.

Creative Bedfordshire Fund: The fund consists of fees paid by Bedford Borough Council and Central Bedfordshire Council to cover the cost of the Creative Bedfordshire online platform. Funds pay for SixCircles to provide the platform infrastructure and hosting services.

Empty Shops Fund: Funding obtained from Bedford Borough Council's Town Centre Priority Fund is being held to enable the organisation to deliver a programme of art exhibitions in empty shop units in Bedford town centre in 2023-24.

Jubilee Project Fund: Queen's Park Community Organisation commissioned Bedford Creative Arts to deliver a schools engagement programme for their Jubilee Parade in June 2022. Funds were spent on artist fees and infrastructure to deliver workshops in schools creating parade costumes that were used in a multi-cultural parade in honour of the Queen's Jubilee. All funds were spent in the year.

News, News, News Fund: Funds were secured from Central Bedfordshire Council and the Whitbred PLC Chairman's Fund (via Beds & Luton Community Foundation) for the delivery of this project enabling school children in a Leighton Buzzard school to create news reports and exhibit them to adults in a theatre show. Funds were spent on artist fees and marketing for the execution of this project. Funds carried forward into 23-24 are for the execution of a Resource Pack for teachers to be issued in Autumn 2023.

Ghost Signs Fund: These funds consist of grants from the Bedford Borough Council's Town Centre priority Fund and sponsorship from BedfordBID to enable the painting of a series of murals in the style of "Ghost Signs" in Bedford's town centre that celebrate Bedford's aviation history. Funds were expended on artist fees, equipment hire and materials to deliver the signs. Funds carried forward are for payment of augmented reality additions to the project planned for 23-24.

The Vault Fund: This fund consists of a fee from Bedford Borough Council to pay for repairs to the mural originally painted for the High St heritage Action Zone project in 2021 to create a 3D anamorphic mural depicting an old bank vault on Bedford's High Street. Funds were expended on artist fees, accommodation, equipment, materials and stewarding to support the re-painting of the design.

Can Art Fund: This fund consists of a fee paid by Ball Corporation for the commissioning of an artwork for their premises. Funds were expended on artist fees, marketing and materials for the creation & installation of the artwork at their offices and were expended in the year.

14. CAPITAL

The charitable company has no share capital. The liability of members is limited by guarantee and does not exceed £1 per member.

15. RELATED PARTIES

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2023 (31 March 2022: £nil). BCA also hired meeting rooms at Bedford Heights which is owned by Verve Developments Limited, these were hired out at a £nil cost to BCA.

Verve Developments Limited is a related party due to Timothy Pain being a director of Verve Developments Limited and a trustee for Bedford Creative Arts Ltd.

If payable, the commercial rent on the store would have totalled £1,650 for the year ended 31 March 2023 (2022: £1,650). The commercial cost of hiring the meeting rooms would have cost BCA £5,523 (2022: £nil).

This has been received as a gift in kind from Verve Developments Limited for both financial years. The total gift in kind for the year ended 31 March 2023 of £7,173 has been recognised in the accounts as a Donation from Verve Developments Limited to BCA with a corresponding cost.

16. OPERATING LEASE

There are currently no operating leases held by Bedford Creative Arts Limited for the year ended 31 March 2023 and the year ended 31 March 2022.

17. PRIOR YEAR NET ASSETS BY FUND

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.22 Total Funds £
FIXED ASSETS				
Tangible assets	9	3,449	-	3,449
CURRENT ASSETS				
Amounts owed within one year	10	1,838	1,750	3,588
Cash at bank and in hand		124,672	64,994	189,666
		126,510	66,744	193,254
CURRENT LIABILITIES				
Amounts falling due within one year	11	(6,232)	(19,193)	(25,425)
NET CURRENT ASSETS		120,278	47,551	167,829
TOTAL ASSETS LESS CURRENT LIABILITIES		123,727	47,551	171,278
NET ASSETS		123,727	47,551	171,278
FUNDS	13			
Unrestricted funds				123,727
Restricted funds				47,551
TOTAL FUNDS				171,278

BEDFORD CREATIVE ARTS LIMITED

England & Wales - Charity number 1119555

Accounts

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REGISTERED COMPANY NUMBER: 05305188
(England and Wales)
REGISTERED CHARITY
NUMBER: 1119555

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL STATEMENTS OF BEDFORD CREATIVE ARTS LIMITED

FOR THE YEAR ENDED
31 MARCH 2022

Bedford Creative Arts Limited
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2022

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2022
CHAIR'S REPORT

This year Bedford Creative Arts has succeeded in delivering one of its most ambitious programmes of wide-ranging artistic work for its community beneficiaries whilst also recouping from a challenging year in the aftermath of the Covid-19 pandemic.

I am delighted to report that we reached 23,194 people with our rich programme of innovative art, including 9,123 physical audiences and participants, and a digital audience of 14,071. Together with our partners, we celebrate this no mean feat considering the ongoing challenges presented by Covid-19 related restrictions as well as the need to adjust to new methods of working remotely after departure from our offices in 2020. The result, however, is a fantastic testament to the resilience, adaptability and imagination of the executive staff team collaborating with an excellent group of artists, creatives, educators and freelancers to enable us to realise our ambitions.

We have worked with 34 artists across 55 different creative activities. Our projects include the truly pioneering *Airship Dreams: Escaping Gravity* exhibition - a project that combined a community co-curated memory and heritage exhibition with the creation of a new immersive artwork built using technology we had never encountered before (Unreal Engine for computer games development). Led by artist Mike Stubbs, our creative team developed a work completely unlike those to which audiences in Bedford usually have access. It attracted support and engagement from peers across the country, including the British Council and Doncaster Creates. Our community was both inspiring and inspired through this project, which engaged over 800 children & young people as well as 60 work placement students and 12 community curators working closely with our long-term partner The Higgins Bedford.

In juxtaposition, much of our work was truly neighbourhood-centred and site-specific, including a project with our new Ambassador's Group in Queen's Park and artist Caroline Wendling to build new artworks due to be exhibited in 2022 that reveal and celebrate the vibrant, multi-cultural community there. We also delivered public art on Bedford's High Street through Julian Beever's *The Vault* commission for the pilot of the High Street Heritage Zone Cultural Programme; and engaged 1,066 children & young people in work either delivered by ourselves (such as Andy Field & Beckie Darlington's innovative news reporting show: *News News News*) or through re-starting delivery of Culture Voucher funded work through our schools & artists brokerage service: The Culture Challenge.

Throughout this tough year, our team have been dedicated and strong, continuing to champion new ways of working to deliver our aims. We were delighted to welcome our new Projects Assistant to the team and pleased to offer them the chance to explore career avenues in socially-engaged artistic practice. We also welcomed a new Marketing Manager and completed recruitment of our core team after changes post-Covid. With the welcomed support of a Culture Recovery Fund grant, we re-designed and reviewed our working practices to ensure that our team are equipped to deliver our programmes while working remotely both from home and in the heart of our communities. The result is that we have an appropriate staff structure designed for delivering significant results with robust working practices that support the wide-ranging nature of our work.

We are particularly grateful to our key partners and funders who continue to demonstrate understanding and invaluable flexibility in supporting us to achieve our aims. In particular, we would like to thank Arts Council England, National Lottery Heritage Fund, Paul Hamlyn Foundation, The Harpur Trust, Bedford Borough Council and Central Bedfordshire Council for their considerable and ongoing support.

The result of this hard work is that we are on a solid footing for our future with exciting plans to develop new themes for our work in collaboration with our many partners and friends in Bedfordshire & beyond.

I hope that you enjoy reading about Bedford Creative Arts' activities in our Trustees' Report for the year ended 31 March 2022.

Richard Sobey

Richard Sobey
Chair

18 October 2022

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The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the financial statements of the charitable company for the year ended 31 March 2022. The trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, 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) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name
Bedford Creative Arts Limited

Registered Company number
05305188 (England and Wales)

Registered Charity number
1119555

Registered office
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Trustees

Richard Sobey	
Paul Messam	
Jenni Thomas	Resigned 19 July 2022
Samantha Matthews	
Suzette Reed	
Mark Taylor	
Sarah Payne	Resigned 21 May 2022
Tara Lopez	Resigned 3 February 2022
Timothy Pain	Appointed 13 April 2021

Director
Elaine Midgley

Independent Examiner
Grant Thornton UK LLP
300 Pavilion Drive
Northampton Business Park
Northampton
NN4 7YE

Bankers
HSBC
12 Allhallows
Bedford
MK40 ILJ

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document, the Memorandum and Articles, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

Bedford Creative Arts Limited has a policy for the recruitment and induction of trustees who may serve for up to two terms of three years. New trustees are appointed in accordance with the Articles of Bedford Creative Arts Limited. They are found from the contacts and networks of existing trustees and the executive. Vacancies are also publicised through our website, social media and through other organisations and forums. When recruiting new trustees, the Board looks for individuals with skills and experience which are of value to Bedford Creative Arts Limited and complement those of existing trustees. Potential trustees are interviewed by a panel of trustees and the Director. When a new trustee joins the Board, they are provided with a "Trustee Induction Pack", which provides comprehensive information about Bedford Creative Arts Limited. They attend induction meetings with the Director and Chair as well as receiving additional training when required. In 2021-22 we launched a recruitment campaign for new trustees after the resignation of Tara Lopez who leaves to focus on her professional paid work.

Organisational structure

The Board and Executive have an agreed Business Plan that articulates the strategic direction of the organisation over 3 years and includes organisation-wide objectives, financial and income strategy, audience development aims, organisational structure proposals, commitments to equality, diversity and the environment and programme ambitions. This strategy is supported by Arts Council England and is core to their monitoring of our delivery on their funding objectives. Day-to-day delivery of the Business Plan is delegated to the Director and staff team. Unusual or significant decisions are made by the Board of Trustees on recommendations from the Director. The Chair and Vice-Chair meet with the Director monthly to review progress. Sub committees of the Board meet approximately quarterly to review detailed aspects of strategy including income generation, equality & diversity and programme development. The Board also have assigned champions to meet with the Director and staff to discuss and challenge other areas of the business including HR/staff, environment, risk, and a Treasurer that supports financial scrutiny.

Risk management

The Board of Trustees, with the Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. The organisation holds a corporate Risk Register for the monitoring of strategic risk which is reviewed quarterly. Programmes are mainly run with advance secured funding to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. 2021-22 was a year of continued risk due to the ongoing Covid-19 pandemic. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

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Risk	**Mitigating Action**
Funding of the Organisation	Bedford Creative Arts Limited will continue to develop the programme in a way that diversifies its income from a range of funders including its core client Arts Council England, trusts & foundations, statutory funders and earned income from consultancy. Projects are operated on a full-cost recovery basis to cover overheads and staffing not covered by core funding. Arts Council core funding is secure until 2023. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (trustee role) to support the Executive in managing funds including close cost control. The Business Plan incorporates an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	Bedford Creative Arts Limited will aim to invest in its staff and consider succession planning and resilience in its policies and processes. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects are based on Prince2 principles and enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.
Covid-19 and programme/sector impact	The Covid-19 outbreak has had a detrimental impact on the voluntary sector, arts sector and wider global economy as well as a direct impact on local communities and beneficiaries. The Board have reviewed its Reserves Policy to designate reserves to managing organisational change as a result of the outbreak including investment in staff training, digital tools and communications. The staff have been supported with improved technological access to home-working and flexible working practises to ensure service delivery remains steady during periods of restriction. The Director engages regularly with key community stakeholders to proactively respond to changes in programme and the Chair and Vice-Chair meet monthly with the Director to handle operational strategy. All major projects have a strategic risk assessment to consider the risk of their cancellation or postponement should restrictions change.

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Safeguarding and Health & Safety	The organisation has a Safeguarding Policy and highly experienced, well-trained staff. Using advice from other local experts including the CVS, Bedford Borough Council and Board members in highly skilled professions such as the Clergy, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. The Director as well as the Company and Projects Manager have Institution of Occupations Safety and Health (IOSH) Managing Safety qualifications and experience of HSE guidance, risk assessment and control. All activities are risk assessed and appropriate mitigating actions are incorporated.
Staff wellbeing & management of remote working	The organisation has no office premises and staff work from home or in remote locations in the community with limited supervision. BCA holds a Remote Working policy that guides staff in safe working practises which includes regular daily contact with team members to ensure their location & safety is known. The Board issue an annual Staff Wellbeing Survey that enables staff to anonymously report on their wellbeing & job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & SMT continue to monitor staff performance through fortnightly 1-2-1s and a twice annual Performance Review system.

Remuneration

The charitable company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was seven and the average number of employees (full-time equivalent) was five. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £90,333. During the period the trustees received no remuneration.

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OBJECTIVES AND ACTIVITIES

Charitable Objectives and Activities for the Public Benefit

Bedford Creative Arts Limited is a contemporary arts charity. We run a programme of artistic commissions and cultural education projects, events and workshops that aim to provide creative opportunities for diverse audiences both locally and further afield, and to provide new creative opportunities for artists.

Our Charitable Objective is to advance the education of the public in creativity and the arts within the Borough of Bedford, the county, the wider region and over time more broadly across the UK by:

1. Offering people the opportunity to develop skills, confidence and knowledge.

2. Using the arts as a tool to improve social welfare and people's quality of life by responding to those needs identified through contact with local community groups and other agencies.

3. Actively engaging people who are excluded from mainstream provision of arts education for reasons of disability, social, cultural or economic circumstance (by seeking to make activities physically, intellectually, socially, culturally and financially accessible).

4. Enabling everyone to exercise the right freely to participate in the cultural life of the community and to enjoy the arts and its benefits.

5. Promoting, improving, advancing and providing access to current developments in contemporary arts practice, through a programme of temporary exhibitions and educational and recreational activities.

Bedford Creative Arts Limited has referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing its aims and objectives and planning its future activities.

In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set for the organisation, thus ensuring public benefit continues to be delivered.

Each year the Board of Trustees review and update the Business Plan including reviewing the organisation's Vision, Mission and Foundations statements to ensure they reflect our current approach in delivering on our Charitable Objectives:

Our Vision: is that future communities will have an outrageous sense of entitlement to the arts because of its power to provoke change.

Our Foundations: We believe that art is essential for a full life as it engenders self-expression, confidence, connectedness and a sense of belonging. It builds strong and resilient communities; it empowers individuals. Where there are challenges in communities, whether social, educational, environmental or economic, the arts have the intrinsic power to provoke and facilitate change. The arts can provide a platform for a diversity of voices to be heard. Through engagement with the arts, people can explore, express, connect, learn, share, debate and challenge, often in innovative and ambitious ways. We want all communities to have access to the arts so that they can do these things and become active citizens with us to work towards better, stronger communities. We see a community as a neighbourhood or as a group of people with a common characteristic or shared experience. We recognise that neighbourhoods are home to many communities and each of us is a member of several communities. We work predominantly in Bedfordshire but strive for our activities and learning to make a national impact on the sectors where we work and the world we live in.

