

CREATIVITY CULTURE AND EDUCATION

England & Wales · Charity number 1125841

Details

Status Registered

Legal form Charitable company

Company number [06600739](#)

Registered 2008-09-11

Register [View on the Charity Commission register](#)

Contact

Address Creativity
Culture & Education
20 Portland Terrace
Jesmond
Newcastle Upon Tyne

Phone 08448112145

Email cceenquiries@cceengland.org

Website www.creativitycultureeducation.org

Activities

Objects: TO ADVANCE FOR THE PUBLIC BENEFIT THE EDUCATION OF CHILDREN AND YOUNG PEOPLE IN ORDER TO ENABLE THEM TO PARTICIPATE IN SOCIETY AS MATURE AND RESPONSIBLE INDIVIDUALS, IN PARTICULAR BY:1 SUPPORTING THEM TO BECOME SUCCESSFUL LEARNERS AND RESPONSIBLE CITIZENS BY WORKING WITH OTHERS TO EXTEND THE RANGE, AMOUNT, QUALITY AND SCOPE OF FORMAL AND INFORMAL LEARNING OPPORTUNITIES IN THE AREAS OF CREATIVITY, ARTS, MEDIA, CULTURE, HERITAGE, HUMANITIES AND SCIENCE;2 SUPPORTING TEACHERS, PRACTITIONERS, CARERS, PERFORMERS AND ARTISTS IN DEVELOPING THE NECESSARY SKILLS AND KNOWLEDGE TO ASSIST THEM IN ENABLING CHILDREN AND YOUNG PEOPLE BOTH INSIDE AND OUTSIDE FORMAL EDUCATION TO DEVELOP AND APPLY THEIR SKILLS AND TALENTS AND TO OPEN UP TO THEM CULTURAL AND CREATIVE ACTIVITY;3 DEVELOPING PROGRAMMES, WHERE APPROPRIATE, IN PARTNERSHIP WITH OTHERS TO DELIVER POSITIVE LEARNING OUTCOMES AND ENCOURAGE THE RECOGNITION, ENJOYMENT AND USE OF CULTURE, MEDIA AND HERITAGE;4 EMPOWERING THEM TO BE INVOLVED IN THE PROMOTION OF CULTURAL AND LEARNING ACTIVITIES AND ENHANCING THEIR SKILLS, CAPACITIES AND CAPABILITIES; AND5 ENCOURAGING THEM TO VISIT, EXPERIENCE, PARTICIPATE IN, INITIATE AND ENGAGE IN CULTURAL ACTIVITIES, PLACES AND PERFORMANCES.

Activities: CCE supports children and young people to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science;

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** Children/young People

Geography

- Australia
- Belgium
- Chile
- Czech Republic
- Finland
- Germany
- Hungary
- India
- Ireland
- Lithuania
- Netherlands
- Norway
- Pakistan
- Scotland
- South Korea
- Sweden
- Thailand
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£144,960	£461,436	-	-
2024-03-31	£304,662	£477,389	-	-
2023-03-31	£399,334	£454,791	-	-
2022-03-31	£192,933	£272,382	-	-
2021-03-31	£264,936	£1,729,810	-	-

Trustees

Name	Role	Appointed
Dr Andrew Hodgkinson		2024-09-19
Emma Victoria Hodgson		2024-06-12
LAURENCE RICHARD SIMON NEWMAN		2008-05-22
Lucy Ann Gray		2023-06-12
Rachel Mary Tomlinson		2025-12-12
Stephan Vincent-Lancrin		2015-02-27

CREATIVITY CULTURE AND EDUCATION

England & Wales - Charity number 1125841

Accounts



Company Registration Number: 06600739

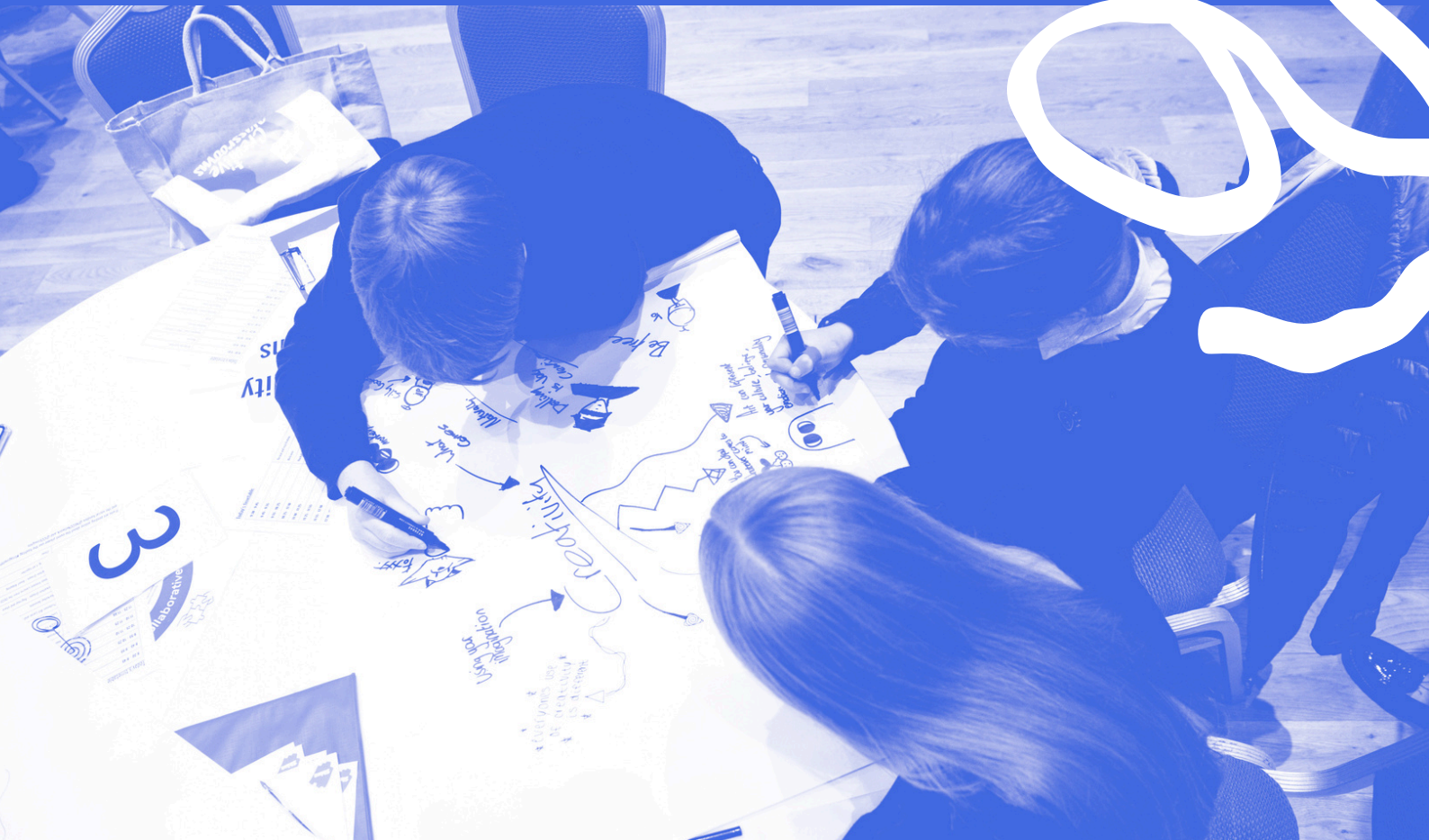
Charity Registration Number: 1125841

CREATIVITY, CULTURE AND EDUCATION

(A COMPANY LIMITED BY GUARANTEE)

REPORT AND ACCOUNTS

For the year ended 31 March 2025



**Transforming education
globally through
creativity**

CREATIVITY, CULTURE AND EDUCATION

(A Company Limited By Guarantee)

TRUSTEES' REPORT (including Directors' Report)

As the Board of Trustees, we present our report and financial statements for the year to 31 March 2025.

Company Number 06600739

Registered Charity Number 1125841

Registered Office Ground Floor
20 Portland Terrace
Newcastle upon Tyne
NE2 1QQ

Board of Trustees

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report. The charity is referred to as CCE throughout this report.

The Trustees of CCE during the period and to the date of signing this report are as follows:

Johanne Clifton (Resigned 20 March 2025)
Lucy Richards
Emma Hodgson (Appointed 12 June 2024)
Fiona Mactaggart (Resigned 19 September 2024)
Laurence Newman
Stephan Vincent-Lancrin
Andy Hodgkinson (Appointed 19 September 2024)

Director Nia Richards

Company Secretary Denise Keane

Bankers Santander, Bootle, Merseyside L30 4GB

Investment Managers Rathbones, Earl Grey House, 75-85 Grey Street, Newcastle upon Tyne NE1 6EF

Independent Examiner_ Simon Brown BA ACA DChA, Azets Audit Services, Bulman House, Regent Centre, Henry Street, Newcastle upon Tyne NE3 3LS

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

CCE is a charitable company limited by guarantee, incorporated on 22 May 2008 and registered as a charity on 11 September 2008. It was established under the Memorandum of Association which established its objects and powers and is governed under its Articles of Association.

