

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

**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**

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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 1LJ

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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 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.

**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 by 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 90<sup>th</sup> 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 Spectaculararts 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.

**BEDFORD CREATIVE ARTS LIMITED**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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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.

**BEDFORD CREATIVE ARTS LIMITED**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

## **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.



**BEDFORD CREATIVE ARTS LIMITED**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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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 of 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.

**BEDFORD CREATIVE ARTS LIMITED**  
**REPORT OF THE TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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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

## 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

**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 £
<b>INCOME</b>					
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
<b>Total income</b>		<b>190,037</b>	<b>184,436</b>	<b>374,473</b>	<b>335,640</b>
<b>EXPENDITURE</b>					
Raising funds	5	20	-	20	26
Charitable activities	5	159,837	134,641	294,478	290,428
<b>Total expenditure</b>		<b>159,857</b>	<b>134,641</b>	<b>294,498</b>	<b>290,454</b>
<b>NET (EXPENDITURE) / INCOME</b>		<b>30,180</b>	<b>49,795</b>	<b>79,975</b>	<b>45,186</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>65,846</b>	<b>80,203</b>	<b>146,049</b>	<b>100,863</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>96,026</b>	<b>129,998</b>	<b>226,024</b>	<b>146,049</b>

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 2021**

REGISTERED COMPANY NUMBER: 05305188 (England and Wales)

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.21 Total Funds £	31.3.20 Total Funds £
<b>FIXED ASSETS</b>					
Tangible Assets	9	2,171	-	2,171	1,262
<b>CURRENT ASSETS</b>					
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
		<u>102,843</u>	<u>142,093</u>	<u>244,936</u>	<u>153,267</u>
<b>CURRENT LIABILITIES</b>					
Amounts falling due within one year	11	(8,988)	(12,095)	(21,083)	(8,480)
<b>NET CURRENT ASSETS</b>		<u>93,855</u>	<u>129,998</u>	<u>223,853</u>	<u>144,787</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>96,026</u>	<u>129,998</u>	<u>226,024</u>	<u>146,049</u>
<b>NET ASSETS</b>		<u>96,026</u>	<u>129,998</u>	<u>226,024</u>	<u>146,049</u>
<b>FUNDS</b>	13				
Unrestricted Funds				96,026	65,846
Restricted Funds				129,998	80,203
<b>TOAL FUNDS</b>				<u>226,024</u>	<u>146,049</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

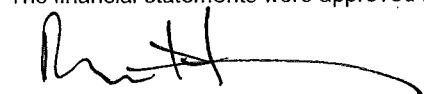
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

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

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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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.

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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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.

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021 CONTINUED**

**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
	<b>146,385</b>	<b>-</b>	<b>146,385</b>	<b>143,772</b>	<b>4,691</b>	<b>148,463</b>

**3. INVESTMENT INCOME**

	31.3.21 £	31.3.20 £
Bank account interest	<b>286</b>	<b>1,176</b>

**4. INCOME FROM CHARITABLE ACTIVITIES**

	Unrestricted	Restricted	31.3.21 Total	Unrestricted	Restrict ed	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 Bridge	-	4,240	4,240	-	1,852	1,852
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 Migration Matters Festival	-	-	-	150	-	150
Bedford Players Trust	-	-	-	-	800	800
Paul Hamlyn Foundation	-	-	-	500	-	500
Airship Heritage Trust	20,000	-	20,000	-	40,000	40,000
National Heritage Fund	-	1,000	1,000	-	-	-
National Lottery Community Fund	-	31,029	31,029	-	-	-
Women in Bedford	-	9,750	9,750	-	-	-
Artist studio rental income	-	7,557	7,557	-	-	-
Furlough Scheme	1,739	-	1,739	7,718	-	7,718
Other income	15,262	-	15,262	-	-	-
	115	250	365	181	74	255
	<b>43,366</b>	<b>184,436</b>	<b>227,802</b>	<b>8,549</b>	<b>177,452</b>	<b>186,001</b>