Our Mission: We create art that responds to communities. In order to inspire action and change, over the next four years we will:

People - Put people at the heart of our work, working responsively and collaboratively with communities.

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Place - Support place-making, shaping and enriching by helping communities to have a sense of identity, belonging, agency and pride in where they live.

Power - Enhance the power of communities to provoke change, champion social and environmental justice, and strive for a just and equitable society.

Possibility - Seek to ask questions and have conversations that challenge the status quo, support meaningful debate and enable radical ideas to be explored.

Practice - Use socially engaged artistic practice to develop knowledge, skills and tools that can be shared and used nationally.

Our Strategic Aims for this period have been developed jointly by the Board of Trustees and the Executive Team through a process of collaborative discussions.

The aims of the organisation until March 2023 are:

1. Enable an ambitious, high quality place-shaping artistic programme that has a positive impact on local people and Bedfordshire's national reputation.
2. Develop active citizenship through arts and culture.
3. Develop and support local creative talent in our fields of work.
4. Ensure our work is resilient, sustainable and accountable.
5. Raise the national profile of our work and broaden our provoking influence on peers, policy- makers, individuals and communities.

We are fleet of foot and work peripatetically, exploring genuine artistic collaborations and new ways of awakening and developing talent and fostering wellbeing with an array of new and long-standing stakeholders and partners: arts and non-arts agencies and charities; local authorities; funders; educational institutions; associate curators and producers; and regional, national and international artists, experienced in socially engaged practice.

OBJECTIVES AND ACTIVITIES

The key activities we deliver to achieve our aims are:

1. Artistic Commissions

We commission artists to develop contemporary art in a wide range of genres across Bedfordshire in response to our Business Plan aims. The theoretical framework for our work is based on socially engaged practice; we believe great art can enhance and transform people's lives. We aim to innovate, to produce original, imaginative, extraordinary, adventurous and often provocative art works and encounters in every day and unconventional locations. We aspire to create art that is critically recognised by our peers and has an impact on the sector on a regional and national scale.

We work with diverse communities, specialising in encouraging new participants and building audiences where there is often a history of low cultural engagement. This includes working deeply within neighbourhoods across Bedford to engage with local people in addressing the issues that matter to them. Currently this means we have focussed intensively on the Queen's Park ward of Bedford which is culturally diverse and includes residents who are affected by multiple indexes of deprivation.

Our commissions and neighbourhood work are informed by Listening Projects. These projects involve sending our staff into the community to listen and understand their social needs and consider opportunities for our work to respond to them.

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2. The Culture Challenge

Bedford Creative Arts seeks to develop and support access to culture for children and young people, particularly through close collaboration with the formal education sector. We acknowledge that young people will form our future communities and we believe that they should have an outrageous sense of entitlement to the arts. This is because it gives them a means of self-expression, opportunities for personal development and exploration, enhances wellbeing and supports academic attainment amongst a myriad of other advantages.

We deliver The Culture Challenge programme, a brokerage service that provides schools with access to a directory of cultural providers. The service also includes Continued Professional Development (CPD) for teachers/schools and cultural providers to enable informed collaboration. We raise funds for schools to enable them to access cultural activity in the form of Culture Vouchers that lead to investment in activity and we support schools in attaining Artsmark status and using Arts Award.

Our continual engagement with schools and providers working in education such as Royal Opera House Bridge, along with our participation in networks such as the BACE partnership (Bedford Art & Cultural Education) has led to the development of project work that further supports deeper engagement by schools, as well as further CPD opportunities and networks that build up a suite of tools that strengthen the cultural education sector in Bedfordshire.

The Culture Challenge service was reviewed during the year with support from the Culture Recovery Fund by external consultant Tina Corri. The aim was to establish the relevance of the service to users post-pandemic and review possible business models to make the service viable in the long term. The service will continue until August 2022 at which point a decision about its structure and future will be made by the trustees and executive.

3. Creative Consultancy

In response to the delivery of our artistic programmes, we support other organisations that deliver on our aims in the form of Creative Consultancy. This includes being commissioned by organisations to undertake research, lead projects, provide training and construct networks or opportunities that enable arts & cultural activity to grow in Bedfordshire.

This includes projects such as Make Way for Culture, a series of interventions commissioned by Central Bedfordshire Council to support cultural organisations in the local authority area to better serve local schools and engage their students in culture.

4. Ecology, Practise, Knowledge & Talent Development

Bedford Creative Arts works to build the creative economy in Bedfordshire and to nurture and grow creative talent by supporting artists, curators and producers both locally and beyond. We do this by:

- Providing mentoring and practical support to artists and producers within our programme and commissions, particularly through our Producer Hub programme delivered in partnership with 1 Degree East;
- Participating in opportunities to “listen” to the communities we serve such as supporting local Creative Schools Networks and sitting as a member of the Women of Bedford steering group;
- Acting as a partner to support projects that are led by other organisations or directly by artists and local producers such as supporting artist Arabel Lebrusan to deliver her Blunt Blades commission in The Higgins, Bedford;
- Nurturing, attending and developing local collaborative networks that help to build up the creative economy and ecology such as the Bedford Cultural Partnership and Central Bedfordshire Culture Hub (co-founded by Bedford Creative Arts) and the Local Economic Partnership’s Creative & Cultural Sector group.

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We provide mentoring and support to the artists and freelancers engaged in the delivery of our work, but particularly seek to reach those with limited opportunity, especially in the Bedfordshire area. We target opportunities to work with people from a diverse range of backgrounds and to enable people to have a long-term relationship with Bedford Creative Arts over a number of years through interventions such as opportunities for work, mentoring, brokerage of partnerships, promotion of their work and advice on funding.

ACHIEVEMENT AND PERFORMANCE – A REVIEW OF THE YEAR

Impact of the Covid-19 Pandemic

Understandably the Covid-19 pandemic continued to impact our delivery and how we operated our organisation during the year.

Several of our projects originally due for delivery in 2020-21 were brought forward into the 2021-22 financial year and most had considerable adaptations to their delivery successfully negotiated with supportive funders and stakeholders.

This resulted in project budgets being stretched over a far longer than originally anticipated period and reduced our capacity for taking on new work. It also resulted in two large projects being delivered simultaneously and placing pressure on a small team. To mitigate the immediate and anticipated longer-term impact of this, we were successful in securing a Culture Recovery Fund grant and a Harpur Trust grant, which enabled us to invest in organisational capacity building and resilience to manage this busy period.

We invested in consultancy support to help with community mapping, legal agreement writing and service review. We invested in equipment to support staff with continued home and community-based working after the departure from our office premises in 2020. We invested heavily in staff training to support re-engagement with sector conferences and safety training as well as investing in delivery of partnership projects such as Desire Paths (a street arts project commissioned by The Place Bedford with Third Angel theatre company). We also appointed a fixed term Projects Assistant to the team to help us deliver the back-log of project work and provide a training and development opportunity to someone new entering the sector.

As a result of this investment and in our successful delivery of project work, we have been able to re-build reserves lost during the pandemic in order to support a year of research and project development with our communities planned for 22-23.

Project Delivery

Despite the impact of Covid-19, the organisation continued to deliver activity for its beneficiaries, largely through exploiting the opportunities for use of digital mechanisms in addition to carefully designed face to face delivery.

Overall, it meant we were able to reach audiences of 23,194 across the year including 14,071 in digital audiences. We also delivered 55 creative activities and 44 digital outputs.

We were also proud to have been able to support the employment of freelance artists and contractors during this challenging time by providing work for 34 creatives during the year.

Key successes in the year included:

Airship Dreams: Escaping Gravity – This artistic exhibition and community engagement programme originally due to open in October 2020 was finally launched in July 2021. The result of 18 months' work with a collaborative team of artists, a two-fold exhibition was opened in The Higgins Art Gallery & Museum Bedford that comprised a new, immersive digital artwork produced using the Unreal Games engine shown alongside a community co-created exhibition of community memory relating to Bedford's airship heritage.

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We contracted the lead artist Mike Stubbs to drive the artistic response, resulting in a 36 minute immersive cinematic installation in the William Harper Gallery. He collaborated with a team of multi-media artists; Roland Denning, Dave Lynch, Sam Wiehl, Rob Strachan and Roger Illingworth to create the work which was exhibited until November 2021. The community co-created exhibition, worked on closely with the Keeper of Social History at the Higgins, continued until 22nd March 2022.

We delivered a range of public events and workshops throughout the period of this exhibition to showcase the projects and raise the profile of the educational programme delivered alongside, in particular with Shortstown Primary School, Bedford College and Mark Rutherford School. This included commissioning sculptor Paul Pibworth to produce a permanent piece for Shortstown School, commissioning a printed publication about the project's process and history, and delivering 3 launch events and symposiums reaching 91 participants including 2 digital labs.

In total 29,197 people engaged with Airship Dreams through a whole range of activities and resources (including online video engagements). 7,508 of these visited the exhibition and engaged in face-to-face events. 844 children & young people were engaged including 9 children at risk of exclusion from school.

The project has, overall, been one of our most ambitious projects to date, pushing us to work with new technologies, with new partners and embedding educational delivery on a substantial scale. The result is that there are over 15 new legacy resources across Resource Packs for teachers and young people, the publication and a 360 virtual walk-through exhibition and the work is now embarking on national touring activity.

Audience feedback was overall positive, despite the abstract and contemporary nature of the work being new to The Higgins' programme:

"Escaping Gravity was an installation unlike anything I've seen before. It was a very visceral experience. My senses were stimulated. It was inspiring and harrowing. The song at the end was beautiful" Exhibition visitor

"It is absolutely wonderful to see James's work, from Graphic Design, printed on the front cover of the Higgins leaflets. The confidence this has given him, and all the students involved, and experience for CVs and those important links made, will no doubt continue to aid the students through their continued education and chosen career paths."
Teacher, Bedford College

"Was such a beautiful thought-provoking tribute to the R101! With the many themes of life, death, planet, throwaway society, spiritually and the circle of life! AMAZING!!!" Exhibition visitor

"The airship dreams video was fantastic, I never expected to see something like this in Bedford" Exhibition visitor

"Bedford Creative Arts is fuelling this new revolution of a creative economy & [Bedford] could well be the silicon-valley of art, technology, faith & community […] there is a sense we are in 2121 in this work" - Skinder Hundal, Director of Art, British Council.

Holidays & Food Central Bedfordshire Art Drop – We were commissioned by Central Bedfordshire Council to deliver activity funded by their Holidays & Food Central Government programme. We aimed to deliver remote activity for children on Free School Meals at home and provide workshops through video conferencing. The result was that we produced 600 packs for children and young people delivered via Children's Centre and 2 schools in Central Bedfordshire produced by commissioning 3 artists to produce a range of activities across music, visual art & poetry.

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News, News, News – We worked in partnership with The Place Bedford to bring artists Andy Field & Beckie Darlington to Bedford to work with Priory Primary School and deliver their project News, News, News. 10 school children from a range of cultural backgrounds were invited to work intensively over 3 weeks on producing a news show for adults. The children chose the topics important to them that they wanted to research (noise pollution, anti-social behaviour and the river) and interviewed local experts on these topics before preparing a new show for a public audience in Feb 2022. The show was a sell-out event and was well received, including receiving attendance from the Mayor of Bedford and the Bedford MP.

The Culture Challenge – In response to feedback from schools and providers that were overwhelmed by the impact of lockdown due to the Covid-19 pandemic, we took the decision to scale back delivery of The Culture Challenge for much of the year whilst schools focused on returning to normal. Our Culture Challenge Manager moved on in mid-2021 and was eventually replaced in January 2022 by a new manager on a fixed term contract until August 2022. The focus of the service during the year was to continue to provide advice and mentoring to teachers and providers seeking to work together during the period and to encourage them to apply for Culture Voucher funding. The result is that during the year around £20,000 worth of culture vouchers were issued to schools for 36 programmes of work either delivered in 2021-22 or to be delivered in early 2022-23 that will engage around 2,000 young people in cultural activity through schools.

The primary focus of the year was to work with consultant Tina Corri on a thorough review of the service. Tina interviewed cultural providers and teachers as well as funders and partners about the service's approach both before and during Covid-19. She also undertook a full competitor audit and business plan analysis to make recommendations about future options for delivery. The Board & Executive of BCA will review these options in early 2022-23 with a view to deciding the future approach of Culture Challenge from the 22-23 academic year. A new programme of CPD began, including re-networking providers through online and face to face speed dating events and will be continued in the Summer Term 2022.

Take Part Queen's Park – This project was re-launched physically in the community in October 2021 through delivery of the Made In Queen's Park community café. The 3 commissioned artists took up residence in the Queen's Park Community Centre in October half term alongside local art providers and caterers for a week-long programme of family friendly participatory activity that opened informal conversation about what they liked about Queen's Park and hoped to see delivered from the future commissions. The programme consisted of Lego model-making, screen-printing, cooking, wellbeing, clay pinch-pot making, and a community feast. Both activity and food were provided free to residents and resulted in a total number of 710 engagements over the week. The programme was more successful than anticipated with all activities over-subscribed each day. It was well received and provided a wealth of contact details from those keen to stay involved with the project in the future.

Participant comments:

"I was involved in Clubhouse and we were counting the days for you to come back again."

"There is nothing much to do in Queen's Park for children. I have 6 kids. If we weren't here we would be at home all day thinking of things to do. This is great because I can talk to people and there is something for the kids to do."

"I have seen people here today that I haven't seen for two years. It's really great to be at an event where we can socialise again."

"We just moved to Queen's Park two months ago. I saw the publicity and brought my kids as something to do and a way of meeting new people. There hasn't been much like this to engage with and so this is a great opportunity to come out and find out more about what's happening here."

High Street Heritage Action Zone Cultural Programme Pilot – We joined a local consortium of cultural and heritage providers initiated by Bedford Borough Council with the aim of designing a cultural programme in connection to the High Street Heritage Action Zone (HSHAZ) project being delivered by the Council. Historic England provided funding to the Borough Council for a pilot project and we were commissioned to deliver a 3D illusion artwork on Bedford High Street that aims to draw public attention to the myths and

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stories surrounding the former bank site near the river. We appointed internationally renowned artist Julian Beever to deliver the work in May 2021 which is now accessible to visitors of the town centre.

One project continues to be postponed due to the impact of the Covid-19 pandemic:

Make Way for Culture – This project commissioned by Central Bedfordshire Council was due to engage cultural organisations and schools in Central Bedfordshire in a collaborative learning experience about maximising children's access to cultural services. However, in response to closure by the local authority of their cultural services during lockdown and the impact of repeated lockdowns on schools and their staff capacity, the project continues to be on hold. Funding relating to the project is being held in Restricted Funds until such time as the commissioner feels able to revisit delivery, currently planned for Autumn 2022.

Championing Diversity

Bedford Creative Arts (BCA) remains committed to celebrating diversity through our work and ensuring equality of opportunity for both audiences and artists. BCA uses an Equalities Action Plan alongside its company policy on Equality & Diversity to ensure that it continues to deliver its commitment.