In accordance with Charity Commission consent received on 12 January 2010 in respect of changes to the Company's objects, the Memorandum and Articles of Association were amended by Special Resolution of the Directors of the Company on 21 January 2010. In addition, on 21 January 2010 all the provisions of the Company's Memorandum of Association were deleted and, by virtue of section 28 of the Companies Act 2006, are now treated as the provisions of the Company's Articles of Association.



STRUCTURE, GOVERNANCE AND MANAGEMENT

Charitable Objects and Main Activities

CCE's objects are to advance for the public benefit the education of children and young people in order to enable them to participate in society as mature and responsible individuals, in particular by:

- supporting them to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science;
- empowering them to be involved in the promotion of cultural and learning activities and enhancing their skills, capacities and capabilities;
- encouraging them to visit, experience, participate in, initiate and engage in cultural activities, places and performances;
- supporting school leaders, teachers, practitioners, carers, performers and artists in developing the necessary skills and knowledge to assist them in enabling children and young people both inside and outside formal education to develop and apply their skills and talents and to open up to them cultural and creative activity;
- developing programmes, where appropriate, in partnership with others to deliver positive learning outcomes and encourage the recognition, enjoyment and use of culture, media and heritage; and
- supporting the professional development of staff within our partner organisations around the world so that their internal capacity is developed to the point at which the skills, knowledge and expertise CCE brings is firmly embedded within their own organisations.

Structure and Governance

CCE is structured as a charitable company limited by guarantee, pursuant to its Articles of Association.

We, as the Board of Trustees, are responsible for the governance, strategic direction and policy of CCE. We currently have five members from a variety of different backgrounds and meet 4 times a year. One of these is an extended Board meeting or an Awayday, at which we are able to give greater consideration to the future strategic direction of the organisation. Individual members also meet regularly with the Director outside of formal meetings to exchange views and receive updates on the organisation's progress.

STRUCTURE, GOVERNANCE AND MANAGEMENT

We delegate operational responsibility for the provision of CCE's services to the Director who is responsible for ensuring that the charity develops and delivers services that meet the strategic objectives of the charity and that these are efficiently and effectively managed. This also includes the individual supervision of the staff team and ensuring that the team continue to develop their skills and working methods in line with good practice. The Director is also responsible for the management of CCE's team of Associates.

As the Board of Trustees, we are also the only company law members of the charitable company.

Recruitment and Appointment of Board of Trustees

We, as Directors of the company, are also charity Trustees for the purpose of charity law and under the company's Articles of Association are known as Members of the Board of Trustees.

As set out in the Articles of Association, we nominate the Chair of the Trustees from within the current membership.

We have discussed the optimum size of the Board and aspire to a membership of no more than 12 Trustees, but, in reality, feel that a smaller Board allows for a better degree of engagement with the issues currently faced by the charity. In seeking any additional members, we will always seek to maintain a balance of relevant skills and experience and will target individuals who have the requisite mix. Candidates are then interviewed by the Chair of the Board of Trustees to determine their suitability.

Each year, one-third of us will retire from office.

In the year to 31 March 2025 Stephan Vincent-Lancrin, being eligible, was re-elected.

Trustee Induction and Development

A Trustee Induction Pack, which carries all the relevant information for Trustees about both the charity and their duties and responsibilities is available to Trustees (and is due to be updated in 2025-26), it forms part of an induction process for any new Trustees which also includes an induction meeting.

We are also encouraged to attend appropriate external events and conferences, including visits to CCE programmes and partners where these will facilitate the undertaking of our role.

Board meetings also include presentations about the work of CCE from the staff and from representatives from partner organisations which provide us with the opportunity to learn more about the organisations work and its impact.

Remuneration of Key Management Personnel

The Board, who give their time freely and have received no remuneration in the year, have considered who are the Key Management Personnel (KMP) of the charity. Together with the Board, these KMP are those in charge of directing and controlling, running and operating the activities of the charity on a day-to-day basis.



STRUCTURE, GOVERNANCE AND MANAGEMENT

The pay of the KMP is reviewed annually. The Trustees benchmark against pay levels of other charities and similar organisations within the sector and nationally. Pay levels are set using this information together with the budget and forecast information, ensuring that the charity can afford any proposed increases. The Board then agrees any uplift to remuneration.

Risk Management

As Trustees, we have examined the major governance, operational and financial risks which the charity faces as part of the annual business planning process and confirm that systems have been established to mitigate these risks.

We have a risk management strategy in place which comprises:

- An annual review of the strategic risks the charity may face via the business model
- The establishment of systems and procedures to mitigate those risks identified
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

We are satisfied that appropriate financial systems and controls and employment policies and practices are in place, but we continue to test and refine these processes, and meet as appropriate to examine these issues in detail.

As Trustees, we consider the key risks facing the charity at this time to be the loss, either temporarily or permanently of the Director, other staff members or the Chair.

The charity has significant unrestricted reserves and in response to this the Board has continued to commit to drawing down its charitable reserves to support its activities. The charity has also reviewed its reserves policy to ensure that it continues to retain enough reserves so that in the event of closure it is able to wind down its charitable activities in an orderly fashion whilst meeting all its financial commitments.

Nia Richards continues in her role as Director of CCE and during the year has been leading the design and delivery of the new strategy agreed by the Board, in September 2024.

STRUCTURE, GOVERNANCE AND MANAGEMENT

As Trustees we continue to manage the potential impact of risks within the Risk Management Plan by ensuring that:

- We have a strategic plan which sets out our charitable activities
- The staff team and its capacity can support the delivery of the strategic plan
- We have a pool of experienced freelance associates able to support the delivery of key programme areas
- The Staff Performance Review framework includes ongoing health checks to support the ongoing wellbeing of staff
- We have in place contracts for services to support core functions including bookkeeping, accountancy, payroll and IT.

Given the high level of unrestricted reserves the charity has no key financial risks to manage. However, the Trustees continue to ensure robust financial planning and reporting by ensuring that:

- Budgets have been set for the next financial year
- We continue to explore potential new income streams, particularly from investment in existing partnerships, from the continued exploitation of CCE's existing programmes and intellectual property, from the development of new partnerships and relationships and through the design of new programmes which benefit children and young people
- We manage the effective delivery of our programmes, providing professional development to those responsible for delivering the programmes and evaluating their impact
- The costs to the charity of delivering those programmes are minimised
- Regular management accounts are provided showing the performance against budget
- Contingency plans are in place for the actions which would be taken if there were significant changes in the charity's operational capacity or financial position
- Reserves policies provide an appropriate amount of uncommitted Reserves which will always enable the charity to meet all its liabilities.

During the year to 31 March 2025, a total of £250,000 was drawn down from the investment portfolio held by Rathbones, CCE's investment managers, to support cashflow to enable the delivery of the charities' three-year strategic plan.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Financial markets remained turbulent with a need for caution in relation to CCE's investment portfolio. Nevertheless, the overall value of CCE's investment portfolio during the 2024/25 financial year increased by £30,209, despite the cash drawdown of £250,000, though investment income was c£5k lower than originally anticipated/budgeted.

Rathbones continue to report regularly to the Board to ensure that in this turbulent economic climate we understand the investment approach and are made aware of current and anticipated market trends. The Board will continue to keep a close eye on the performance of the charity's investment portfolio. The value of the portfolio as at 31 March 2025 was £1,638,316.



OBJECTIVES AND ACTIVITIES

Public Benefit

As Trustees, we understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit and have had due regard to the public benefit guidance issued by the Charity Commission. We believe that the charity meets both of the key principles.

Principle 1 - There must be an identifiable benefit, or benefits

CCE believes that, in addition to the knowledge pupils acquire in school, it is important that their core skills are developed and embedded. CCE has defined these skills as having the capacity to be inquisitive, persistent, imaginative, disciplined and collaborative, skills that are known collectively as the 'Creative Habits'.

The importance of nurturing creativity in education is increasingly recognised by international research and policy bodies. In 2024, the OECD published the results of the first-ever PISA assessment of creative thinking, which measured how well 15-year-olds across 64 countries could generate, evaluate and improve ideas in a variety of contexts. The report makes clear that creative thinking is not only essential for employability in the 21st century, but also a critical component of deeper learning, emotional development, and wellbeing.