**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021 CONTINUED**

**5. ANALYSIS OF EXPENDITURE**

	Unrestricted £	Restricted £	31.3.21 Total £	Unrestricted £	Restricted £	31.3.20 Total £
<b>Charitable activities</b>						
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
	<b>159,837</b>	<b>134,641</b>	<b>294,478</b>	<b>163,631</b>	<b>126,797</b>	<b>290,428</b>
<b>Raising funds</b>						
PayPal charges	20	-	20	26	-	26
	<b>20</b>	<b>-</b>	<b>20</b>	<b>26</b>	<b>-</b>	<b>26</b>

**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	<u>1,900</u>	<u>1,800</u>

**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).

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021 CONTINUED**

**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
	<u>156,366</u>	<u>171,995</u>

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
	£	£	£
<b>COST</b>			
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	<u>6,158</u>	<u>363</u>	<u>6,521</u>
<b>DEPRECIATION</b>			
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	<u>3,987</u>	<u>363</u>	<u>4,350</u>
<b>NET BOOK VALUE</b>			
At 31 March 2021	<u>2,171</u>	<u>-</u>	<u>2,171</u>
At 31 March 2020	<u>1,082</u>	<u>180</u>	<u>1,262</u>

**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
	<u>10,011</u>	<u>27,859</u>

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021 CONTINUED**

**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
	<u>21,083</u>	<u>8,480</u>

**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 £
<b>Unrestricted funds</b>						
General fund	8,809	190,037	(159,857)	30,180	(28,000)	10,989
Designated funds	57,037	-	-	-	28,000	85,037
	<u>65,846</u>	<u>190,037</u>	<u>(159,857)</u>	<u>30,180</u>	<u>-</u>	<u>96,026</u>
<b>Restricted funds</b>						
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
	<u>80,203</u>	<u>184,436</u>	<u>(134,641)</u>	<u>49,795</u>	<u>-</u>	<u>129,998</u>
<b>TOTAL FUNDS</b>	<u>146,049</u>	<u>374,473</u>	<u>(294,498)</u>	<u>79,975</u>	<u>-</u>	<u>226,024</u>

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

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021 CONTINUED**

**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	-
	<u>85,037</u>	<u>-</u>

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 "twinning" 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.

**BEDFORD CREATIVE ARTS LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021 CONTINUED**

**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.

**BEDFORD CREATIVE ARTS LIMITED****DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2021****16. OPERATING LEASE**

The total of future minimum lease payments under non-cancellable operating leases are:  
 Due within one year  
 Due after one year and before five years

31.3.21	31.3.20
£	£
-	3,750
-	-

**17. PRIOR YEAR NET ASSETS BY FUND**

	Notes	Unrestricted Funds £	Restricted Funds £	31.3.20 Total Funds £
<b>FIXED ASSETS</b>				
Tangible Assets	9	1,262	-	1,262
<b>CURRENT ASSETS</b>				
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
<b>CURRENT LIABILITIES</b>				
Amounts falling due within one year	11	(4,984)	(3,496)	(8,480)
<b>NET CURRENT ASSETS</b>		64,584	80,203	144,787
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		65,846	80,203	146,049
<b>NET ASSETS</b>		65,846	80,203	146,049
<b>FUNDS</b>	13			
Unrestricted Funds				65,846
Restricted Funds				80,203
<b>TOAL FUNDS</b>				146,049

**BEDFORD CREATIVE ARTS LIMITED****DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2021**

	31.3.21 £	31.3.20 £
<b>INCOME</b>		
<b>Donations</b>		
Grants	146,385	143,740
Individual Donations	-	4,723
	<u>146,385</u>	<u>148,463</u>
<b>Investment income</b>		
Bank account interest	286	1,176
<b>Incoming resources from charitable activities</b>		
Workshop fees, hire and sales	-	-
Artist studio rentals	1,739	7,718
Grants	226,063	178,283
	<u>227,802</u>	<u>186,001</u>
<b>Total income</b>	<b>374,473</b>	<b>335,640</b>
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
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
	<u>294,478</u>	<u>290,428</u>
<b>Cost of generating funds</b>		
PayPal charges, Fundraising costs + Project research	20	26
	<u>294,498</u>	<u>290,454</u>
<b>Total expenditure</b>	<b>294,498</b>	<b>290,454</b>
<b>NET INCOME</b>	<b>79,975</b>	<b>45,186</b>

This page does not form part of the statutory financial statements