Particular activity that was focused on supporting access and inclusion this year included:

- We undertook Equality Impact Assessments of all our key elements of project delivery which resulted in making additional provisions for people of certain characteristics including: creating an audio description of the Airship Dreams exhibition and providing Bengali and Polish interpreters at the Queen's Park Community Café.
- We supported a virtual event for International Women's Day organised with Legacy of Windrush Descendants (LOWD).
- We targeted trustee recruitment at people from under-represented backgrounds resulting in a successful candidate from a Black Caribbean background aged under 25 years being inducted to the Board with a proposed start date of July 2022.
- We targeted community engagement work at protected characteristics at risk of exclusion including those on low incomes (Holidays & Food creative art packs), older people (Airship Dreams and workshops for Take Park Queen's Park at Presentation House sheltered accommodation), and young people (including a bespoke programme of artist engagement for 9 students at risk of exclusion at Mark Rutherford School)
- We successfully reached a diverse community with our Queen's Park Community café event, including an audience of 70% South Asian residents many of whom had not engaged with our partners at The Higgins previously.
- Acknowledging that audiences for both ourselves and The Higgins over the past 5 years have been around 70% female, our Airship Dreams project with a male artistic team attracted an audience of 50% (double the number reached by BCA in 19-20).

Ecology, Practise & Knowledge Development

We have continued to invest in local and specialist talent across a range of artforms and practises through our projects and ongoing support networks. Particular achievements in the year include:

- We led on re-launching Creative Bedfordshire, a free network for creatives working in Bedfordshire to connect, network, share news and hold debate securing 150 members. The network is now jointly delivered by members of the Bedford Cultural Partnership (still Chaired by BCA) including Spectaculars, The Place Bedford and the arts & culture team of the University of Bedfordshire. We worked with Bedford Borough Council and Central Bedfordshire Council to secure funds to create a new online platform, hosted by BCA, and delivered a series of online talks and networking events to kick-off.

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- We continued to convene meetings virtually of the Bedford Cultural Partnership consortium of cultural leaders in Bedford, maintaining support to peers during Covid-19 and initiating discussions with the Council Portfolio Holder about developing a cultural strategy for Bedford. We inputted to a Managed Funds application that secured £35k worth of investment towards developing a cultural vision in 2022-23.
- We continued our virtual attendance in local strategic networks including BACE (Bedford Arts & Cultural Education), the SEMLEP Creative & Cultural Steering Group; the Central Bedfordshire Culture Hub including inputting into research by the University of Bedfordshire consultancy work a cultural strategy.
- We continued to represent the town's cultural viewpoint on the Town Deal Board, formed by the Bedford Borough Council in order to create an investment plan to apply for funding for a central government Town Deal fund.
- We delivered a programme of 6 sessions for local creatives reaching 25 individuals in collaboration with 1 Degree East to provide mentoring on skills across fundraising, producing, inclusive working and budgeting.
- We mentored 2 creative producers with support from Royal Opera House Bridge interested in developing a practise within cultural education.

Organisational Development & Change

2021-22 was a much more settled year after considerable organisational change in the prior year.

Particular changes in the year included:

We appointed to the role of Projects Assistant, a new fixed-term 2 year appointment supported with emergency funding from The Harpur Trust. The post-holder will support all aspects of project delivery from marketing to workshop delivery and administration. This has enabled us to mentor someone emerging in the arts sector across a range of skills to guide their path to a new career from 2023. It also supported considerable levels of operational delivery in the year and been a great asset to the team to which we extend considerable thanks to The Harpur Trust.

We continued to operate without an office after our lease came to an end in December 2020. We kept our working conditions under review and initiated a staff wellbeing survey to ensure staff felt supported in their roles. I am pleased to report that the anonymous staff survey stated 100% of staff felt BCA took positive action on wellbeing & 100% said they were satisfied in their role. New equipment including desks at home, laptops and tablets has enabled staff to be flexible in their working locations, experimenting by working in conference centres, cafes, hotels, churches and community centres as required.

Sadly, at the end of April 2021, our long-serving Cultural Education Producer, Kayte Judge, took the decision to leave BCA and pursue a freelance career after finishing her cancer treatment. We reviewed the staff structure and decided that we would be able to continue to work with people such as Kayte as Associates of BCA in future and therefore did not replace the role internally.

Due to a staff resignation in November 2020, we had a marketing vacancy for much of early 2021 and used the services of a few marketing consultants at this time to support different projects. In August 2021, however, we appointed a new permanent Marketing & Communications Manager to the team.

We had appointed a fixed-term Producer to deliver the Take Part Queen's Park project in 2019, however, as the project was significantly extended due to Covid-19 it was felt that we should bring the producing role in-house in order to preserve budget to continue the project in 2022 if necessary. Therefore, our producer left at the natural end of her fixed-term contract and our Programme producer took over producing responsibilities for the Take Part Queen's Park project.

The Board returned to quarterly Board meetings in early 2022 in response to the impact of Covid-19 settling down and the organisation recovering into a position of resilient staffing, stronger financial footing and successful project delivery.

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FINANCIAL REVIEW

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This is managed through the use of named designated funds identified for specific purposes. This supports strategic financial management and accountability.

Targets for designated funds are set following an assessment of the operational financial commitment and associated residual financial risk if income is unexpectedly terminated. The reserves policy is reviewed at least annually by the Board of Trustees and designated funds reviewed quarterly with the preparation of financial management accounts and projections.

The charity's emergency designated fund will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000). In addition, other funds are designated to allow the charity to invest to create new opportunities and to manage growth with a further target of £60,000 across these funds.

Summary of Designated Funds and their purposes:
Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000) to be used should the company be required to wind-up in a legally responsible manner.

Designated Covid-19 Emergency Fund – a fund to support the company's response to the coronavirus pandemic that has necessitated consideration of both programme, staffing and operational changes to service delivery. This fund will remain in place until evidence suggests that the Covid-19 pandemic is unlikely to have further impact on operations.

Designated Capital Fund – maintained to enable the purchase and maintenance of capital equipment such as PCs & laptops for staff and to enable taking on a new office after the pandemic, if required.

Designated Programme Development Fund – to enable investment in our programme so that we may increase our ambition and develop new projects & programmes with matched funding support that could lever in additional funding. It is particularly important at this juncture as BCA comes to the end of a 4 year investment period and is preparing a new programme plan for 23-24 onwards.

Designated People & Organisation Fund – to enable future investment in organisational development. This can include resourcing changes to staff structure, the need to invest strategically in staff training & development, or to manage unforeseen temporary staffing issues such as unexpected absences of leave.

Any general funds that are not designated for the above purpose will be reviewed with a plan to invest these funds in a manner that supports the delivery of the charity's objects within 12 months of operation.

The trustees agreed that this was a prudent approach and would ensure the future growth and development of Bedford Creative Arts was financially sustainable.

The Board has agreed that funds will only be held in low-risk UK bank accounts as approved by the Board of Trustees.

The trustees also agreed that the charitable company will continuously strive to deliver its charitable objectives as cost effectively as possible whilst ensuring it is able to continue to meet its liabilities as they fall due.

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Principal funding sources:

BCA Limited received income of £317,473 (2021: £374,473) in the year, of which £127,818 (2021: £184,436) represented restricted funding, relating to the Culture Challenge Service (£20,333), Queen's Park Project Fund (£5,000), Make Way for Culture (£1,248), Airship Dreams (£58,818), Project Assistant (£20,000), Producer Hub (£1,260), Art Drop (£8,629), High Street Heritage Action Zone Fund (£7,472), Creative Bedfordshire (£708) and Bedford Contemporary Dance (£4,350) programmes. Expenditure in the year totalled £372,219 (2021: £294,498) of which £210,265 (2021: £134,641) related to the restricted project funding.

BCA's biggest investment source is Arts Council England through our designation as one of its National Portfolio Organisations. We also received significant funding from The Harpur Trust concerning The Culture Challenge alongside a range of other financial support from various funding bodies, trusts and foundations that have helped us to deliver our wide-ranging programme including:

Bedford Borough Council, Central Bedfordshire Council, The Gale Family Trust, Royal Opera House Bridge, The Harpur Trust, The University of Bedfordshire, Arts Council England Covid Recovery Fund and National Heritage Fund.

Funds available
The reserves held at 31 March 2022 are £171,278. This includes unrestricted funds of £123,727, which equates to approximately seven months' expenditure and is in line with the reserves policy.

Within the unrestricted funds, the trustees have designated the following separate funds:

Designated Emergency Wind-Up Fund: £60,037 (2021: £60,037)
Designated Covid-19 Emergency Fund: £5,000 (2021: £5,000)
Designated Capital Fund: £5,000 (2021: £5,000)
Designated Programme Development Fund: £15,000 (2021: £5,000)
Designated People & Organisation Fund: £20,000 (2021: £10,000)

The trustees are confident that the charitable company can continue to meet its liabilities as they fall due for the foreseeable future and that the accounts should be prepared on a going concern basis.

Related Parties

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2022 (31 March 2021: £nil). Verve Developments Limited is a related party due to Timothy Pain being a director of the company and trustee for Bedford Creative Arts Ltd. If payable, the commercial rent on the store would have totalled £1,650 for the year ended 31 March 2022 (2021: £412). This has been received as a gift in kind from Verve Developments Limited for both financial years.

FUTURE PLANS

Some of the 2021-22 programme will continue into the 2022-23 financial year, however the Board & Executive have begun the process of designing new Business Plan aims for 2023-24 onwards including 3 new programmatic themes for our work.

New programme themes under development are:

The River Ouse: Identified by residents as central to Bedford's identity, BCA will work in neighbourhoods to explore how does a river shape a place & what is the relationship between communities (esp. rural Boroughs) and the river? How might communities want to embrace, use and celebrate it as iconic to Bedford and a metaphor for their desires, conversations and reflections over a longitudinal period?

Bedford's Innovation Heritage: Bedford sits on the Cambridge-Oxford arc and is an historic place of technological innovation, yet little is celebrated in the town and fully known by communities (evidenced by our work with Airship Heritage and High St Heritage Action Zone). This theme will explore what do people

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in Bedford think and feel about their tech heritage? How might Bedford use art to celebrate, share and enliven it and give Bedford a reputation relevant to its position on the arc?

Migration: Bedford has larger than national average levels of migrant residents who live peacefully together. How might art help to celebrate this and the positive benefits of migration? How might migrant communities share and own more cultural capital in Bedford? Might this build on successful cultural initiatives like Refugee Week but turn the narrative towards positivity and freedom of expression?

Our programme for 2022-23:

- Airship Dreams: Escaping Gravity – this project is due to tour to Sheffield DocFest (international documentary festival) in June 2022 with a view to securing national touring partners to take the work from Sept 2022 onwards.
- We have secured funds from the Bedford Borough Council Town Centre Priority Fund to deliver 4 "ghost sign" murals in Autumn 2022. Based on the idea of historic wall advert paintings, these murals will incorporate an augmented reality element and engage local artists in paints in both the town centre and a local school.
- Take Part Queen's Park will come to fruition with an exhibition in The Higgins, Bedford of the work of Caroline Wendling in the community through an exhibition from April – June 2022. The work will feature a community co-created film, embroidery and clay items made by Queen's Park residents. There will also be a community sharing event in Queen's Park with the artworks gifted back to the community at the end of the project. A mural, proposed to be delivered in Queen's park, will be delivered by artist Andy Holden later in 2022.
- We anticipate that we will continue to deliver The Culture Challenge until August 2022, whereafter it will be re-designed to incorporate promotion and CPD within the Creative Bedfordshire network programme.
- Make Way for Culture will be revisited in Autumn 2022 with Central Bedfordshire Council to identify how the project might engage children & young people with cultural facilities in their area.
- We will launch our "river" theme at the Bedford River Festival in July 2022, including providing activities in partnership with artists Pell Ensemble to begin to explore the stories people want to tell about the river.
- We will work with partners at St Paul's Church Bedford to commission an artist to deliver a project for Refugee Week 2022 that invited refugees new and old in Bedford to share their memories, stories and photographs with the wider community.
- News News News will make its return to Bedfordshire in partnership with Leighton Buzzard Library Theatre in February 2023.
- We will continue developing partnerships with local networks and community associations that we anticipate will develop into further project work.

In preparing this report, the trustees have taken advantage of the small companies' exemptions provided by section 415a of the Companies Act 2006.

ON BEHALF OF THE BOARD:

Richard Sobey

Richard Sobey

Chair

18 October 2022

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INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BEDFORD CREATIVE ARTS LIMITED

I report on the accounts of Bedford Creative Arts Limited for the year ended 31 March 2022, which are set out on pages eighteen to twenty eight.

This report is made solely to the charitable company's trustees, as a body, in accordance with the regulations made under section 154 of the Charities Act 2011. My work has been undertaken so that I might state to the charitable company's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for my work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the accounts. The charitable company's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 and part 16 of the Companies Act 2006 and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charitable company is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a comparison of the accounts with the accounting records kept by the charitable company. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with section 130 of the Charities Act 2011 and section 386 of the Companies Act 2006;
  - to prepare accounts which accord with the accounting records; and
  - to comply with the Statement of Recommended Practice '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 Repoublic of Ireland (FRS102) (effective January 2019)'

  have not been met; or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Grant Thornton UK LLP

Gareth Norris FCA
Grant Thornton UK LLP
Chartered Accountants
Northampton
Date: 1/11/2022

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BEDFORD CREATIVE ARTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted Funds £	Restricted Funds £	31.3.22 Total Funds £	31.3.21 Total Funds £
INCOME					
Donations	2	152,385	333	152,718	146,385
Investment income	3	18	-	18	286
Charitable activities	4	37,252	127,485	164,737	227,802
Total income		189,655	127,818	317,473	374,473
EXPENDITURE					
Raising funds	5	-	-	-	20
Charitable activities	5	161,954	210,265	372,219	294,478
Total expenditure		161,954	210,265	372,219	294,498
NET (EXPENDITURE) / INCOME		27,701	(82,447)	(54,746)	79,975
RECONCILIATION OF FUNDS					
Total funds brought forward	13	96,026	129,998	226,024	146,049
TOTAL FUNDS CARRIED FORWARD	13	123,727	47,551	171,278	226,024

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

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BEDFORD CREATIVE ARTS LIMITED
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2022

REGISTERED COMPANY NUMBER: 05305188 (England and Wales)

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.22 Total Funds £	31.3.21 Total Funds £
FIXED ASSETS					
Tangible assets	9	3,449	-	3,449	2.171
CURRENT ASSETS					
Amounts owed within one year	10	1,838	1,750	3,588	10,011
Cash at bank and in hand		124,672	64,994	189,666	234,925
		126,510	66,744	193,254	244,936
CURRENT LIABILITIES					
Amounts falling due within one year	11	(6,232)	(19,193)	(25,425)	(21,083)
NET CURRENT ASSETS		120,278	47,551	167,829	223,853
TOTAL ASSETS LESS CURRENT LIABILITIES		123,727	47,551	171,278	226,024
NET ASSETS		123,727	47,551	171,278	226,024
FUNDS	13				
Unrestricted funds				123,727	96,026
Restricted funds				47,551	129,998
TOAL FUNDS				171,278	226,024

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 18 October 2022 and were signed on its behalf by:

Richard Sobey Richard Sobey
Chair

The accompanying notes form part of these financial statements

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1. COMPANY INFORMATION AND ACCOUNTING POLICIES

Company Information

The company is a private company limited by guarantee and is registered in England and Wales.
Registered company 05305188
Registered charity number 1119555

Registered Office:
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Basis of preparing the financial statements

The trustees believe that the charitable company can operate for a period of at least 12 months from the date of approval of the financial statements. The charity continues to be supported by the funding from the Arts Council and other income streams and as such consider it appropriate to prepare the accounts on a going concern basis.