OBJECTIVES AND ACTIVITIES

The assessment found significant variation in creative thinking outcomes between countries and across socio-economic backgrounds. While some high-performing academic systems also excelled in creative thinking (e.g. Singapore and Canada), others such as Hong Kong, Macao and Chinese Taipei performed at or below the OECD average despite strong scores in core subjects. This suggests that creative thinking does not automatically develop alongside academic attainment and must be intentionally taught and supported. Disadvantaged students were more likely to score lower in creative thinking, highlighting the need to address inequities in opportunity and educational environment.

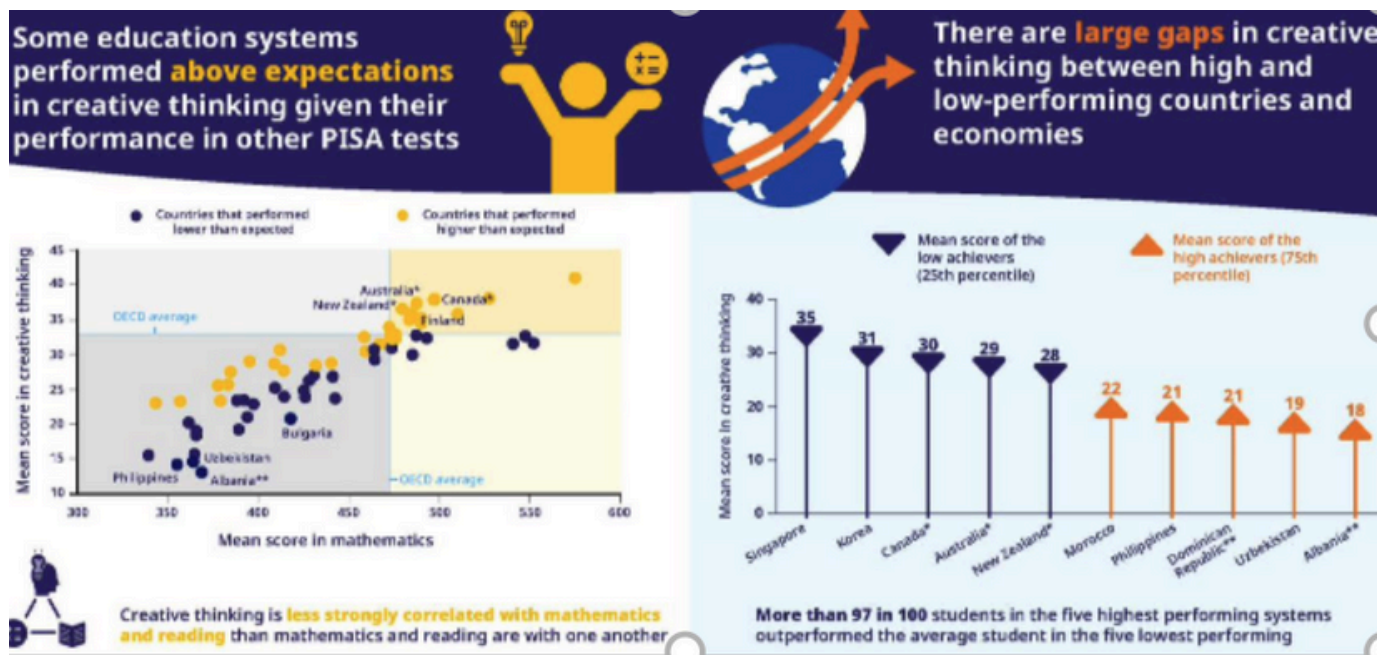
This aligns with wider evidence from the global workforce. The World Economic Forum's Future of Jobs Report 2023 ranks creative thinking as the second most important skill for workers between 2023–2027, just behind analytical thinking. It emphasises the premium placed on innovation and adaptability in response to rapidly advancing technologies and disrupted workplaces.

Similarly, LinkedIn's 2024 Workplace Learning Report identifies adaptability, teamwork and problem-solving closely linked to creative thinking, as top in-demand skills. The report notes: "In a world continuously transformed by artificial intelligence, the enduring value of uniquely human skills reinforces a fundamental truth: the changing world of work needs people who are more thoughtful, more curious, and more skilled at navigating change than ever before."

Together, these insights point to a pressing need - if we want young people to thrive in the future, creative thinking must be embedded across their education. At Creativity, Culture and Education, we respond to this challenge by working with schools and communities especially those in underserved areas to support teaching and learning approaches that build creative habits. By doing so, we contribute to a more equitable, present and future-ready education system in which all children and young people are empowered to think, see and do differently.



OBJECTIVES AND ACTIVITIES



OECD (2024). PISA 2022 Results (Volume III): Creative Minds, Creative Schools. Paris: OECD Publishing. Available at: <https://doi.org/10.1787/bfdc0113-en>

Creativity, Culture and Education (CCE) is building on a 16-year legacy of delivering high-quality programmes that develop creative thinking and transform classroom practice, impacting over two million children worldwide.

In recent years, through our work with the North East Creativity Collaborative and our growing focus on leadership, CCE has expanded its emphasis from the professional development of individual teachers to fostering whole-school change and influencing networks and systems. Our credibility is rooted in deep classroom expertise and a proven record of successful partnerships, while our global relationships with researchers and institutions place us in a strong position to inspire innovation and lead sustainable change.

Systemic change of this kind cannot be achieved through top-down mandates or linear models of implementation. It requires adaptive, participatory approaches that unite diverse stakeholders around a shared vision. In 2024–25, CCE hosted roundtables in London and Plymouth, with further events planned for 2025–26 in Northern Ireland, Wales, Scotland and Manchester. These roundtables, convened with partners such as the Chartered College of Teaching, the Penryn Creativity Collaborative, Real Ideas and Ulster University, provide relational spaces that foster dialogue, trust and collective action, helping to build a more coherent creativity in education ecosystem across the UK.

OBJECTIVES AND ACTIVITIES

Our approach is guided by research including *The Dawn of System Leadership* (Senge, Hamilton, and Kania, *Stanford Social Innovation Review*, 2015), which defines a systems leader as someone who “catalyses collective leadership.” The key dimensions of this approach, understanding the system more deeply, engaging stakeholders more meaningfully, and taking action in new, collaborative ways are being put into practice through CCE’s work. By convening teacher leaders, school leaders, policymakers, funders, industry, cultural organisations and researchers, CCE is helping to generate a multiplier effect across the education system.

In 2024–25, CCE also undertook an organisation-wide process to refine its vision, mission and areas of work, with input from staff and trustees. The resulting refreshed narrative now informs all external communications and reinforces CCE’s identity as a systems-aware organisation, working not only in the system, but on the system.

Through conferences and events in Australia, Thailand and in the UK, the CCE team shared this new strategic direction and engaged directly with over 1,700 educators and education leaders, advocating for system-level approaches to creativity in education.

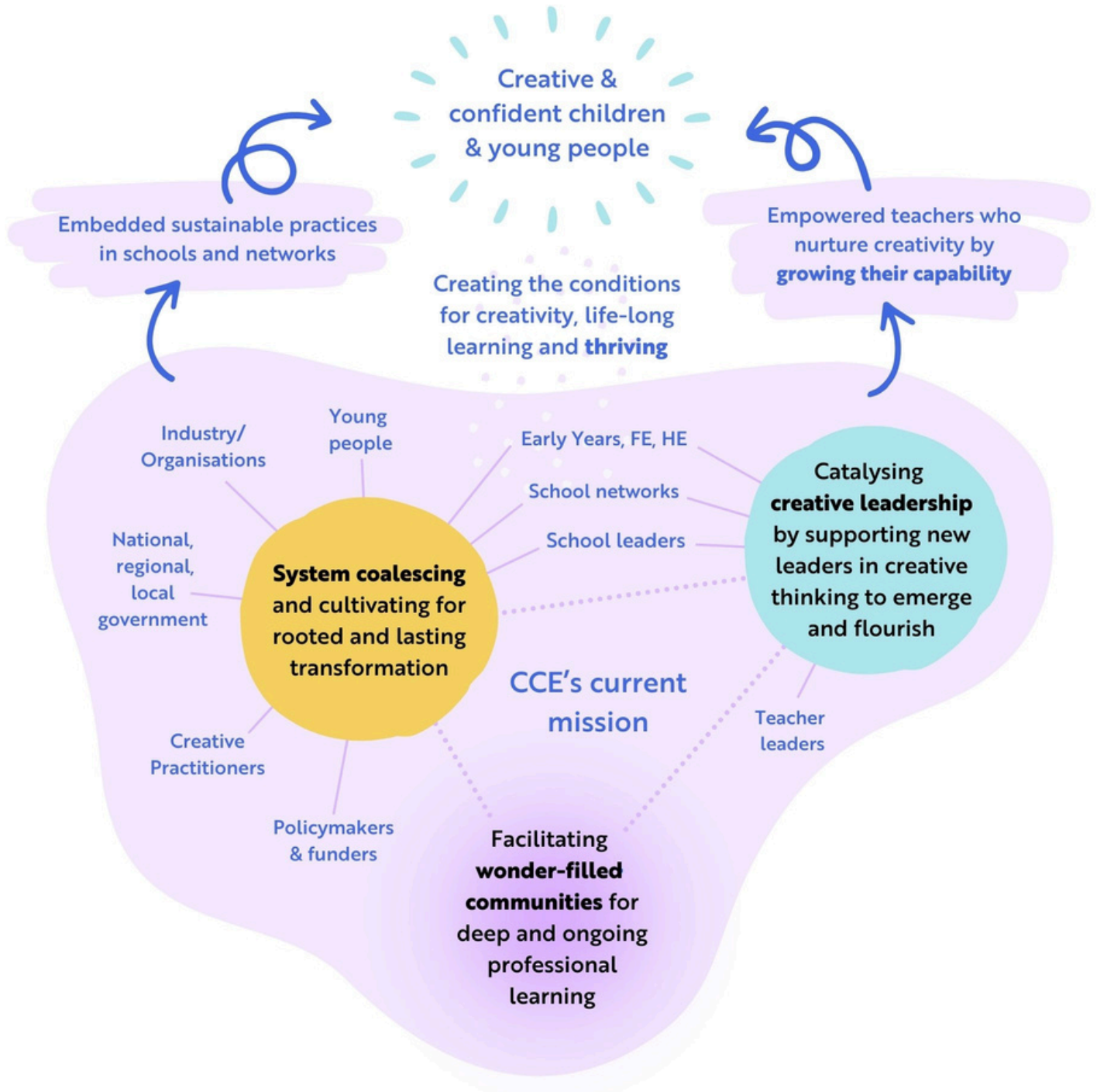
Finally, a branding and website refresh and investing, for the first time, in CCE’s social media presence supported the new strategic plan.