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and the requirements of Charities Statement of Recommended Practice (FRS102) and section 1a of FRS102. The presentation currency used in the accounts is pounds sterling.

Cash flow statement

The trustees have taken advantage of the exemption in Charities SORP (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charitable company has unconditional entitlement.

Government Grants

Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the 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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

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1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Operating Leases: the charitable company as lessee
Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Tangible fixed assets
The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts. Fixed Assets with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Taxation
The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension
The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors
Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

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

Creditors
Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments
The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Within the Unrestricted funds the trustees designate separate funds, which consist of monies set aside by the trustees out of general funds to be spent on the specific programmes and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific programmes and events identified by the charitable company. Transfers are made to and from designated funds to general funds on the basis of the trustees' estimate of future expenditure on the specific events and programmes.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

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2. DONATIONS

	Unrestricted	**Restricted**	**31.3.22 Total**	Unrestricted	Restricted	31.3.21 Total
	£	**£**	**£**	£	£	£
Grants	**146,385**	**-**	**146,385**	146,385	-	146,385
Donations	**6,000**	**333**	**6,333**	-	-	-
	152,385	**333**	**152,718**	146,385	-	146,385

The Grant of £146,385 is from Arts Council England. Bedford Creative Arts Limited is one of the National Portfolio Organisations which receive unrestricted funding to support the running of the charitable company.

3. INVESTMENT INCOME

	31.3.22	31.3.21
	£	£
Bank account interest	**18**	286

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	**Restricted**	**31.3.22 Total**	Unrestricted	Restricted	31.3.21 Total
	£	**£**	**£**	£	£	£
Arts Council England CRF	**35,727**	**-**	**35,727**	-	-	-
Bedford Borough Council	**1,525**	**7,826**	**9,351**	6,250	52,280	58,530
Central Bedfordshire Council	**-**	**10,231**	**10,231**	-	17,500	17,500
The Gale Family Trust	**-**	**8,750**	**8,750**	-	-	-
Royal Opera House Bridge	**-**	**1,260**	**1,260**	-	4,240	4,240
BPHA (Bedford Pilgrims Housing Association)	**-**	**-**	**-**	-	500	500
The Harpur Trust	**-**	**45,000**	**45,000**	-	51,000	51,000
The University of Bedfordshire	**-**	**4,350**	**4,350**	-	9,330	9,330
Paul Hamlyn Foundation	**-**	**-**	**-**	20,000	-	20,000
Airship Heritage Trust	**-**	**-**	**-**	-	1,000	1,000
National Heritage Fund	**-**	**49,948**	**49,948**	-	31,029	31,029
National Lottery Community Fund	**-**	**-**	**-**	-	9,750	9,750
Women in Bedford	**-**	**-**	**-**	-	7,557	7,557
Artist studio rental income	**-**	**-**	**-**	1,739	-	1,739
Furlough Scheme	**-**	**-**	**-**	15,262	-	15,262
Other income	**-**	**120**	**120**	115	250	365
	37,252	**127,485**	**164,737**	43,366	184,436	227,802

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5. ANALYSIS OF EXPENDITURE

	Unrestricted	**Restricted**	**31.3.22 Total**	Unrestricted	Restricted	31.3.21 Total
Charitable activities	**£**	**£**	**£**	£	£	£
Salary related costs	**108,144**	**46,162**	**154,306**	119,311	37,055	156,366
Temporary staff and consultancy costs	**14,450**	**-**	**14,450**	5,035	-	5,035
Rent and rates	**-**	**-**	**-**	8,333	-	8,333
Insurance	**1,692**	**-**	**1,692**	1,871	-	1,871
Utilities	**-**	**-**	**-**	3,597	-	3,597
Artistic Programme	**13,332**	**164,103**	**177,435**	7,229	97,586	104,815
Office cost and admin	**8,525**	**-**	**8,525**	8,187	-	8,187
Staff Training	**7,312**	**-**	**7,312**	1,380	-	1,380
Recruitment	**-**	**-**	**-**	200	-	200
Independent examiner's fees	**1,860**	**-**	**1,860**	1,900	-	1,900
Accountancy, payroll and HR support costs	**5,130**	**-**	**5,130**	1,942	-	1,942
Trustees' expenses	**28**	**-**	**28**	60	-	60
CRB checks + Companies House fees	**103**	**-**	**103**	13	-	13
Depreciation of tangible fixed assets	**1,378**	**-**	**1,378**	779	-	779
	161,954	**210,265**	**372,219**	159,837	134,641	294,478
Raising funds						
PayPal charges	**-**	**-**	**-**	20	-	20
	-	**-**	**-**	20	-	20

6. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.22	31.3.21
	£	£
Depreciation – owned assets	**1,378**	779
Operating Leases - property	**-**	8,333
Independent examiner's fees	**1,860**	1,900

7. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2022 or for the year ended 31 March 2021. There were trustee expenses totalling £nil paid during the year (2021 - £60). The total number of trustees who claimed travel expenses during the year was 0 (2021 – 1).

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8. STAFF COSTS

	31.3.22	31.3.21
	£	£
Wages and salaries	**143,104**	142,601
Holiday / TOIL accrual movement	**(470)**	2,485
Social security costs	**7,813**	7,278
Pension contributions	**3,859**	4,002
	154,306	156,366

The average number of full time equivalent employees during the year was 5 (2021 – 5). The average head count of employees during the year was 7 (2021 – 7). No employees received emoluments exceeding £60,000 per annum (2021: none)

9. TANGIBLE FIXED ASSETS

	Computer Equipment	**Fixtures & Fittings and Equipment**	**Total**
	£	**£**	**£**
COST			
At 1 April 2021	**6,158**	**363**	**6,521**
Additions	**2,337**	**319**	**2,656**
Disposals			
At 31 March 2022	**8,495**	**682**	**9,177**
DECPRECIATION			
At 1 April 2021	**3,987**	**363**	**4,350**
Charge for the year	**1,325**	**53**	**1,378**
Disposals			
At 31 March 2022	**5,312**	**416**	**5,728**
NET BOOK VALUE			
At 31 March 2022	**3,183**	**266**	**3,449**
At 31 March 2021	2,171	-	2,171

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade debtors	**1,750**	7,415
Other debtors	**1,838**	2,596
	3,588	10,011

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11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade creditors	16,766	7,735
Other creditors	8,659	13,348
	25,425	21,083

12. PENSION COMMITMENTS

The charitable company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted £3,859 (31 March 2021: £4,002). Contributions totalling £nil (31 March 2021: £nil) were payable to the fund at the reporting date and are included in other creditors.

13. MOVEMENT IN FUNDS

	At 1.4.21	Incoming Resources	Resources Expended	Net movement in funds	Transfers between funds	At 31.3.22
	£	£	£	£	£	£
Unrestricted funds						
General fund	10,989	189,655	(161,954)	27,701	(20,000)	18,690
Designated funds	85,037	-	-	-	20,000	105,037
	96,026	189,655	(161,954)	27,701	-	123,727
Restricted funds						
Queens Park Project Fund	39,289	5,000	(30,916)	(25,916)	-	13,373
Culture Challenge Service Fund	24,714	20,333	(20,789)	(456)	-	24,258
Twinning Fund	2,790	-	(2,790)	(2,790)	-	-
Make Way for Culture Fund	19,545	1,248	(2,400)	(1,152)	-	18,393
Airship Dreams Fund	11,117	58,818	(93,809)	(34,991)	-	(23,874)
Gigs4Kids Fund	992	-	(992)	(992)	-	-
Bedford Contemporary Dance Fund	8,147	4,350	(11,214)	(6,864)	-	1,283
Project Assistant Fund	11,300	20,000	(20,400)	(400)	-	10,900
Producer Hub Fund	2,940	1,260	(4,200)	(2,940)	-	-
Women in Bedford Fund	1,749	-	(1,749)	(1,749)	-	-
High Street Heritage Action Fund	7,415	7,472	(11,669)	(4,197)	-	3,218
Arts Pack Fund	-	8,629	(8,629)	-	-	-
Creative Bedfordshire Fund	-	708	(708)	-	-	-
	129,998	127,818	(210,265)	(82,447)	-	47,551
TOTAL FUNDS	226,024	317,473	(372,219)	(54,746)	-	171,278

Transfers between funds relate to approved project support, administration and salary costs incurred by Bedford Creative Arts Limited in relation to specific funds.

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13. MOVEMENT IN FUNDS - continued

Designated Funds

Designated funds are as follows:

	31.3.22	31.3.21
	£	£
Emergency Wind Up Fund	**60,037**	60,037
Covid-19 Emergency Fund	**5,000**	5,000
Capital Equipment & Renovation Fund	**5,000**	5,000
Programme Development Fund	**15,000**	5,000
People & Organisation Fund	**20,000**	10,000
	105,037	85,037

The designated funds, as described in the trustee report on page 15, consist of monies set aside by the trustees out of general funds to be spent on the specific programmes, contingencies and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific activities identified by the charitable company.

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

Queen's Park Project Fund: This project contains grant funding to enable a programme of creative activity culminating in 2022 that supports community cohesion and wellbeing in the Queen's Park ward of Bedford. It includes funds for artistic programming, marketing, social impact evaluation and community engagement activities supported by the Paul Hamlyn Foundation, the Harpur Trust, BPHA and Bedford Borough Council.

Culture Challenge Service Fund: The Culture Challenge (TCC) aims to increase the number of young people accessing, enjoying and making great art and culture by acting as a broker between the education sector (predominantly schools) and the cultural sector. It is funded by The Harpur Trust and Central Bedfordshire Council. Funding supports the maintenance of a directory of service providers, CPD events for educators and cultural providers, Arts Award support & moderation, marketing costs and Culture Vouchers which are used to fund service delivery in schools. The transfer from this fund to unrestricted funds relates to approved project support, administration and manager salary costs.

Twinning Fund: This funding was provided by the EISG to support the creation of a project that "twinned" eight schools in Bedford with eight cultural providers in order to enable peer to peer learning. The project culminated in delivery of 24 creative projects for the benefit of the schools' young people and also included an intensive programme of CPD for teachers and cultural providers as well as support for schools in securing Artsmark status. The remaining funds are held to provide matched funding to future projects to be developed after pandemic restrictions lift. The transfer from this fund to unrestricted funds relates to approved project support, administration and producer salary costs. This project was completed in 2021 with the issue of funds to providers who had received "seed funding" to continue their projects.

Make Way for Culture Fund: this is a consultancy project funded by Central Bedfordshire Council to support the creation of a series of programmes that will support cultural education in the locality, especially in Houghton Regis, Leighton Buzzard and Dunstable. Funding is used to support a Pioneering Partnership programme of CPD and Culture Voucher funded delivery for each location working with 3 schools, the libraries and the music service. Funding is also supporting delivery of a new network, the Culture Hub for participants in both sectors as well as Arts Award and Artsmark support for participating schools and providers. The transfer from this fund to unrestricted funds relates to approved project support, administration and producer salary costs. Remaining funds continue to be held until such time as the client is in a position to continue the project post-Covid-19.

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13. MOVEMENT IN FUNDS - continued

Airships Dreams Fund: This fund was used to support the development of the Airship Dreams project that culminated in a major exhibition and community & school engagement programme in 2021. Funding includes sponsorship from The Harpur Trust, grants from National Lottery Heritage Fund, Arts Council England and Airship Heritage Trust. Delivery includes a development of educational resources, virtual community sharing events and development of the exhibition and artwork for exhibition in 2021. Transfers to unrestricted funds include agreed support towards producer & management personnel salaries and general overheads that support project administration, insurance and marketing. The fund is in a negative position at the end of the year due to the National Lottery Heritage Funding being paid in arrears & the final payment being due in 2022-23.

Gigs4Kids Fund: This was a crowd-funding campaign to raise enough funds to deliver a “gig” in every one of Bedford’s 54 primary schools targeted at Year 3 children in order to engage them in music before secondary school. The project also provided 1-2-1 tuition for 30 children. The majority of the gigs were delivered in 2021 after pandemic restrictions were lifted in collaboration with the Music Service and Music Coop.

Bedford Contemporary Dance Fund: This is a project in partnership with the University of Bedfordshire funded by Arts Council England to develop a centre for choreographic excellence in Bedford for contemporary dance. 3 emerging dance artists will be recruited alongside 3 established artists to explore new dance performances that develop dance audiences in Bedfordshire. Bedford Creative Arts is providing marketing and audience development expertise as well as logistical support for artist’s work. Funding will be expended on artist fees, producer time and marketing support including a contribution for unrestricted funds for administration and staff time on project support. The project will end in early 2022.

Project Assistant Fund: This consists of a grant from The Harpur Trust to enable the employment of a fixed term salary post of Projects Assistant in the organisation, fixed until March 2023. The position is to support the ongoing delivery of projects including marketing, administration and practical event delivery.

Producer Hub Fund: This fund comprises grant support from the Royal Opera House Bridge to enable the mentoring of 2 producers aspiring to work in Cultural Education to be delivered in partnership with 1 Degree East. Producers were mentored throughout the year and provided with funds for project inception.

Women in Bedford Fund: This fund consists of donations and grants secured by the Women of Bedford group and provided to Bedford Creative Arts to enable the commissioning of artist Diane Gorvin to produce a maquette of a statue of historic personality Amy Walmsley. The funds were spent on artist fees, artwork production and marketing for the project which was transferred to The Higgins museum for permanent display for the community in late 2021.

High Street Heritage Action Zone Fund: The fund consists of a grant from Bedford Borough Council for the initiation of a 3D illusion artwork on Bedford High Street that aims to draw public attention to the myths and stories surrounding the former bank site near the river, alongside a sponsorship from the Bedford Business Improvement District (BID). The fund was spent on artist fees, artwork production and marketing for the project delivered in May 2021. The remainder will be carried forward to the Ghost Signs project, also to be supported by the BID, due for delivery in Autumn 2022.