OBJECTIVES AND ACTIVITIES

CCE's Vision & Mission

CCE want creativity to be part of every learning organisation and every system so that every learner, teacher, and leader can thrive.



OBJECTIVES AND ACTIVITIES

CCE's Mission

Catalysing creative leadership

Creativity doesn't happen by chance, it needs champions. CCE work with teacher and school leaders to help them lead professional learning for creativity and shape school cultures where creativity can flourish.

System coalescing and cultivating

No school can do this alone. Lasting transformation happens when diverse education and industry leaders, and organisations come together. That's why CCE act as the 'glue', bringing people across the system together to connect, collaborate, and think creatively.

Wonder-filled communities

Courses and programmes have their place, but real impact comes from connected communities. CCE believe professional learning should be an ongoing journey - one where peers inspire, support, and continue to explore and evolve together. CCE are launching and nurturing these networks so creativity can take root and keep growing.

Building on this renewed clarity of purpose, CCE's current strategy is focused on creating sustainable, long-term impact by convening and collaborating with influential partners, including the Chartered College of Teaching, BIC Foundation, Arts Council of Wales and Government Education Departments. Our work takes a systemic view, recognising education as a complex ecosystem of interacting elements and actors.

As a learning organisation, CCE reflects on its own practice, shares emerging insights, and adapts in response to research, evaluation and lived experience. In 2024–25 we:

- Shared thought leadership through virtual community events and social media, exploring creativity, creative thinking and urgent emerging issues in education, including the implications of AI.
- Monitored and evaluated key programmes, such as the North East Creativity Collaborative.

OBJECTIVES AND ACTIVITIES

- Adjusted our strategy and partnerships in response to new insights and opportunities.
- Continued our partnership with Dr Penny Hay and Bath Spa University to deliver the Creativity, Arts and Culture in Education online series, featuring contributions from expert speakers.
- CCE also contributed to national conversations, including submitting views to the Curriculum and Assessment Review in England.

Our commitment to long-term, systems-level change acknowledges that this work is complex, relational and requires time. However, the outcomes are deeper and more sustainable, delivering lasting benefits for children and young people that extend far beyond the classroom. This systems strategy is in its early phase but partners are already expressing the benefits that CCE are bringing to education in the UK.

'Working with colleagues from CCE over the past year has been a delightful, uplifting experience. As we have toured the four nations together we have shared the imperative of ensuring that creativity is at the heart of communities and education, building better futures where all can flourish.'

Dame Alison Peacock
Chartered College of Teaching

'It's been a great pleasure to support CCE this year in its bold mission to coalesce the system around leading for creative thinking. At roundtables across the country, I've seen how policymakers, school and system leaders, creative partners, academics and other diverse stakeholders have connected with each other and explored how they might further develop and extend their networks locally, regionally, nationally and even internationally. CCE colleagues have creatively and impressively facilitated the processes. Learning from these experiences is also informing design of further strategies and offers to deepen and broaden engagement and commitment to creativity throughout the education ecosystem.'

'Such work is challenging, exciting, timely and vitally important in ensuring the conditions under which creativity can sustainably thrive.'

Emerita Professor Louise Stoll

OBJECTIVES AND ACTIVITIES

Public Benefit (cont.) - Social Media Statistics

TOP 5 LOCATIONS

London Area, United Kingdom, United Kingdom · 95 (7.8%)

Greater Perth Area, Australia · 81 (6.7%)

Tyneside Area, United Kingdom · 52 (4.3%)

Abuja, Nigeria · 37 (3.1%)

Manchester Area, United Kingdom, United Kingdom · 25 (2.1%)

POST SUCCESS

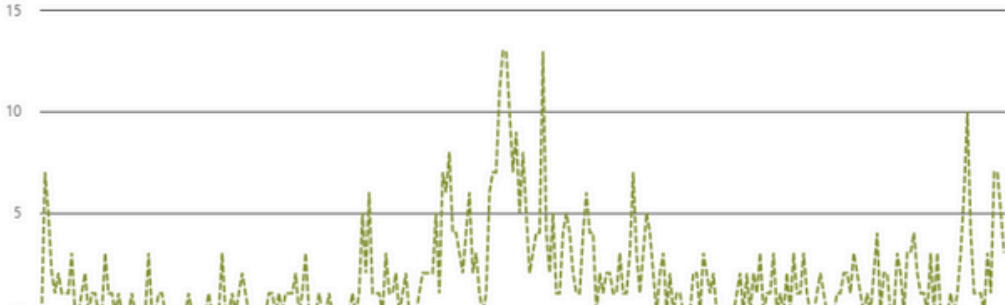
Highlights

- 30,759 organic impressions
- 1,184 reactions
- 83 comments
- 46 reposts

FOLLOWER GROWTH

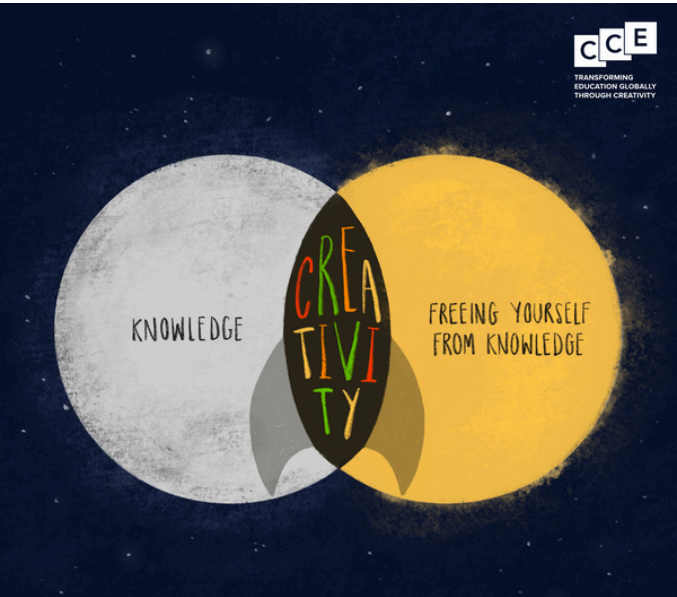
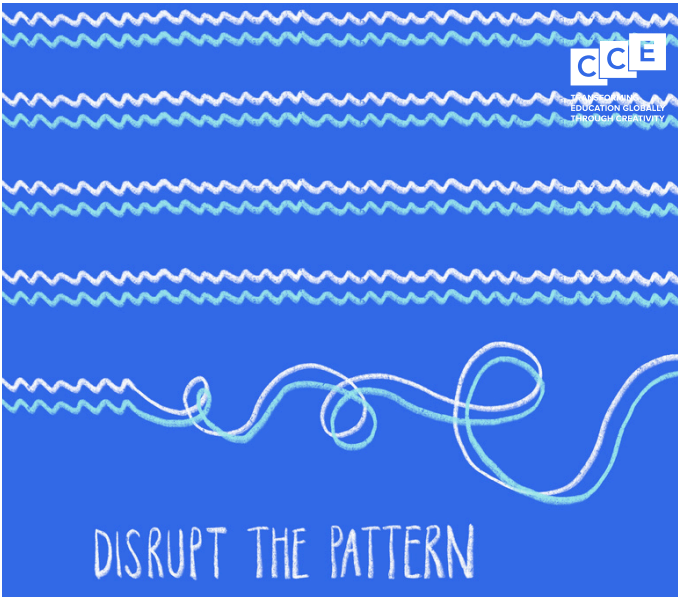
June 2024: 553 followers
We can't go back any further than June.

March 31 2025: 1084 followers



OBJECTIVES AND ACTIVITIES

Social Media Posts



OBJECTIVES AND ACTIVITIES

Public Benefit (cont.)

North East Creativity Collaborative Network (NECCN)

In line with the strategic objective set out in the Board's three-year plan adopted in Autumn 2021 to raise CCE's profile within the UK, CCE continued its work with the North East Creativity Collaborative Network (NECCN) until August 2024. This initiative involved a partnership with two lead schools, Duchess's Community High School in Alnwick, Northumberland, and Cragside Primary School in Heaton, Newcastle upon Tyne.

NECCN forms part of a national initiative comprising eight school-led networks across England, each acting as a professional learning community supporting the development of teaching for creativity. The North East network brought together 13 schools across the region, offering a collaborative environment in which educators could explore and embed creative approaches in teaching and learning.

In September 2024, CCE published a portfolio of reflections, insights and ideas arising from this three-year collaboration. The publication served two purposes:

- Firstly, to document key insights and learning both at the network level and from individual schools, offering transparency and reflection on the collaborative process.
- Secondly, to provide a guiding resource, a "compass rather than a map" for other schools, trusts or collaboratives seeking to embark on their own journey toward teaching for creativity.

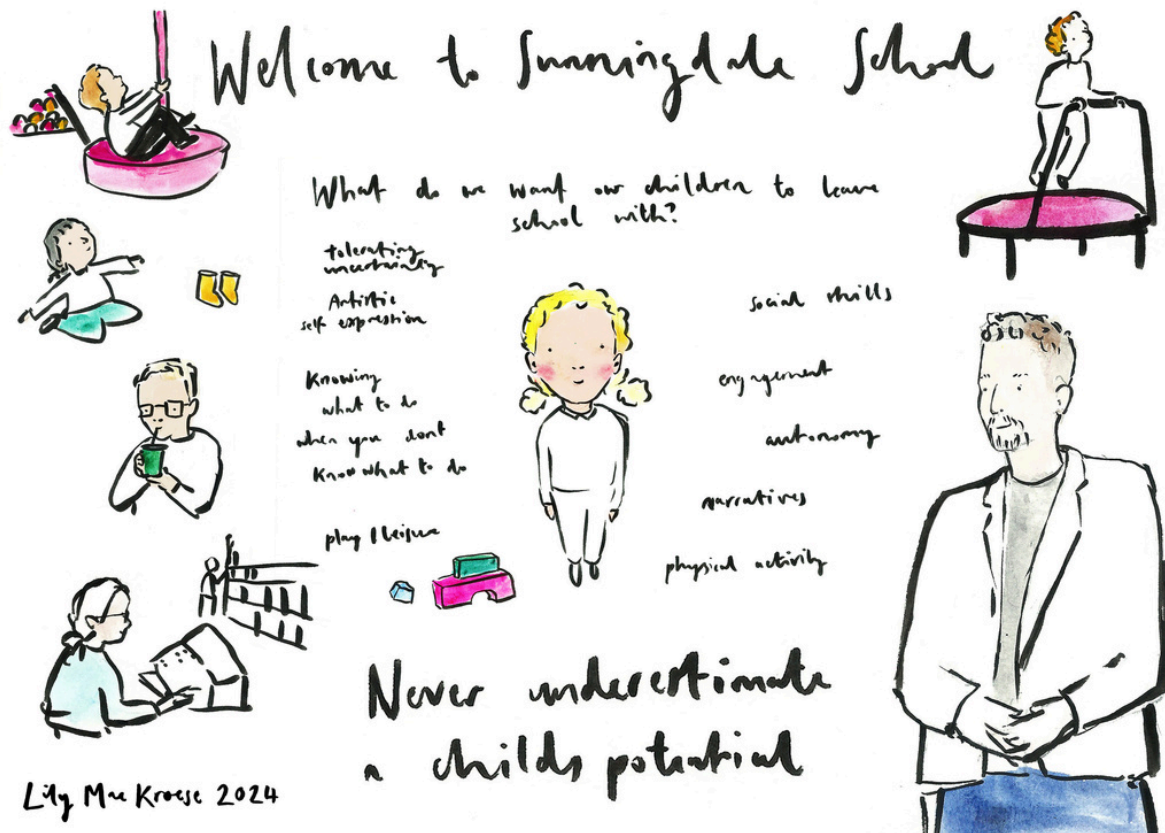
The portfolio reflects CCE's continued commitment to supporting school-led innovation, sharing learning from the field, and helping to catalyse further work in this area across the UK education sector.

In parallel, independent evaluation work undertaken by Dr David Parker provided early evidence of the impact of the Collaborative, with key findings including:

- Increased student enthusiasm and engagement, particularly in classrooms where teachers applied creative practices informed by the Creative Habits Framework.
- A strengthened, shared understanding of creativity across schools, with creative approaches embedded into a range of subjects, including mathematics and science, and linked explicitly to school development priorities.

OBJECTIVES AND ACTIVITIES

- The successful establishment of initiatives such as Young Creativity Champions, which supported student agency and contributed to the development of a sustained creative culture within participating schools.



NECCN Legacy Phase

In 2024, CCE successfully secured match funding from the North East Combined Authority, complementing their £50,000 contribution to support the continuation of the North East Creativity Collaborative Network (NECCN). In addition, Arts Council England confirmed a continuation of its funding until summer 2026, albeit at a significantly reduced level.

As the programme entered its legacy phase, the Collaborative evolved into a revised delivery model comprising two distinct strands:

- North East Primary Innovators (NEPI): Led by Cragside Primary School, NEPI adopts a local ecosystem approach involving five additional primary schools. The group meets twice each term to collaborate, share practice and develop professional learning with a shared commitment to placing creativity at the heart of education. CCE continues to support NEPI as a strategic partner, expert adviser and critical friend.

OBJECTIVES AND ACTIVITIES

- **North East Leaders of Creative Thinking:** This strand involves a focused professional learning community of seven individual leaders from two secondary schools and a special education setting. Working closely with CCE, participants are developing their leadership in creativity and building the capacity to lead others in creative thinking within their respective contexts.

In March 2025, Cragside Primary School received its first Ofsted inspection in ten years and was judged Outstanding in all areas with their work on developing creativity highlighted:

“The school has created a well-considered, ambitious and exciting curriculum...Teachers are highly skilled in delivering the curriculum creatively. For example, in science, pupils act as liquids, solids and gases.”

“[Pupils] relish opportunities to take on leadership responsibilities, such as the ‘Creativity Champions’ who introduced a reward token system for pupils displaying any of the creative traits of persistence, collaboration, creativity, discipline or imagination.”

This recognition reinforces the long-term impact of CCE’s support and the value of embedding creativity at the core of school practice and culture.



OBJECTIVES AND ACTIVITIES

Leading for Creative Thinking

As part of CCE's broader strategy to support sustainable systems change in education, Leading for Creative Thinking exemplifies our commitment to developing the leadership capacity required to embed creativity at scale. By equipping leaders with the tools to understand and influence their local and wider education ecosystems, the initiative directly contributes to our goal of catalysing collective action and embedding creative thinking as a core educational outcome.

Leading for Creative Thinking is a professional learning approach designed to support leaders at all levels, teacher, school and system, in cultivating the conditions necessary for creativity to thrive.

It is underpinned by the five Creative Habits framework, which emphasises the need for everyone within the system to develop a daily practice of awareness and active improvement of their creative habits, before expecting children and young people to cultivate them.

The principle of creative leadership is at the heart of this work, the belief that leadership for creativity begins with the individual, and that effective leaders must model openness, courage and adaptability. This kind of leadership is essential to enabling the cultural and structural conditions needed for creativity to take root and endure.



OBJECTIVES AND ACTIVITIES

Leading for Creative Thinking (cont.)

As Stoll and Temperley (2009) note, “creative leadership is about seeing, thinking and doing things differently in order to improve the life chances of all students.” CCE’s work through Leading for Creative Thinking reflects this ethos, contributing to the long-term goal of transforming not just individual classrooms, but education systems as a whole.

The Creative Thinking is Schools: A Leadership Playbook which published in 2023 was translated into Welsh, Thai and Urdu during this financial year, supporting our continued international presence and influence. There are also future plans to translate the playbook to Marathi.

The leading for creative thinking website has evolved. We create a monthly newsletter with over 300 subscribers; we organised 7 free online community events with educational experts, as well as industry and system leaders with over 485 participants; and we created 3 free educational resources for leaders.