Arts Pack Fund: The fund consists of a fee provided by Central Bedfordshire Council for the delivery of creative art packs and video-workshops for 600 children on free school meals during the Summer holidays in 2021. Funds were spent on artist fees, artistic materials and travel & transport. The transfer from this fund to unrestricted funds relates to approved project support, administration and producer salary costs.

Creative Bedfordshire Fund: The fund consists of fees paid by Bedford Borough Council and Central Bedfordshire Council to cover the cost of the Creative Bedfordshire online platform. Funds pay for SixCircles to provide the platform infrastructure and hosting services.

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14. CAPITAL

The charitable company has no share capital. The liability of members is limited by guarantee and does not exceed £1 per member.

15. RELATED PARTIES

BCA leased a store from Verve Developments Limited for £nil in the year ended 31 March 2022 (31 March 2021: £nil). Verve Developmentss Limited is a related party due to Timothy Pain being a director of the company and a trustee for Bedford Creative Arts Ltd. If payable, the commercial rent on the store would have totalled £1,650 for the year ended 31 March 2022 (2021: £412). This has been received as a gift in kind from Verve Developments Limited for both financial years.

16. OPERATING LEASE

There are currently no operating leases held by Bedford Creative Arts Limited for the year ended 31 March 2022 and the year ended 31 March 2021.

17. PRIOR YEAR NET ASSETS BY FUND

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.21 Total Funds £
FIXED ASSETS				
Tangible assets	9	2,171	-	2,171
CURRENT ASSETS				
Amounts owed within one year	10	2,596	7,415	10,011
Cash at bank and in hand		100,247	134,678	234,925
		102,843	142,093	244,936
CURRENT LIABILITIES				
Amounts falling due within one year	11	(8,988)	(12,095)	(21,083)
NET CURRENT ASSETS		93,855	129,998	223,853
TOTAL ASSETS LESS CURRENT LIABILITIES		96,026	129,998	226,024
NET ASSETS		96,026	129,998	226,024
FUNDS	13			
Unrestricted funds				96,026
Restricted funds				129,998
TOAL FUNDS				226,024

BEDFORD CREATIVE ARTS LIMITED

England & Wales - Charity number 1119555

Accounts

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REGISTERED COMPANY NUMBER: 05305188
(England and Wales)
REGISTERED CHARITY
NUMBER: 1119555

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL STATEMENTS OF BEDFORD CREATIVE ARTS LIMITED

FOR THE YEAR ENDED
31 MARCH 2021

Bedford Creative Arts Limited
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2021

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BEDFORD CREATIVE ARTS LIMITED
FOR THE YEAR ENDED 31 MARCH 2021
CHAIRS REPORT

This year has been one of the most challenging yet in the life of the charitable company and yet it has ended with a sense of achievement and optimism for the future.

Like all organisations in the arts and cultural sector of the UK, the impact of the Covid-19 pandemic on our delivery, our planning, our staff, our artists and our communities has been considerable. While the pandemic prevented the delivery of some projects altogether, we successfully staged remote and digital forms of delivery for others, replacing face to face or physical activity with new and alternative experiences. Those projects prevented by the pandemic have been consequently put on hold until Covid-19 related restrictions are lifted in the 21-22 financial year. This initially created a degree of financial risk to the organisation as the full cost of recovery that related to projects such as Airship Dreams and Take Part Queens Park was inevitably spread over two years and not one. This effectively halved the income projected in our annual budget agreed before the pandemic.

In addition to the tragic impacts of Covid-19, we have experienced notable additional challenges as an organisation; these have tested our team, who have worked incredibly hard to deliver in spite of circumstances, and in ways that demonstrate a wider organisational resilience. This year has seen major illness for two members of our senior management team; changes in staffing; and a decision to leave our home base of 10 years at 104 Midland Road in Bedford to manage escalating financial risk. These circumstances ushered in an era of tough but prudent decision-making, proactive trustee support for the senior management team, and quick and robust thinking from our staff. Our continued insistence on astute financial management has paid off, and despite all that came our way, we have ended the year with a revised tight and resilient staff structure relevant to our objectives and activities, new flexible methods of working, a larger and more diverse Board bringing the knowledge and skills needed for the future, and a robust approach to a future delivery that remains exciting and ambitious while realistic and practical.

I am, therefore, delighted to report that in spite of these unforeseeable and combined circumstances, we have still been able to engage with 10,697 people through our work as audiences, participants and community collaborators. We have reached disadvantaged young people through art packs, discovered virtual ways to engage with the community about their heritage, created ambitious digital work, and maintained constant communication with our local networks to support continued growth in Bedford's cultural ecology. This has been made possible through our team's determination to extend our beneficiaries and maintain an excellent programme of work, and through the enormous support and generosity of our partners and funders.

We are particularly grateful our key partners and funders who demonstrated incredible understanding and invaluable flexibility in supporting us to achieve our aims. In particular, we would like to thank Arts Council England, National Lottery Heritage Fund, Paul Hamlyn Foundation, The Harpur Trust, Bedford Borough Council and Central Bedfordshire Council for their considerable support.

Under the unwavering leadership of our Director, the BCA team has secured our financial position despite our drop in income and the uncertainty of constant change. We have robust and appropriate plans in place for rebuilding and managing our reserves so that we are able to continue with our longer-term planning for ambitious delivery in the years to come.

I hope that you will enjoy reading about Bedford Creative Arts' adventures in our Trustees' Report for the year ended 31 March 2021.

Richard Sobey
Chair

11 November 2021

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The trustees who are also directors of the charitable company for the purposes of the Companies Act 2006, present their report with the financial statements of the charitable company for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, 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) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name
Bedford Creative Arts Limited

Registered Company number
05305188 (England and Wales)

Registered Charity number
1119555

Registered office
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Trustees

David Morrall	Resigned as Chair 14 May 2020, Resigned from Board 22 October 2020
Steven Mair	Resigned 14 May 2020
Sudeep Basu	Resigned 22 October 2020
Richard Sobey	Appointed Chair 14 May 2020
Alec East	Resigned 14 May 2020
Paul Messam	
Jenni Thomas	
Samantha Matthews	
Suzette Reed	
Mark Taylor	
Sarah Payne	Appointed 25 June 2020
Tara Lopez	Appointed 4 February 2021
Timothy Pain	Appointed 13 April 2021

Director
Elaine Midgley

Independent Examiner
Grant Thornton UK LLP
300 Pavilion Drive
Northampton Business Park
Northampton
NN4 7YE

Bankers
HSBC
12 Allhallows
Bedford
MK40 ILJ

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charitable company is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

Bedford Creative Arts Limited has a policy for the recruitment and induction of trustees who may serve for up to two terms of three years. New trustees are appointed in accordance with the Articles of Bedford Creative Arts Limited. They are found from the contacts and networks of existing trustees and the executive and vacancies are publicised through our website, social media and through other organisations and forums. When recruiting new trustees, the Board looks for individuals with skills and experience which are of value to Bedford Creative Arts Limited and complement those of existing trustees. Potential trustees are interviewed by a panel of trustees and the Director. When a new trustee joins the Board, they are provided with a "Trustee Induction Pack", which provides comprehensive information about Bedford Creative Arts Limited. They attend induction meetings with the Director and Chair as well as receiving additional training when required. In 2020-21 we recruited 3 new trustees: Tara Lopez, Sarah Payne and Tim Pain who offer skills and experience to support skills gaps in areas that have been created through natural turnover including business entrepreneurialism, arts producing, community engagement and school governance.

Organisational structure

The Board and Executive have an agreed Business Plan that articulates the strategic direction of the organisation over 4 years and includes organisation-wide objectives, financial and income strategy, audience development aims, organisational structure proposals, commitments to equality, diversity and the environment and programme ambitions. This strategy is supported by Arts Council England and is core to their monitoring of our delivery on their funding objectives. Day-to-day delivery of the Business Plan is delegated to the Director and staff team. Unusual or significant decisions are made by the Board of Trustees on recommendations from the Director. The Chair meets with the Director monthly to review progress. Sub committees of the Board meet approximately quarterly to review detailed aspects of strategy including income generation, finance & audit, and programme development. The Board also have assigned champions to meet with the Director and staff to discuss and challenge other areas of the business including HR/staff, environment, risk, equality and diversity.

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Risk management

The Board of Trustees, with the Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. The organisation holds a corporate Risk Register for the monitoring of strategic risk which is reviewed at least quarterly. Programmes are mainly run with advance secured funding to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. 2020-21 was a year of high risk due to the Covid-19 pandemic alongside a series of unexpected internal staffing issues relating to staff ill health. The Chair and Vice-Chair increased meetings with the Director and Company & Projects Manager to fortnightly during April 2020 – Jan 2021 to support close monitoring of risk. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	Bedford Creative Arts Limited will continue to develop the programme in a way that diversifies its income from a range of funders including its core client Arts Council England, trusts & foundations, statutory funders and earned income. Projects are operated on a full-cost recovery basis to cover overheads and staffing not covered by core funding. Arts Council core funding is secure until 2023. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (trustee role) to support the Executive in managing funds including close cost control. The Business Plan incorporates an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	Bedford Creative Arts Limited will aim to invest in its staff and consider succession planning and resilience in its policies and processes. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects are based on Prince2 principles and enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.

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Covid-19 and programme/sector impact	The Covid-19 outbreak will have had a detrimental impact on the voluntary sector, arts sector and wider global economy as well as a direct impact on local communities and beneficiaries. The Board have reviewed its Reserves Policy to designate reserves to managing organisational change as a result of the outbreak including investment in staff training, digital tools and communications. The staff have been supported with improved technological access to home-working and flexible working practises to ensure service delivery remains steady during periods of restriction. The Director engages regularly with key community stakeholders to proactively respond to changes in programme and the Chair and Vice-Chair meet monthly with the Director to handle operational strategy. All major projects have a strategic risk assessment to consider the risk of their cancellation or postponement should restrictions change.
Safeguarding and Health & Safety	The organisation has a Safeguarding Policy and highly experienced, well-trained staff. Using advice from other local experts including the CVS, Bedford Borough Council and Board members in highly skilled professions including the Clergy and Police, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. The Director and Company and Projects Manager have Institutioin of Occupations Safety and Health (IOSH) Managing Safety qualifications and experience of HSE guidance, risk assessment and control. All activities are risk assessed and appropriate mitigating actions are incorporated.

Remuneration

The company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was seven and the average number of employees (full-time equivalent) was five. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £103,114. During the period the trustees received no remuneration.

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OBJECTIVES AND ACTIVITIES

Charitable Objectives and Activities for the Public Benefit

Bedford Creative Arts Limited is a contemporary arts charity. We run a programme of artistic commissions and cultural education projects, events and workshops that aim to provide creative opportunities for diverse audiences both locally and further afield, and to provide new creative opportunities for artists.

Our Charitable Object is to advance the education of the public in creativity and the arts within the Borough of Bedford, the county, the wider region and over time more broadly across the UK by:

1. Offering people the opportunity to develop skills, confidence and knowledge.

2. Using the arts as a tool to improve social welfare and people's quality of life by responding to those needs identified through contact with local community groups and other agencies.

3. Actively engaging people who are excluded from mainstream provision of arts education for reasons of disability, social, cultural or economic circumstance (by seeking to make activities physically, intellectually, socially, culturally and financially accessible).

4. Enabling everyone to exercise the right freely to participate in the cultural life of the community and to enjoy the arts and its benefits.

5. Promoting, improving, advancing and providing access to current developments in contemporary arts practice, through a programme of temporary exhibitions and educational and recreational activities.

Bedford Creative Arts Limited has referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing its aims and objectives and planning its future activities.

In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set for the organisation, thus ensuring public benefit continues to be delivered.

Each year the Board of Trustees review and update the Business Plan including reviewing the organisation's Vision, Mission and Foundations statements to ensure they reflect our current approach in delivering on our Charitable Objectives:

Our Vision: is that future communities will have an outrageous sense of entitlement to the arts because they understand its enriching value, believe in its power as a tool for change and know that it will help them to be heard.

Our Foundations: We believe that art is essential for a full life as it engenders self-expression, confidence, connectedness and a sense of belonging. It builds strong and resilient communities; it empowers individuals. Where there are challenges in communities, whether social, environmental or economic, the arts have the intrinsic power to provoke and facilitate change. Through engagement with the arts, people can explore, express, connect, share, debate and challenge. We want all communities to have access to the arts so that they can do these things.

We define a community as a neighbourhood, recognising that neighbourhoods are home to many communities and each of us is a member of several communities. We also see community as a group of people with a common characteristic or shared experience. We work predominantly in Bedfordshire but strive for our activities and learning to make a national impact on the sectors where we work and the world we live in.

Our Mission:
We will enable meaningful and impactful creative opportunities, experiences and moments that respond to the needs of communities. In order to inspire action and change, over the next four years we will:

People - Put people at the heart of our work, working responsively and collaboratively with communities.

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Place - Support place-making, shaping and enriching by helping communities to have a sense of identity, belonging, agency and pride in where they live.

Power - Empower communities to provoke change, champion social and environmental justice, and strive for a just and equitable society.

Possibility - Seek to ask questions and have conversations that challenge the status quo, support meaningful debate and enable radical ideas to be explored.

Practice - Use socially engaged artistic practice to develop knowledge, skills and tools that can be shared and used nationally.

Our programming theme and artistic focus for 2019-24 is: 'Future Communities' responding to socio-economic developments and exploring how we live together now, in the future and how we shape our world as individuals and communities.

Our Strategic Aims for this period have been revised to reflect our streamlined vision and mission and have been developed jointly by the Board of Trustees and the Executive Team through a process of collaborative discussions.

The revised aims are:

1. Enable an ambitious, high quality place-shaping artistic programme that has a positive impact on local people and Bedfordshire's national reputation.
2. Develop active citizenship through arts and culture.
3. Develop and support local creative talent in our fields of work.
4. Ensure our work is resilient, sustainable and accountable.
5. Raise the national profile of our work and broaden our provoking influence on peers, policy-makers, individuals and communities.

We are fleet of foot and work peripatetically, exploring genuine artistic collaborations and new ways of awakening and developing talent and fostering wellbeing with an array of new and long-standing stakeholders and partners: arts and non-arts agencies and charities; local authorities; funders; educational institutions; associate curators and producers; and regional, national and international artists, experienced in socially engaged practice.

OBJECTIVES AND ACTIVITIES

The key activities we deliver to achieve our aims are:

1. Artist Commissions & Neighbourhood Work

We commission artists to develop contemporary art in a wide range of genres across Bedfordshire in response to our Business Plan aims. The theoretical framework for our work is based on socially engaged practice; we believe great art can enhance and transform people's lives. We aim to innovate, to produce original, imaginative, extraordinary, adventurous and often provocative art works and encounters in every day and unconventional locations. We aspire to create art that is critically recognised by our peers and has an impact on the sector on a regional and national scale.

We work with diverse communities, specialising in encouraging new participants and building audiences where there is often a history of low cultural engagement. This includes working deeply within neighbourhoods across Bedford to engage with local people in addressing the issues that matter to them. Currently this means we have focussed intensively on the Queen's Park ward of Bedford which is culturally diverse and includes residents who are affected my multiple indexes of deprivation.

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Our commissions and neighbourhood work are informed by Listening Projects. These projects involve sending our staff into the community to listen and understand their social needs and consider opportunities for our work to respond to them.

2. The Culture Challenge

Bedford Creative Arts seeks to develop and support access to culture for children and young people, particularly through close collaboration with the formal education sector. We acknowledge that young people will form our future communities and we believe that they should have an outrageous sense of entitlement to the arts. This is because it gives them a means of self-expression, opportunities for personal development and exploration, enhances wellbeing and supports academic attainment amongst a myriad of other advantages.

We deliver The Culture Challenge programme, a brokerage service that provides schools with access to a directory of cultural providers. The service also includes CPD for teachers/schools and cultural providers to enable informed collaboration. We raise funds for schools to enable them to access cultural activity in the form of Culture Vouchers that lead to investment in activity and we support schools in attaining Artsmark status and using Arts Award. The Culture Challenge is evolving from a cultural entitlement offer into an effective way of delivering high quality and authentic artistic commissions via partnership approaches, focussing on socially deprived wards and students in receipt of Pupil Premium. We now have considerable experience of working with schools, and other youth-focussed organisations, including those who serve harder to reach groups including young carers, physical and learning disabilities and emotional difficulties.

Our continual engagement with schools and providers working in education such as Royal Opera House Bridge, along with our participation in networks such as the BACE partnership (Bedford Art & Cultural Education) has led to the development of project work that further supports deeper engagement by schools, as well as further CPD opportunities and networks that build up a suite of tools that strengthen the cultural education sector in Bedfordshire.

3. Creative Consultancy

In response to the delivery of programmes such as The Culture Challenge and our commissions work, we support other organisations that deliver on our aims in the form of Creative Consultancy. This includes being commissioned by organisations to undertake research, lead projects, provide training and construct networks and opportunities that enable arts & cultural activity to grow in Bedfordshire.

This includes projects such as Make Way for Culture, a series of interventions commissioned by Central Bedfordshire Council to support cultural organisations in the local authority area to better serve local schools and engage their students in culture.

4. Ecology, Practise, Knowledge & Talent Development

Bedford Creative Arts works to build the creative economy in Bedfordshire and to nurture and grow creative talent by supporting artists, curators and producers both locally and beyond. We do this by:

- Providing mentoring and practical support to artists and producers within our programme and commissions,
- Participating in opportunities to "listen" to the communities we serve such as supporting local Creative Schools Networks and sitting as a member of the Women of Bedford steering group,
- Acting as a partner to support projects that are led by other organisations or directly by artists and local producers,
- Nurturing, attending and developing local collaborative networks that help to build up the creative economy and ecology such as the Bedford Cultural Partnership, co-founded by Bedford Creative Arts and the Local Economic Partnership's Creative & Cultural Sector group.

We provide mentoring and support to all artists and freelancers engaged in the delivery of our work, but particularly seek to reach those with limited opportunity, especially in the Bedfordshire area. We target opportunities to work with people from a diverse range of backgrounds and to enable people to have a long-term relationship with Bedford Creative Arts over a number of years through interventions such as

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opportunities for work, mentoring, brokerage of partnerships, promotion of their work and advice on funding.

ACHIEVEMENT AND PERFORMANCE – A REVIEW OF THE YEAR

Impact of the Covid-19 Pandemic

Understandably the Covid-19 pandemic has heavily impacted our delivery and how we operated our organisation during the year.

Throughout the year the Board & Executive continually reviewed plans for delivery and in each project's case made a decision as to whether activity should be cancelled, postponed or adapted. This decision depended largely on the needs of beneficiaries and funders, and whether or not it was possible to deliver the expected outcomes safely within Covid-19 restrictions with available staff resource.

Much of the programme anticipated for delivery in the year was postponed with the permission of funders and stakeholders, in order to ensure that the original ambition for delivery could be met in a future year.

In addition, the lack of certainty around the future has hampered our ability to make longer-term plans and the organisation agreed that it should minimise risk by conserving funding and reducing costs wherever possible in anticipation of a hostile funding climate in years to come. This included making use of the government's furlough scheme where appropriate and making changes to the location of our offices and store in order to reduce costs to a minimum. This will remain until our usual scale of delivery returns when the Trustees intend to review circumstances again.

Project Delivery

Despite the impact of Covid-19, the organisation continued to deliver activity for its beneficiaries, largely through exploiting the opportunities for use of digital mechanisms or through physical parcels of art materials accompanied by written resources for participation.

Overall, it meant we were able to reach audiences of 7,667 through digital activity, deliver live workshops to 360 participants and distributed physical creative resources to 2,670 children.

We were also proud to have been able to support the employment of freelance artists and contractors during this challenging time by providing work for 15 creatives during the year.

Key successes in the year included:

Airship Dreams: Escaping Gravity – Early in 2020 we secured significant funds from Arts Council England, the National Lottery Heritage Fund, The Harpur Trust and Airship Heritage Trust alongside our partners, Bedford Borough Council and The Higgins Bedford for the delivery of an artistic enquiry into the airship heritage of Bedford. The aim of the project was to engage the local community in commemorating the 90th anniversary of the demise of the R101 airship built at Cardington, and support them in considering the questions it raises about Bedford's association with the airship and themes of endeavour, folly and technology for the town.

Originally planned as a 6 month long exhibition in The Higgins Bedford launching in October 2020, alongside a major outdoor event and a community engagement programme, the substantive delivery of this project was postponed until 2021.

However, we decided to begin community engagement and education work connected to the project virtually and to build the immersive artwork planned for the exhibition in a VR games engine to enable the delivery to take place remotely and online.

We contracted the lead artist Mike Stubbs to the project and through a combination of direct approaches and a major open call we also recruited Dave Lynch, Sam Wiehl, Rob Strachan and Roger Illingworth to form a creative delivery team to build a virtual reality artwork with an immersive soundscape. We engaged a local choir of 11 performers to support the creation of the soundscape and the artists used archive material from RAF Hendon alongside research from the community engagement programme to

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develop the work ready for exhibition in July 2021. The team worked remotely throughout May 20 – March 21 and met physically for a development lab at The Higgins in October 2020, featured on BBC Look East TV.

We worked closely with the Keeper of Social History at The Higgins Bedford and the Airship Heritage Trust to appoint a community champion in the form of TV presenter Sita Thomas who created a series of documentary films, interviews and children's creative workshops for distribution through online means. This included engaging 24 members of the community in virtually sharing their memories, stories and artefacts with us for the project to use both in the forthcoming exhibition and in the form of online videos that are available for virtual audiences.

We also established 3 different work experience programmes for students at Bedford College to engage with the creative team and support 60 students in exploring the airship heritage through animation, graphic design & textiles in the form of contributions for the forthcoming exhibition.

We worked closely alongside Shortstown Primary School to develop a workshop programme that would engage all 457 students at the school in exploring the heritage by working with local artists, scientists and historians and supporting the creation of a virtual resource pack to share with all local schools at the exhibition's launch.

The result was that we produced 25 videos for online audiences reaching audiences of 7,667.

Dance Beds – we supported the University of Bedfordshire in the delivery of 2 Dance Dialogue Days as part of their Dance Beds project, including providing ongoing mentoring on audience development to 6 artists on their Arts Council funded development programme. Dance Beds is an initiative to develop a hub of excellence in Bedfordshire for choreographic innovation and youth dance engagement. Our role is to support the 3 established artists (Urja Desai Thakore, Julia Cheng and Pell Ensemble) and 3 emerging artists (Ashley Goosey, Katie Boag and Quan Hoang) to consider audience development in their approach to developing new artistic commissions. Originally planned to include a showcase of work in Summer 2020, the revised programme consisted of networking events online and regular personal mentoring by BCA's former staff member Jih-Wen Yeh Ball.

Artists Unlocked – we featured the lockdown experience of 5 artists connected to our programme online through social media and on our website in the form of our Artists Unlocked project. This project invited artists to share their creative influences and experiences during lockdown to inspire others and engaged 1,671 in online audiences.

Women of Bedford Maquette – through our role as a member of the Women of Bedford Steering Group we worked in partnership with this volunteer network to commission artist Diane Gorvin to produce a small bronze statue of Amy Walmsley for permanent exhibition in The Higgins Bedford. The Women of Bedford group have been campaigning for the creation of a permanent life-size statue of Amy Walmsley for some years in response to identifying that no statues of women exist in the town. To raise the profile of the campaign the group commissioned us to produce a small version of the statue to be included in the Bedfordians gallery of The Higgins Bedford, as well as a 3D printed version of the maquette to be used in future education work. The statue is produced and ready to be installed and unveiled in mid-2021. BCA also supported the delivery of a series of 6 online talks for International Women's Day with the Women of Bedford group to act as a research & listening project to inform future work on this theme. Talks were well received and attended by 133 people.

Art Drop – We worked in partnership with the Royal Opera House Bridge, University of Bedfordshire and Central Bedfordshire Council to provide 1,500 disadvantaged young people in Bedfordshire with creativeart packs supported by Arts Council Let's Create funding. We worked with a team of 18 volunteers to prepare the packs at Elstow Abbey before distributing the packs across Bedfordshire to children in receipt of Pupil Premium, Free School Meals or SEND.

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Projects that were postponed or adjusted considerably included:

The Culture Challenge – In response to feedback from schools and providers that were overwhelmed by the impact of lockdown due to the Covid-19 pandemic, we took the decision to scale back delivery of The Culture Challenge during the period. Initially this meant placing cultural education staff on furlough to save funding until such time as the schools had capacity to engage with the programme again.

This meant that activity usually delivered by Culture Vouchers was postponed until 2021 and our only delivery on the project was through providing support to schools that made enquiries direct to us about cultural delivery, providing termly newsletters to signpost schools to engagement opportunities, and supporting 2 students to complete their Arts Awards virtually.

As plans had been taken prior to the pandemic to change the staff delivery structure for the service, we made the Cultural Education Coordinator redundant in late Spring 2020. There were no dedicated staff on the programme until January 2021 when we appointed a new fixed term Culture Challenge Manager, Sam Evison, to lead the programme and bring it out of hibernation in the middle of the Spring Term 2021.

We also sought permission from the project's funders and stakeholders to initiate a large-scale review of the service to inform its future funding model and response to the pandemic. This review is scheduled for the 21-22 academic year.

Take Part Queen's Park – This project was intended to physically deliver a neighbourhood workshop programme throughout 2020 resulting in 2 commissions celebrating the Queens Park ward of Bedford and its communities. As safe face to face delivery was not permitted during much of 2020 we took the decision to both delay and adjust delivery. We made some use of furlough for the project's Producer, Sarah Evans, whose salary was supported by the project in order to conserve project costs until we could revisit face to face delivery which is planned for later in 2021. In lesser Covid-restricted periods we worked with Queens Park Academy school to reach out to disadvantaged families during lockdown and provided 200 art packs with links to online creative resources in order to engage families. We also provided online workshops in the school in Spring 2021 reaching 360 students with artist Caroline Wendling. In addition, we secured further funding from the National Lottery Community Fund to support a Make and Share programme designed to engage families connected to the school in undertaking creative activity in their homes and share them online. It also enabled a further 485 packs to be distributed resourcing both the students and the school with art materials to enable engagement.

High Street Heritage Action Zone Cultural Programme Pilot – We joined a local consortium of cultural and heritage providers initiated by Bedford Borough Council with the aim of designing a cultural programme in connection to the High Street Heritage Action Zone (HSHAZ) project being delivered by the Council. Historic England provided the Council with an opportunity to apply for funding for a pilot project that might pave the way for further applications for cultural activity. We supported an application for £10,000 that funded the initiation of a 3D illusion artwork on Bedford High Street that aims to draw public attention to the myths and stories surrounding the former bank site near the river. BCA was awarded the commission to deliver the artwork by the consortium which is due to be delivered in May 2021.

Make Way for Culture – This project commissioned by Central Bedfordshire Council was due to engage cultural organisations and schools in Central Bedfordshire in a collaborative learning experience about maximising children's access to cultural services. However, in response to closure by the local authority of their cultural services during lockdown and the impact of repeated lockdowns on schools and their staff capacity, the project has been placed on hold. Funding relating to the project is being held in Restricted Funds until such time as the commissioner feels able to revisit delivery, currently planned for Autumn 2021.

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Championing Diversity

Bedford Creative Arts (BCA) remains committed to celebrating diversity through our work and ensuring equality of opportunity for both audiences and artists. BCA uses an Equalities Action Plan alongside its company policy on Equality & Diversity to ensure that it continues to deliver its commitment.

This year we focussed on listening to Black communities in Bedford in response to the Black Lives Matter movement, further diversifying our Board including welcoming Tara Lopez, a mixed-race woman with experience of creative producing with children & young people, on to the team.

- We attended 3 meetings held by Power in Discussion regarding Bedford's response to the Black Lives Matter movement, resulting in setting up exploratory conversations with Spectaculars and Museumand about possible further partnership working to consider Black education within The Culture Challenge programme.
- We supported a series of virtual talks for International Women's Day with Women of Bedford including hosting a Deaf Awareness talk with Access Bedford participants.
- We expanded the Board role of Equality & Diversity Champion and recruited 3 trustees to a new sub-committee aimed at challenging our approach to diversity and equality in our decision-making.
- We targeted virtual community engagement work at protected characteristics at risk of exclusion including those on low incomes (creative art packs), older people (Airship Dreams), and young people (Airship Dreamers Club & art packs/virtual workshops).
- 12.5% of our artists were not heterosexual.

Ecology, Practise & Knowledge Development

We have continued to invest in local and specialist talent across a range of artforms and practises through our projects and ongoing support networks. Particular achievements in the year include:

- We continued to Chair the Bedford Cultural Partnership consortium of cultural leaders in Bedford, maintaining support to peers during Covid-19 and initiating discussions with the Council Portfolio Holder about developing a cultural strategy for Bedford.
- We offered advice to 3 applicants seeking emergency funding to support their artistic practise during Covid-19.
- We continued our virtual attendance in local strategic networks including BACE (Bedford Arts & Cultural Education), the SEMLEP Creative & Cultural Steering Group; the Central Bedfordshire Culture Hub and a new emerging Central Beds support network guiding the Central Beds Council through further consultancy work on their cultural strategy.
- We continued to represent the town's cultural viewpoint on the Town Deal Board, formed by the Bedford Borough Council in order to create an investment plan to apply for funding for a central government Town Deal fund.
- We engaged Sarah Colson as a volunteer to support our marketing during 2020 when she was placed on furlough from her marketing role in a London theatre.
- We established a pilot Producer Hub in collaboration with 1 Degree East to mentor local creative producers and identified an initial 3 producers to be supported through virtual meetings.
- We secured funding from Royal Opera House Bridge to mentor an additional 2 producers as part of the Producer Hub with a focus on Cultural Education.
- We acted as a judge for The Harpur Trust's annual schools' art competition, supporting local artistic talent.