OBJECTIVES AND ACTIVITIES

Public Benefit (cont.)

Principle 2 - Benefit must be to the public, or a section of the public.

All of these benefits are clear, evidenced and relate directly to CCE's aims. As Trustees, we do not consider that any significant detriment or harm flows from CCE's work.

CCE's programmes prioritise schools serving disadvantaged communities, both in the UK and internationally. This is an essential part of our systems-change strategy, by working in the most challenging contexts, CCE is able to test and refine approaches that not only support individual schools but also inform broader policy and practice.

In Pakistan, we continue to work with schools facing extreme levels of poverty and deprivation. In December 2024, we undertook our first in-person visit since the Covid outbreak, launching a new Leading for Creative Thinking programme that equips participants with the confidence and tools to lead others' learning.

"The Leading for Creative Thinking (LfCT) training has been a transformative journey, one that we at Alif Laila embraced not just as learners but as leaders shaping a more creative, thoughtful, and empowered educational landscape in Pakistan. Since 2015, I have walked the path from trainee to co-trainer, leading this initiative and witnessing its evolution. Workshop by workshop, the impact unfolds, hesitation turns into confidence, ideas bloom into action, and schools awaken to the power of creative leadership. It is not just training, it is a quiet revolution, one teacher, one classroom, one school at a time."

Amna Hassan Kazmi, CEO, Alif Laila Book Bus Society, Lahore

Since 2015, CCE has also worked in Thailand with the Equitable Education Fund (EEF) and its partners to strengthen capacity and improve provision for disadvantaged children and young people. In 2024–25, CCE facilitated a workshop at EEF's flagship conference All for Education, Education for All, coinciding with the launch of the Thai edition of Creative Schools: A Leadership Playbook. Lisa Hall, Assistant Headteacher at Cragside Primary School, joined CCE as a co-facilitator, sharing her school's approach to leading creativity.

OBJECTIVES AND ACTIVITIES

Through these international partnerships, CCE continues to demonstrate how local innovations can inform global dialogue, and how global collaboration can in turn strengthen local systems. This reciprocal exchange of ideas and practice is central to CCE’s ambition to influence sustainable, system-level change in education worldwide.

In 2024-2025 our work had the following reach:

11

Conferences and events reaching 1,924 education stakeholders.

11

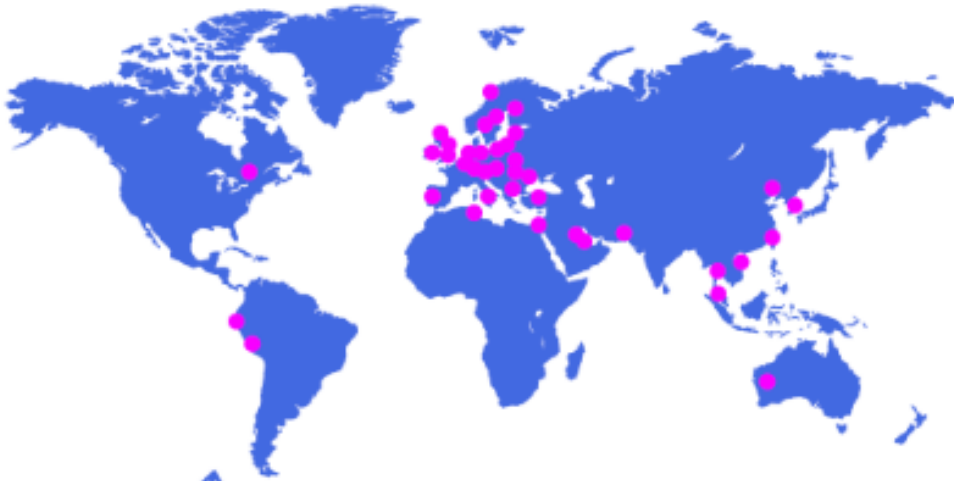
Countries reaching 5410 schools and educational settings; 1082 Teachers and leaders; and 97,380 children and young people.



OBJECTIVES AND ACTIVITIES

Creative Thinking is one of the most urgent and valuable skills of our time, yet it's too often squeezed out of today's education systems.

We help school and teacher leaders to rediscover their creative spark, and we agitate the system to shape learning environments where every child can cultivate their creativity, confidence, sense of belonging and well-being.



Over two decades, we've designed and facilitated professional learning for over **200,000 teachers and school leaders**, developing the creative capabilities of more than **2 million children**.

We've collaborated with education departments, organisations and art councils in over **20 countries**, including the UK, Republic of Ireland, Australia, Pakistan, Thailand, Norway, Czech Republic and Chile.



We've proved that creativity can be taught. Now let's collaborate to ignite, embed and sustain creativity and creative thinking across your school, and across your system as part of our new mission.

[New CCE Website](#)

OBJECTIVES AND ACTIVITIES

The programmes we advise and manage are frequently of a considerable scale and reach and are generally of a significantly higher financial value than the value of CCE's own work on the contract. In 2024/25 CCE worked with partners in Australia, England, Pakistan, Republic of Ireland and Thailand.

In addition to its international programmes, CCE's consultancy and partnerships continue to play an important role in shaping education policy at regional, national and international levels.

In Wales, the Welsh Government and Arts Council of Wales have continued to invest in Creative Learning Through the Arts – An Action Plan for Wales for more than ten years, extending the original five-year plan launched in 2015. CCE contributed to the design and delivery of the Lead Creative Schools programme, which remains influential to the plan going forward.

In the Republic of Ireland, CCE has worked with Creative Ireland and its Creative Youth Programme 2017–22 to shape changes in education practice, ensuring long-term benefits for all children and young people. The Government's decision to extend the Creative Youth Programme for a further five years provides further evidence of the legacy of this work. During the year, CCE completed its contract with Creative Ireland to support the professional learning of practitioners across stakeholder and partner organisations.

CCE has been an active participant in the BIC Foundation's Community of Practice since its inception. In 2024, a new partnership enabled the CCE team to design and deliver an online professional learning course for teachers around the world: Curious Classrooms: Unleashing Creativity in Education.

"This was such an exciting opportunity! I really needed a unique connection in the world of creativity. I feel honoured to have had the opportunity to engage with so many like-minded people from around the world who had so many innovative perspectives and ideas to share. Thank you so much for this opportunity and providing me with so many amazing ideas and practical research. I hope that we can all connect again sometime!"

Course Participant, Curious Classrooms: Unleashing Creativity in Education



OBJECTIVES AND ACTIVITIES

Public Benefit (cont.)

Our international programmes are designed to build local capacity by developing strong, skilled teams to lead and sustain the work within each country or region. This approach ensures that expertise in both the theory and practice of CCE's programmes is embedded locally. Strong teams are now established in Australia, Chile, Czech Republic, Hungary, Republic of Ireland, Norway, Pakistan, Thailand and Wales, enabling our international work to reach a wide range of learners and stakeholders. Beyond schools and teachers, this work often engages individuals and organisations with influence over policy and decision-making, further amplifying CCE's impact.

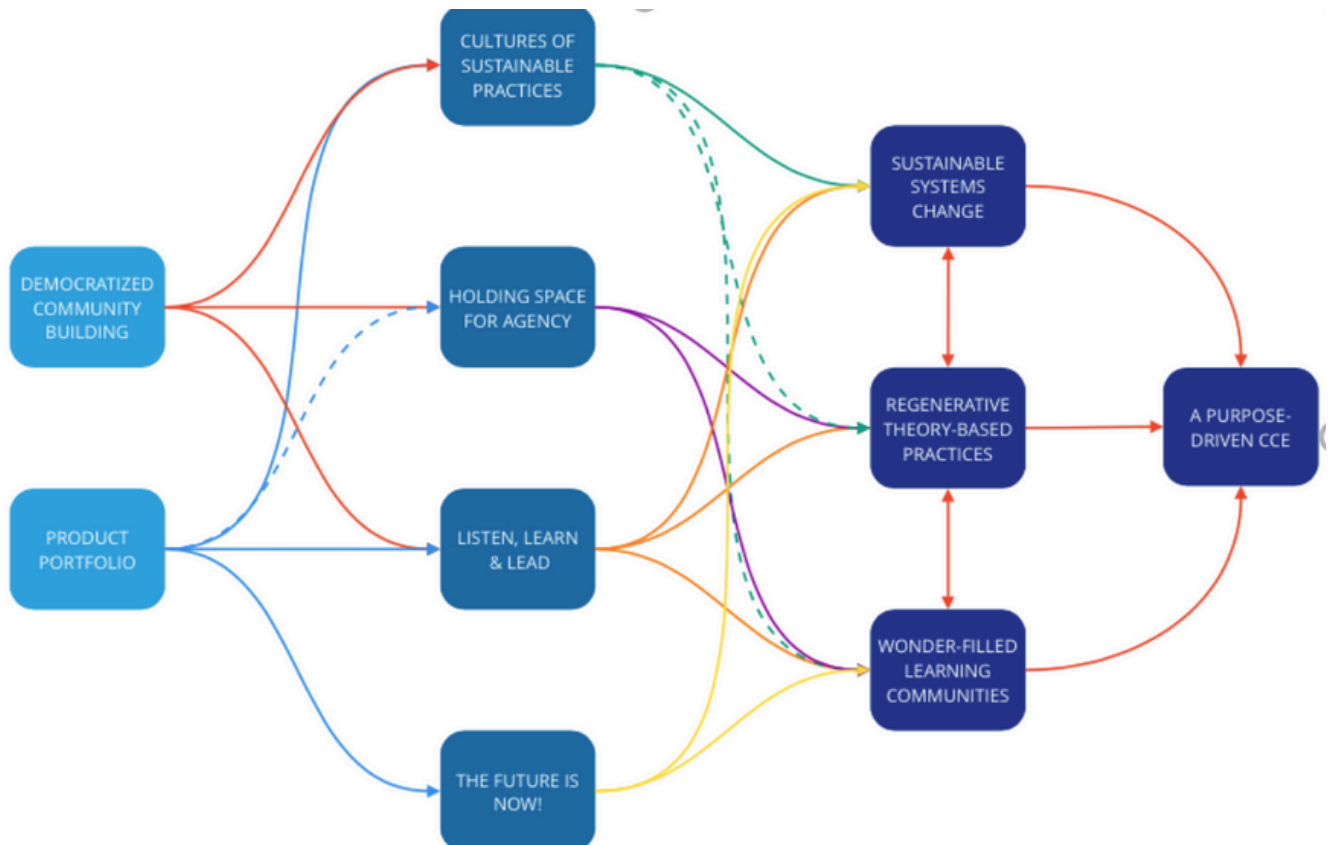
CCE also plays an important coordination and networking role in bringing together the international teams it has supported as part of the CCE International Community of Practice (COP). This COP comes together regularly to share practice, to reflect and to plan activities and events to increase the profile and reach of creative learning programmes globally.

CCE also uses a wide range of measures to assess the impact and outcomes of its interventions in schools. This has enabled us to show that the outcomes for leaders, teachers and pupils are positive. Creativity supports learning, engagement, confidence and attainment levels and creative schools supports teacher agency and professional identity.



OBJECTIVES AND ACTIVITIES

CCE Logic Model 2024



Key Performance Indicators

In delivering the above work, CCE has met the following key performance indicators for the year:

- Implemented a new three-year strategic plan, embedding a systems approach across all areas of activity.
- Enhanced CCE's visibility through engagement with stakeholders, networks and events.
- Broadened CCE's network and established new strategic partnerships to strengthen our influence and reach, particularly in the UK.
- Designed and facilitated new programmes with a focus on creative leadership, contributing to capacity-building across the education system.
- Advanced the field of creativity in education by shifting emphasis from individual project participation towards whole-school embedding and sustainability.
- Reviewed and developed the organisation's capacity to ensure effective delivery of strategic objectives.
- Maintained strong financial management, ensuring costs were controlled within the budget agreed by the Board.

Financial Review

The financial out-turn for the year is an unrestricted deficit of £(300,119) (2023/24: unrestricted deficit of £164,084), before transfers of funds and the net movement on investments.

After a net gain on investments of £30,209, (2023/24: Gain of £93,510) the net movement on Unrestricted Funds is a decrease of £(269,910) (2023/24: decrease £70,574).

The Trustees consider this result to be satisfactory.

Following settlement of the significant liability owing to the Arts Council Retirement Plan in 2019/20 and the subsequent release of the remaining Restricted Funds held for that purpose into Unrestricted Funds (in accordance with the terms of the original funds awarded), CCE now holds significant Unrestricted Funds in excess of those required for known liabilities plus a reasonable level of contingency.

In response the Trustees agreed a three-year strategic plan intended to begin reducing these reserves by investing in an agreed programme of work supporting CCE's charitable purpose with funds anticipated to be available to support work over a further 6 year period. This 'spend down' strategy is reflected in the revised Reserves Policy detailed below.

Reserves Policy

As Trustees, we have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees seek to retain sufficient Unrestricted Reserves to cover all known liabilities and to provide for six months' running costs to ensure an orderly winding-down of the organisation, should that ever prove necessary.

At present, the Trustees estimate that the Unrestricted Reserves required for the purposes outlined above amount to c£120,000. In addition, the Trustees prefer the charity to hold an additional level of contingency to enable the charity to respond flexibly to appropriate initiatives which might be identified outside of its annual budgeting process or to provide appropriately for any additional liabilities identified. This contingency is estimated at £65,000, such that total Unrestricted Funds required amount to £185,000.

ACHIEVEMENTS AND PERFORMANCE

CCE currently holds Unrestricted Reserves of £1,657,561 (2024: £1,927,471), including £65,000 (2024: £50,000) Designated Funds.

Free Reserves, defined as non-designated Unrestricted Funds, minus the value of Tangible Fixed Assets, are £1,590,143 (2024: £1,925,672).

At 31 March 2025, £Nil is held as Restricted Funds, (2024: £16,357 representing as yet unspent funding from the Arts Council of Wales).

The Trustees agreed a strategic plan every three years which is reviewed annually. The Trustees intend to reduce these reserves by investing in an agreed programme of work supporting CCE's charitable purpose with the expectation that there will be reserves available for 4-5 years. The plan will involve an average annual net spend from Unrestricted Funds of c£250,000 - £350,000.

This policy is reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

Fundraising Policy

The charity is required to report how it deals with fundraising from the public. The charity does not use a professional fundraiser or commercial participator to raise funds. Any monies raised direct from the public follows all guidelines set out by the Charity Commission and UK law in every respect. We respect the privacy and contact preferences of all public donors.

Investment Policy

CCE's Board takes a long-term view in terms of the investment of its cash reserves. Investment managers were appointed in March 2014 following a tendering process.

The charity has wide investment powers which are specified in its Articles of Association and all Trustees are involved in setting investment policy.

ACHIEVEMENTS AND PERFORMANCE

The investment objective is a balanced return between income and capital growth with a medium risk. The income yield was set a 3% and this was reviewed down as capital was withdrawn to support the organisations operating costs.

The Trustees are mindful of ethical considerations and seek to avoid direct investment in any area which might directly cause harm to CCE's key beneficiaries of children and young people.

The intention is to build a conservative asset mix not overly dependent on any single economic scenario or asset class.

Funds are invested in such a way that, if required, sufficient capital can be liquidated to meet the charity's liabilities and commitments.

PLANS FOR THE FUTURE

Led by the Director of CCE and agreed by the Board, the new strategic plan 2024-2027 builds on CCE's established reputation and the expertise accumulated over 16 years.

The strategy focuses on coalescing a fragmented network of system, school and teacher leaders across the UK, and the world – and working with these leaders to improve knowledge exchange, and influence others. The second strand aims to build capacity by working with and creating new leaders of creative thinking through professional learning, and wonder-filled communities will enable CCE to support continuous professional development for breadth, depth and length in integrating creativity in education - for the benefit of children and young people worldwide.

CCE will continue to leverage its significant expertise in the design and delivery of both digital and face-to-face professional learning, enhancing reach nationally and internationally. This includes developing ethical frameworks and reflective practices to ensure that all programmes are delivered with integrity, respect for local contexts, and a commitment to equity and inclusion. Ethical considerations will underpin programme design, delivery, and evaluation, ensuring that the organisation maintains its high standards in safeguarding, transparency, and accountability.

Looking ahead, CCE intends to further strengthen its role as a systems-aware, learning organisation, supporting schools, educators, and policymakers to embed creativity sustainably across the education ecosystem. By fostering positive relationships, collaboration, trust, and innovation, CCE aims to achieve long-term, positive outcomes for children and young people.



PLANS FOR THE FUTURE

The delivery of the strategic plan is supported by the charity's unrestricted funds.

The Board will continue to receive regular reports from Rathbones, CCE's investment managers as to the performance and value of the charity's investment portfolio. It will also continue to review the ongoing financial performance of the organisation against the budget agreed by the Trustees.

Our Key Performance Indicators for 2025/26 are:

- To embed the strategic plan (2024–27)
- Strengthen systemic impact and reach
- Develop organisational capacity and resilience
- Maintain financial stability by controlling costs within the budget agreed by the Board, and securing new sources of income.

Going Concern

We, as Trustees, have considered and approved a business model and budget and have agreed a long-term strategic plan. We believe that the plan is robust and that sufficient Reserves remain to meet any costs and liabilities arising.

We, as Trustees, have always taken steps to ensure that, throughout the life of CCE, the charity only makes financial commitments which can be met from within agreed existing funding, reserves or within a level of earned income which is realistically likely to be generated.