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Organisational Development & Change

We faced some considerable and unprecedented organisational challenges during the financial year in addition to the Covid-19 pandemic.

The lease on our premises on 104 Midland Road, Bedford came to a natural end in December 2020 and the Board took the decision not to renew the lease. We had held offices at the premises and sub-let 6 artistic studios to independent artists for 10 years. However, during the pandemic, 3 artists left their premises due to economic hardship. The Trustees took the view that the continual repairing lease on the Victorian premises presented a high risk to the organisation during challenging economic times. The remaining 3 artists left the premises and BCA moved its equipment and materials to a new store at Bedford Heights on a peppercorn lease. Our registered office address was also transferred to Bedford Heights and our staff moved to working from home and in remote locations around Bedford such as community centres, cultural venues and coffee shops until further notice. The Board will continually review the need for an office and if they decide it is a necessity in the future, will explore options for new premises from 2021 onwards.

We appointed a new Programme Producer in April 2021 on 3 days per week. This role replaces the former full-time post of Creative Producer that was vacated in 2019. The Programme Producer will lead on the curatorial strategy for the organisation, selecting and commissioning projects for the programme and appointing freelance producers to lead them as required. She received a full virtual induction despite beginning with the organisation during lockdown.

We received the very sad news in Autumn 2020 that our Programme Producer and Cultural Education Producer had both received cancer diagnoses. This led to their absence on sick leave for much of Autumn 2020 and Spring 2021. This put significant pressure on the remaining team and on the ability to deliver our programmes. Therefore, we undertook a review of the staff structure of the organisation and created a new resilience plan for staffing. This resulted in the promotion of the Operations Manager to the senior management role of Company & Projects Manager in recognition of her sterling contributions and personal development since her appointment, and enabled the forming of a new senior management team to jointly support strategic leadership. We also secured funding for a new fixed term full time post of Projects Assistant that was generously supported by a grant from The Harpur Trust. The postholder was appointed in January 2021 and will be in post for 2 years in the fully funded position. This new structure enabled us to continue our project delivery on Airship Dreams: Escaping Gravity and on remote work in Queens Park and with schools despite significant changes to personnel.

Our Marketing Manager resigned in November 2020 and after two unsuccessful attempts to permanently fill the role during the pandemic, we resorted to using freelance marketing support until such time as the recruitment market settles down and it is deemed appropriate to try to fill the post again.

The Trustees made the decision to create a new fixed-term post of The Culture Challenge Manager to run the Culture Challenge during the sick leave of the Cultural Education Producer. This post was designed to replace the junior post of Cultural Education Assistant that had supported administration for this programme under the direction of the Cultural Education Producer before Covid-19. Therefore, we made the post of Cultural Education Assistant redundant in Summer 2020 in order to save costs until such time as the Culture Challenge programme was reinstated after lockdown/s.

During these significant periods of flux including changes to programme, moving out of our premises, staff absences due to sick leave and redundancy, and changes to staff structure, we made use of the Government's furlough scheme in order to preserve costs and manage the threat of financial upheaval from the office move and loss of income from deferred programmes. We furloughed 4 members of staff between April – Sept 2020. We also furloughed all staff members for 3 weeks over the Christmas period in order to allow the business to close to save costs.

We made considerable use of video conferencing during lockdowns and reached audiences through production of digital content and virtual workshop delivery. We secured a Zoom licence and invested in laptops and home office equipment where necessary, in part due to a supportive emergency grant from the Paul Hamlyn Foundation. We also updated our digital policies and digital safeguarding policies, making significant progress in our learning about these forms of artistic practise.

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FINANCIAL REVIEW

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This is managed through the use of named designated funds identified for specific purposes. This supports strategic financial management and accountability.

Targets for designated funds are set following an assessment of the operational financial commitment and associated residual financial risk if income is unexpectedly terminated. The reserves policy is reviewed at least annually by the Board of Trustees and designated funds reviewed quarterly with the preparation of financial management accounts and projections.

The charity's emergency designated fund will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000). In addition, other funds are designated to allow the charity to invest to create new opportunities and to manage growth with a further target of £60,000 across these funds).

Summary of Designated Funds and their purposes:

Designated Emergency Wind-Up Fund with a minimum target of three months' expenditure (currently calculated to be £60,000) to be used should the company be required to wind-up in a legally responsible manner.

Designated Covid-19 Emergency Fund– a fund to support the company's response to the 2020 coronavirus pandemic that has necessitated consideration of building security, alterations to existing programme delivery and adequate provision of staff home-working, each of which has long term implications.

Designated Capital Fund – maintained to enable the purchase and maintenance of capital equipment such as PCs & laptops for staff and to enable taking on a new office after the pandemic if required.

Designated Programme Development Fund – to enable investment in our programme so that we may increase our ambition and develop new projects & programmes with matched funding support that could lever in additional funding.

Designated People & Organisation Fund – to enable future investment in organisational development. This can include resourcing changes to staff structure, the need to invest strategically in staff training & development, or to manage unforeseen temporary staffing issues such as unexpected absences of leave.

Any general funds that are not designated for the above purpose will be reviewed with a plan to invest these funds in a manner that supports the delivery of the charity's objects within 12 months of operation.

The trustees agreed that this was a prudent approach and would ensure the future growth and development of Bedford Creative Arts was financially sustainable.

The Board has agreed that funds will only be held in low risk UK bank accounts as approved by the Board of Trustees.

The trustees also agreed that the charitable company will continuously strive to deliver its charitable objectives as cost effectively as possible whilst ensuring it is able to continue to meet its liabilities as they fall due.

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Principal funding sources:

BCA Limited received income of £374,473 (2020: £335,640) in the year, of which £184,436 (2020: £182,143) represented restricted funding, relating to the Culture Challenge Service (£32,300), Queens Park Project Fund (£29,250), Make Way for Culture (£5,665), Airship Dreams (£76,894), Project Assistant (£13,000), Producer Hub (£2,940), Women in Bedford (£7,642), High Street Heritage Action Zone Fund (7,415) and Bedford Contemporary Dance (£9,330) programmes. Expenditure in the year totalled £294,498 (2020: £290,454) of which £134,641 (2020: £73,681) related to the restricted project funding.

BCA's biggest investment source is Arts Council England through our designation as one of its National Portfolio Organisations. We also received significant funding from The Harpur Trust and Central Bedfordshire Council concerning The Culture Challenge alongside a range of other financial support from various funding bodies, trusts and foundations that have helped us to deliver our wide-ranging programme including:

Bedford Borough Council, BPHA, Central Bedfordshire Council, The Gale Family Trust, Royal Opera House Bridge, The Harpur Trust, The University of Bedfordshire, The Paul Hamlyn Foundation, Airship Heritage Trust, National Lottery Community Fund, National Heritage Fund and Women in Bedford.

Funds available
The reserves held at 31 March 2021 are £226,024. This includes unrestricted funds of £96,026, which equates to approximately eight months' expenditure and is in line with the reserves policy.

Within the unrestricted funds, the trustees have designated the following separate funds:

Designated Emergency Wind-Up Fund: £60,037 (2020: £57,037)
Designated Covid-19 Emergency Fund: £5,000 (2020: £0)
Designated Capital Fund: £5,000 (2020: £0)
Designated Programme Development Fund: £5,000 (2020: £0)
Designated People & Organisation Fund: £10,000 (2020: £0)

The trustees are confident that the charitable company can continue to meet its liabilities as they fall due for the foreseeable future and that the accounts should be prepared on a going concern basis.

Related Parties

BCA leased a store from Verve Properties Limited for £nil in the year ended 31 March 2021. Verve Properties Limited is a related party due to Timothy Pain being a director of the company and trustee for Bedford Creative Arts Ltd. There were no related party transactions in the year ended 31 March 2020.

FUTURE PLANS

Much of the programme developed and continued during this year will come to fruition in the following year. We hope that some of our most ambitious commissions and neighbourhood work will flourish once the pandemic restrictions start to lift.

Our programme for 2021-22:

- Airship Dreams: Escaping Gravity – this immersive artwork and community curated exhibition will be unveiled in The Higgins Bedford in July 2021 and will be exhibited until March 2022. It is hoped that a national tour will be developed during this time to extend this work and that schools engagement will deepen in Autumn 2021.
- Take Part Queen's Park will begin face to face consultancy on proposed community commissions with artists Andy Holden, Mira Calix and Caroline Wendling in 2021. Much of this programme will be focused on community communication, signposting, food and music based celebrations.

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- Quilla Constance has been working on her oil painting which was due to be exhibited in Tate Exchange in September 2020 alongside a symposium and further engagement workshops with students and members of the public. This programme will now begin at The Higgins Bedford in January 2022 with the expectation of work at Tate Exchange later that year.
- We anticipate that we will continue to deliver The Culture Challenge in Central Bedfordshire and Bedford Borough and have funding agreed for its delivery. We also intend to undertake consultancy work to review the service in light of the pandemic and consider alternative delivery that responds to changing needs and develops a more sustainable funding model.
- Make Way for Culture will be revisited in Autumn 2021 with Central Bedfordshire Council and through the Pioneering Partnerships project we aim to engage Central Bedfordshire schools alongside The Grove Theatre and Leighton Buzzard Library Theatre with the Libraries and Music Service through previously secured funding from Central Bedfordshire Council (via Royal Opera House Bridge).
- We will install the HSHAZ Pilot 3D illusion artwork on Bedford High Street and work with the cultural consortium to secure funding for, and delivery of, a cultural programme over the following 2 years.
- We will celebrate the final artistic outcomes of the dancers involved with the Dance Beds programme in a celebratory performance.
- We will work with the Borough Council to consider locations for a series of wall-painted murals in the town centre that acknowledge and celebrate airship heritage.
- We hope to re-launch the Creative Bedfordshire network as a collaborative endeavour with colleagues from the Bedford Cultural Partnership and will begin to mentor more members of the Producer Hub.
- We will continue developing partnerships with local networks and community associations that we anticipate will develop into further project work.

In preparing this report, the trustees have taken advantage of the small companies' exemptions provided by section 415a of the Companies Act 2006.

ON BEHALF OF THE BOARD:



Richard Sobey

Chair

11 November 2021

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INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF BEDFORD CREATIVE ARTS LIMITED

I report on the accounts of Bedford Creative Arts Limited for the year ended 31 March 2021, which are set out on pages Eighteen to Twenty eight.

Your attention is drawn to the fact that the charity's trustees have prepared the charity's accounts in accordance with the Statement of Recommended Practice '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) issued in January 2019 in preference to the Statement of Recommended Practice 'Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005)' issued in April 2005 which is referred to in the Charities (Accounts and Reports) Regulations 2008 but has been withdrawn. I understand that the charity's trustees have done this in order for the charity's accounts to give a true and fair view in accordance with United Kingdom Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2019.

This report is made solely to the charity's trustees, as a body, in accordance with the regulations made under section 154 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.
It is my responsibility to:

- examine the accounts under section 145 of the Charities Act 2011;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a comparison of the accounts with the accounting records kept by the charity. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with section 130 of the Charities Act 2011;
  - to prepare accounts which accord with the accounting records; and
  - to comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Grant Thornton UK LLP

Gareth Norris FCA
Grant Thornton UK LLP
Chartered Accountants
Northampton
Date: 23/11/2021

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BEDFORD CREATIVE ARTS LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds £	Restricted Funds £	31.3.21 Total Funds £	31.3.20 Total Funds £
INCOME					
Donations	2	146,385	-	146,385	148,463
Investment income	3	286	-	286	1,176
Charitable activities	4	43,366	184,436	227,802	186,001
Total income		190,037	184,436	374,473	335,640
EXPENDITURE					
Raising funds	5	20	-	20	26
Charitable activities	5	159,837	134,641	294,478	290,428
Total expenditure		159,857	134,641	294,498	290,454
NET (EXPENDITURE) / INCOME		30,180	49,795	79,975	45,186
RECONCILIATION OF FUNDS					
Total funds brought forward		65,846	80,203	146,049	100,863
TOTAL FUNDS CARRIED FORWARD		96,026	129,998	226,024	146,049

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

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BEDFORD CREATIVE ARTS LIMITED
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2021

REGISTERED COMPANY NUMBER: 05305188 (England and Wales)

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.21 Total Funds £	31.3.20 Total Funds £
FIXED ASSETS					
Tangible Assets	9	2,171	-	2,171	1,262
CURRENT ASSETS					
Amounts owed within one year	10	2,596	7,415	10,011	27,859
Cash at bank and in hand		100,247	134,678	234,925	125,408
		102,843	142,093	244,936	153,267
CURRENT LIABILITIES					
Amounts falling due within one year	11	(8,988)	(12,095)	(21,083)	(8,480)
NET CURRENT ASSETS		93,855	129,998	223,853	144,787
TOTAL ASSETS LESS CURRENT LIABILITIES		96,026	129,998	226,024	146,049
NET ASSETS		96,026	129,998	226,024	146,049
FUNDS	13				
Unrestricted Funds				96,026	65,846
Restricted Funds				129,998	80,203
TOAL FUNDS				226,024	146,049

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

(a) ensuring that the company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies and with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 11 November 2021 and were signed on its behalf by:

Richard Sobey
Chair

The accompanying notes form part of these financial statements

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1. COMPANY INFORMATION AND ACCOUNTING POLICIES

Company Information

The company is a private company limited by guarantee and is registered in England and Wales.
Registered company 05305188
Registered charity number 1119555

Registered Office:
Bedford Heights
Brickhill Drive
Bedford
MK41 7PH

Basis of preparing the financial statements

The trustees believe that the charitable company can operate in the foreseeable future despite restrictions due to the Covid-19 crisis. The charity continues to be supported by the funding from the Arts Council and other income streams and as such consider it appropriate to prepare the accounts on a going concern basis.

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and the requirements of Charities Statement of Recommended Practice (FRS102) and section 1a of FRS102. The presentation currency used in the accounts is pounds sterling.

Cash flow statement

The trustees have taken advantage of the exemption in Charities SORP (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charitable company is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charitable company has unconditional entitlement.

Government Grants

Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the 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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

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1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Operating Leases: the charitable company as lessee
Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Tangible fixed assets
The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts. Fixed Assets with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Taxation
The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension
The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liabilitiy in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors
Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

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

Creditors
Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments
The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Within the Unrestricted funds the trustees designate separate funds, which consist of monies set aside by the trustees out of general funds to be spent on the specific programmes and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific programmes and events identified by the charitable company. Transfers are made to and from designated funds to general funds on the basis of the trustees' estimate of future expenditure on the specific events and programmes.

Restricted funds can only be used for particular restricted purposes within the objects of the charitable company. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

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2. DONATIONS

	Unrestricted	Restricted	31.3.21 Total	Unrestricted	Restricted	31.3.20 Total
	£	£	£	£	£	£
Grants	146,385	-	146,385	143,740	-	143,740
Individual Donations	-	-	-	32	4,691	4,723
	146,385	-	146,385	143,772	4,691	148,463

3. INVESTMENT INCOME

	31.3.21	31.3.20
	£	£
Bank account interest	286	1,176

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	31.3.21 Total	Unrestricted	Restricted	31.3.20 Total
	£	£	£	£	£	£
Bedford Borough Council	6,250	52,280	58,530	-	15,785	15,785
Central Bedfordshire Council	-	17,500	17,500	-	43,323	43,323
The Gale Family Trust	-	-	-	-	2,000	2,000
Royal Opera House	-	4,240	4,240	-	1,852	1,852
Bridge						
BPHA (Bedford Pilgrims Housing Association)	-	500	500	-	500	500
The Harpur Trust	-	51,000	51,000	-	26,750	26,750
The University of Bedfordshire	-	9,330	9,330	-	18,305	18,305
Peter Pan Teaching Alliance	-	-	-	-	19,550	19,550
Sharnbrook Academy	-	-	-	-	2,513	2,513
Wixamtree Family Trust	-	-	-	-	6,000	6,000
Pavillion Dance	-	-	-	150	-	150
Migration Matters Festival	-	-	-	-	800	800
Bedford Players Trust	-	-	-	500	-	500
Paul Hamlyn Foundation	20,000	-	20,000	-	40,000	40,000
Airship Heritage Trust	-	1,000	1,000	-	-	-
National Heritage Fund	-	31,029	31,029	-	-	-
National Lottery Community Fund	-	9,750	9,750	-	-	-
Women in Bedford	-	7,557	7,557	-	-	-
Artist studio rental income	1,739	-	1,739	7,718	-	7,718
Furlough Scheme	15,262	-	15,262	-	-	-
Other income	115	250	365	181	74	255
	43,366	184,436	227,802	8,549	177,452	186,001

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5. ANALYSIS OF EXPENDITURE

	Unrestricted £	Restricted £	31.3.21 Total £	Unrestricted £	Restricted £	31.3.20 Total £
Charitable activities						
Salary related costs	**119,311**	**37,055**	**156,366**	118,879	53,116	171,995
Temporary staff and consultancy costs	**5,035**	**-**	**5,035**	-	-	-
Rent and rates	**8,333**	**-**	**8,333**	5,000	-	5,000
Insurance	**1,871**	**-**	**1,871**	2,739	-	2,739
Utilities	**3,597**	**-**	**3,597**	4,227	-	4,227
Artistic Programme	**7,229**	**97,586**	**104,815**	13,171	73,681	86,852
Office cost and admin	**8,187**	**-**	**8,187**	12,415	-	12,415
Staff Training	**1,380**	**-**	**1,380**	1,759	-	1,759
Recruitment	**200**	**-**	**200**	350	-	350
Independent examiner's fees	**1,900**	**-**	**1,900**	1,800	-	1,800
Accountancy, payroll and HR support costs	**1,942**	**-**	**1,942**	1,990	-	1,990
Trustees' expenses	**60**	**-**	**60**	149	-	149
CRB checks + Companies House fees	**13**	**-**	**13**	9	-	9
Depreciation of tangible fixed assets	**779**	**-**	**779**	1,143	-	1,143
	159,837	**134,641**	**294,478**	163,631	126,797	290,428
Raising funds						
PayPal charges	**20**	**-**	**20**	26	-	26
	20	**-**	**20**	26	-	26

6. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.21 £	31.3.20 £
Depreciation – owned assets	**779**	1,143
Operating Leases - property	**8,333**	5,000
Independent examiner's fees	**1,900**	1,800

7. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2021 or for the year ended 31 March 2020. There were trustee expenses totalling £60 paid during the year (2020 - £149). The total number of trustees who claimed travel expenses during the year was 1 (2020 – 1).

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8. STAFF COSTS

	31.3.21	31.3.20
	£	£
Wages and salaries	142,601	158,360
Holiday / TOIL accrual	2,485	332
Social security costs	7,278	8,930
Pension contributions	4,002	4,373
	156,366	171,995

The average number of full time equivalent employees during the year was 5 (2020 – 6). The average head count of employees during the year was 7 (2020 – 9).

9. TANGIBLE FIXED ASSETS

	Computer Equipment	Fixtures & Fittings and Equipment	Total
	£	£	£
COST			
At 1 April 2020	7,116	9,846	16.962
Additions	1,729	-	1,729
Disposals	(2,687)	(9,483)	(12,170)
At 31 March 2021	6,158	363	6,521
DECPRECIATION			
At 1 April 2020	6,034	9,666	15,700
Charge for the year	640	139	779
Disposals	(2,687)	(9,442)	(12,129)
At 31 March 2021	3,987	363	4,350
NET BOOK VALUE			
At 31 March 2021	2,171	-	2,171
At 31 March 2020	1,082	180	1,262

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade debtors	7,415	12,016
Other debtors	2,596	15,843
	10,011	27,859

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11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade creditors	7,735	2,757
Other creditors	13,348	5,723
	21,083	8,480

12. PENSION COMMITMENTS

The charitable company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the charitable company to the fund and amounted £4,002 (31 March 2020: £4,373). Contributions totalling £nil (31 March 2020: £nil) were payable to the fund at the reporting date and are included in other creditors.

13. MOVEMENT IN FUNDS

	At 1.4.20	Incoming Resources	Resources Expended	Net movement in funds	Transfers between funds	At 31.3.21
	£	£	£	£	£	£
Unrestricted funds						
General fund	8,809	190,037	(159,857)	30,180	(28,000)	10,989
Designated funds	57,037	-	-	-	28,000	85,037
	65,846	190,037	(159,857)	30,180	-	96,026
Restricted funds						
Queens Park Project Fund	38,234	29,250	(28,195)	1,055	-	39,289
Culture Challenge Service Fund	10,516	32,300	(18,102)	14,198	-	24,714
Twinning Fund	2,790	-	-	-	-	2,790
Make Way for Culture Fund	15,880	5,665	(2,000)	3,665	-	19,545
Airship Dreams Fund	21	76,894	(65,798)	11,096	-	11,117
Gigs4Kids Fund	992	-	-	-	-	992
Bedford Contemporary Dance Fund	11,770	9,330	(12,953)	(3,623)	-	8,147
Project Assistant Fund	-	13,000	(1,700)	11,300	-	11,300
Producer Hub Fund	-	2,940	-	2,940	-	2,940
Women in Bedford Fund	-	7,642	(5,893)	1,749	-	1,749
High Street Heritage Action Fund	-	7,415	-	7,415	-	7,415
	80,203	184,436	(134,641)	49,795	-	129,998
TOTAL FUNDS	146,049	374,473	(294,498)	79,975	-	226,024

Transfers between funds relate to approved project support, administration and salary costs incurred by Bedford Creative Arts Limited in relation to specific funds.

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13. MOVEMENT IN FUNDS - continued

Designated Funds

Designated funds are as follows:

	31.3.21	31.3.20
	£	£
Emergency Wind Up Fund	**60,037**	57,037
Covid-19 Emergency Fund	**5,000**	-
Capital Equipment & Renovation Fund	**5,000**	-
Programme Development Fund	**5,000**	-
People & Organisation Fund	**10,000**	-
	85,037	-

The designated funds, as described in the trustee report on page 15, consist of monies set aside by the trustees out of general funds to be spent on the specific programmes, contingencies and events identified after the year end. These funds have no specific restrictions other than the trustees have set aside these monies out of general funds to support the specific activities identified by the charitable company.

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

Queens Park Project Fund: This project contains grant funding to enable a programme of creative activity culminating in 2021 that supports community cohesion and wellbeing in the Queen's Park ward of Bedford. It includes funds for artistic programming, marketing, social impact evaluation and community engagement activities supported by the Paul Hamlyn Foundation, the Harpur Trust, BPHA and Bedford Borough Council.

Culture Challenge Service Fund: The Culture Challenge (TCC) aims to increase the number of young people accessing, enjoying and making great art and culture by acting as a broker between the education sector (predominantly schools) and the cultural sector. It is funded by The Harpur Trust and Central Bedfordshire Council. Funding supports the maintenance of a directory of service providers, CPD events for educators and cultural providers, Arts Award support & moderation, marketing costs and Culture Vouchers which are used to fund service delivery in schools. The transfer from this fund to unrestricted funds relates to approved project support, administration and manager salary costs.

Twinning Fund: This funding was provided by the EISG to support the creation of a project that "twinned" eight schools in Bedford with eight cultural providers in order to enable peer to peer learning. The project culminated in delivery of 24 creative projects for the benefit of the schools' young people and also included an intensive programme of CPD for teachers and cultural providers as well as support for schools in securing Artsmark status. The remaining funds are held to provide matched funding to future projects to be developed after pandemic restrictions lift. The transfer from this fund to unrestricted funds relates to approved project support, administration and producer salary costs.

Make Way for Culture Fund: this is a consultancy project funded by Central Bedfordshire Council to support the creation of a series of programmes that will support cultural education in the locality, especially in Houghton Regis, Leighton Buzzard and Dunstable. Funding is used to support a Pioneering Partnership programme of CPD and Culture Voucher funded delivery for each location working with 3 schools, the libraries and the music service. Funding is also supporting delivery of a new network, the Culture Hub for participants in both sectors as well as Arts Award and Artsmark support for participating schools and providers. The transfer from this fund to unrestricted funds relates to approved project support, administration and producer salary costs.

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13. MOVEMENT IN FUNDS - continued

Airships Dreams Fund: This fund was used to support the development of the wider Airship Dreams project that will culminate in 2021-22 resulting in an exhibition of contemporary art and community curated history relating to airships in Bedford. Funding includes sponsorship from The Harpur Trust, grants from National Lottery Heritage Fund, Arts Council England and Airship Heritage Trust. Delivery includes a development of educational resources, virtual community sharing events and development of the exhibition and artwork for exhibition in 2021. Transfers to unrestricted funds include agreed support towards producer & management personnel salaries and general overheads that support project administration, insurance and marketing.

Bedford Contemporary Dance Fund: This is a project in partnership with the University of Bedfordshire funded by Arts Council England to develop a centre for choreographic excellence in Bedford for contemporary dance. 3 emerging dance artists will be recruited alongside 3 established artists to explore new dance performances that develop dance audiences in Bedfordshire. Bedford Creative Arts is providing marketing and audience development expertise as well as logistical support for artist's work. Funding will be expended on artist fees, producer time and marketing support including a contribution for unrestricted funds for administration and staff time on project support.

Gigs4Kids Fund: This was a crowd-funding campaign to raise enough funds to deliver a "gig" in every one of Bedford's 54 primary schools targeted at Year 3 children in order to engage them in music before secondary school. The project will also provide 1-2-1 tuition for 30 children and we hope will provide a significant launch platform to engage them in music lessons. The majority of the gigs will be delivered in 2021 after pandemic restrictions lift in collaboration with the Music Service and Music Coop.

Project Assistant Fund: This consists of a grant from The Harpur Trust to enable the employment of a fixed term salary post of Projects Assistant in the organisation, fixed until March 2023. The position is to support the ongoing delivery of projects including marketing, administration and practical event delivery.

Producer Hub Fund: This fund comprises grant support from the Royal Opera House Bridge to enable the mentoring of 2 producers aspiring to work in Cultural Education to be delivered in partnership with 1 Degree East. Producers will be selected for mentoring in 2021 and mentored between Spring and Christmas 2021.

Women in Bedford Fund: This fund consists of donations and grants secured by the Women of Bedford group and provided to Bedford Creative Arts to enable the commissioning of artist Diane Gorvin to produce a maquette of a statue of historic personality Amy Walmsley. The funds will be spent on artist fees, artwork production and marketing for the project which will be transferred to The Higgins museum for permanent display for the community in late 2021.

High Street Heritage Action Zone Fund: The funds consists of a grant from Bedford Borough Council for the initiation of a 3D illusion artwork on Bedford High Street that aims to draw public attention to the myths and stories surrounding the former bank site near the river. The funds will be spent on artist fees, artwork production and marketing for the project

14. CAPITAL

The charitable company has no share capital. The liability of members is limited by guarantee and does not exceed £1 per member.

15. RELATED PARTIES

BCA leased a store from Verve Properties Limited for £nil in the year ended 31 March 2021. Verve Properties Limited is a related party due to Timothy Pain being a director of the company and a trustee for Bedford Creative Arts Ltd. There were no related party transactions in the year ended 31 March 2020.

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16. OPERATING LEASE

The total of future minimum lease payments under non-cancellable operating leases are:	31.3.21	31.3.20
	£	£
Due within one year	-	3,750
Due after one year and before five years	-	-

17. PRIOR YEAR NET ASSETS BY FUND

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.20 Total Funds £
FIXED ASSETS				
Tangible Assets	9	1,262	-	1,262
CURRENT ASSETS				
Amounts owed within one year	10	11,687	16,172	27,859
Cash at bank and in hand		57,881	67,527	125,408
		69,568	83,699	153,267
CURRENT LIABILITIES				
Amounts falling due within one year	11	(4,984)	(3,496)	(8,480)
NET CURRENT ASSETS		64,584	80,203	144,787
TOTAL ASSETS LESS CURRENT LIABILITIES		65,846	80,203	146,049
NET ASSETS		65,846	80,203	146,049
FUNDS	13			
Unrestricted Funds				65,846
Restricted Funds				80,203
TOAL FUNDS				146,049

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BEDFORD CREATIVE ARTS LIMITED

DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021

	31.3.21 £	31.3.20 £
INCOME		
Donations		
Grants	**146,385**	143,740
Individual Donations	**-**	4,723
	146,385	148,463
Investment income		
Bank account interest	**286**	1,176
Incoming resources from charitable activities		
Workshop fees, hire and sales	**-**	-
Artist studio rentals	**1,739**	7,718
Grants	**226,063**	178,283
	227,802	186,001
Total income	**374,473**	335,640
EXPENDITURE		
Charitable activities		
Salary related costs	**156,366**	171,995
Temporary staff and consultancy costs	**5,035**	-
Rent and rates	**8,333**	5,000
Insurance	**1,871**	2,739
Utilities	**3,597**	4,227
Artistic Programme	**104,815**	86,852
Office cost and admin	**8,187**	12,415
Staff Training	**1,380**	1,759
Recruitment	**200**	350
Organisational Development	**-**	-
Independent examiner's fees	**1,900**	1,800
Accountancy, payroll and HR support costs	**1,942**	1,990
Trustees' expenses	**60**	149
Board meeting costs	**-**	-
CRB checks + Companies House fees	**13**	9
Depreciation of tangible fixed assets	**779**	1,143
	294,478	290,428
Cost of generating funds		
PayPal charges, Fundraising costs + Project research	**20**	26
Total expenditure	**294,498**	290,454
NET INCOME	**79,975**	45,186