In addition, we have continued to adopt a prudent approach to generate a level of Reserves which ensures that all potential liabilities which might arise (including redundancy liabilities) can be met, even in the unlikely event that no further income can be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

PLANS FOR THE FUTURE

Independent Examiner

A resolution proposing that Simon Brown BA ACA DChA Azets Audit Services be re-appointed as independent examiner for the ensuing year will be put to the Members.



STATEMENT OF TRUSTEES' RESPONSIBILITIES

As the Trustees (who are also directors of Creativity, Culture and Education for the purposes of company law), we are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

As Trustees, we are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. We are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we, as Trustees, are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- we have taken all steps that we ought to have taken to make ourselves aware of any relevant information and to establish that the independent examiner is aware of that information.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

This report was approved by the Board of Trustees on 12 November 2025 and signed on its behalf by:



Laurence Newman
Trustee

INDEPENDENT EXAMINER'S REPORT

I hereby report to the Trustees/Members of Creativity, Culture and Education (Charity Registration Number 1125841) on my examination of the accounts for the year ended 31 March 2025.

Responsibilities and basis of report

As the charity's Trustees (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 charity'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:

- 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 or 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 (FRS102)).*

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.

.....Simon Brown.....

Simon Brown BA ACA DChA

For and on behalf of

Azets Audit Services

Regent Centre , Gosforth

Newcastle upon Tyne , NE3 3LS

Date: 18 September 2025

Azets Audit Services is a Trading
Name of Azets Audit Services
Limited.

STATEMENT OF FINANCIAL ACTIVITIES

YEAR TO 31 MARCH 2025

(incorporating a summarised Income & Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income					
Income from Charitable Activities	3	84,380	-	84,380	204,114
Income from Investments	4	44,863	-	44,863	49,863
Income from Grants, Donations & Legacies	5	15,019	-	15,019	50,000
Other Income	6	698	-	698	685
Total Income		144,960	-	144,960	304,662
Expenditure					
Expenditure on Raising Funds	7	8,700	-	8,700	9,307
Expenditure on Charitable Activities	8	436,379	16,357	452,736	468,082
Total Expenditure		445,079	16,357	461,436	477,389
Net Income/(Expenditure) before Gains/(Losses) on Investments		(300,119)	(16,357)	(316,476)	(172,727)
Net Gains/(Losses) on Investments		30,209	-	30,209	93,510
Net movement in funds	9	(269,910)	(16,357)	(286,267)	(79,217)
Balance brought forward		1,927,471	16,357	1,943,828	2,023,045
Balance carried forward	17	£1,657,561	£-	£1,657,561	1,943,828

The notes on pages 31 to 47 form part of the financial statements.

There are no recognised gains and losses during the year other than as shown above.

All the activities for the year are continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income & Expenditure Account under the Companies Act 2006.

BALANCE SHEET

YEAR TO 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
Fixed Assets					
Tangible Fixed Assets	12	2,418		1,799	
Fixed Asset Investments	13	<u>1,638,316</u>		<u>1,858,107</u>	
			1,640,734		1,859,906
Current Assets					
Debtors	14	20,942		46,069	
Cash at Bank and In Hand		<u>19,870</u>		<u>61,957</u>	
		40,812		108,026	
Creditors:					
Amounts Falling Due Within 1 Year	15	<u>(23,985)</u>		<u>(24,104)</u>	
Net Current Assets			16,827		83,922
Total Net Assets			<u>£1,657,561</u>		<u>1,943,828</u>
Represented By:					
Unrestricted Funds	17		1,657,561		1,927,471
Restricted Funds	17		-		<u>16,357</u>
			<u>£1,657,561</u>		<u>1,943,828</u>

The notes on pages 31 to 47 form part of the financial statements.

For the financial year ended 31 March 2025 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' Responsibilities:

The Members have not required the charity to obtain an audit of the financial statements for the year in question in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board, and authorised for issue, on 12 November 2025 and signed on its behalf by:



Laurence Newman
Trustee

Company Registration Number: 0660073

NOTES TO THE ACCOUNTS

1. Accounting Policies

Charity Information

Creativity, Culture and Education is a private company, limited by guarantee, incorporated in England and Wales. The registered office is 20 Portland Terrace, Jesmond, Newcastle upon Tyne NE2 1QQ.

The charity is a public benefit entity.

Basis of Accounting

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities" and the Charities Act 2011.

The financial statements have been prepared on the historical cost basis, modified to include certain financial instruments at fair value.

Advantage has been taken of the provisions in the SORP for Charities applying FRS 102 Update Bulletin 2 not to prepare a statement of cashflows.

The financial statements are prepared in sterling, which is the functional currency of the charity.

Going Concern

The charity's Trustees have concluded that there is no associated material uncertainty in respect of Going Concern.

Consequently, we, as Trustees, have considered and approved a business model and budget through which the charity is seeking to develop new income streams to support its planned activities in 2024/25 and beyond after reviewing the latest management accounts and forecasts.

We believe that the plans are robust, but also that, in the events of the plans for income generation not coming to fruition, sufficient Reserves remain to meet any costs and liabilities arising.

NOTES TO THE ACCOUNTS

Since its inception, we, as Trustees, have taken care to ensure that the organisation has not entered into any material commitments beyond the end date of whatever funding has been in place or in excess of the income realistically likely to be generated, whilst a prudent approach has been taken to generate a level of Reserves which ensures that all potential liabilities which might arise at that date (including pension and redundancy liabilities) can be met should no further income be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

Estimation Uncertainty and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported.

Management have approved depreciation, prepayments, accruals and other cut-off adjustments. Whilst management believe that these estimates and judgements are accurate, there is every likelihood that they will not be exact.

The Trustees include an investment portfolio at market value and annually consider the market value.

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

Income

All income, including grant income, is included in the Statement of Financial Activities (SOFA), net of VAT, when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Such income is only deferred when the donor or funder has specified that the grant or donation can only be used in future accounting periods or where the donor or funder has imposed conditions which must be met before the charity has unconditional entitlement.

NOTES TO THE ACCOUNTS

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

Income from Investments

Dividends are included on a receivable basis. Interest receivable on fixed interest securities and bank deposits is included on an accruals basis.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

Costs of Raising Funds are those costs of seeking potential funders and applying for funding.

Charitable activities include expenditure associated with the provision of grant funding, research, advocacy and the direct provision of creative learning-related activities. This includes both the direct costs and support costs relating to these activities.

Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.

Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Operating Leases

The charity classifies the lease of certain printing equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

NOTES TO THE ACCOUNTS

Tangible Fixed Assets and Depreciation

Depreciation is provided on the fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

Office Equipment - 20% per annum straight line
 Computer Equipment - 33% per annum straight line
 Furniture & Fittings - 25% per annum straight line

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

Impairment of Fixed Assets

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

Cash and Cash Equivalents

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

Fixed Asset Investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Fund Accounting

The charity has a number of restricted income funds to account for situations in which a funder requires that a grant must be spent on a particular purpose or where funds have been raised for a specific purpose. The aim and use of each restricted fund is set out in Note 16 to the financial statements.

All other funds are considered Unrestricted Funds and are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

NOTES TO THE ACCOUNTS

Pensions

CCE contributes to a defined contribution scheme, as detailed in Note 11.

The amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

Creativity, Culture and Education is a registered charity and, as such, is not liable to taxation on its income in the current year.

Foreign Currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the date of the transaction. Exchange differences are taken into account in arriving at the surplus/deficit.

Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' of FRS102 to all its financial instruments.

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees for the time being.

NOTES TO THE ACCOUNTS

3. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Programme Design & Consultancy	83,523	-	83,523	204,114
Speaking Fees	857	-	857	-
	£84,380	-	£84,380	204,114

The 2024 total of £204,114 was wholly attributable to Unrestricted Funds.

4. Income from Investments

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Interest on cash deposits	3,027	-	3,027	4,593
Interest on / Dividends from Investments under fund management	41,836	-	41,836	45,270
	£44,863	-	£44,863	49,863

The 2024 total of £49,863 was wholly attributable to Unrestricted Funds.

5. Income from Grants, Donations & Legacies

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Grant – Arts Council of Wales	-	-	-	50,000
Donations	15,019	-	15,019	-
	£15,019	£-	£15,019	50,000

The 2024 total of £50,000 was wholly attributable to Restricted Funds.

6. Other Income

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Other Income	698	-	698	685
	£698	-	£698	685

The 2024 total of £685 was wholly attributable to Unrestricted Funds.

NOTES TO THE ACCOUNTS

7. Expenditure on Raising Funds

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Investment Management Costs	8,700	-	8,700	9,307
	£8,700	-	£8,700	9,307

The 2024 total of £9,307 was wholly attributable to Unrestricted Funds.

8. Expenditure on Charitable Activities

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Cultural & Creative Learning Programmes				
Associates, Travel & Subsistence	117,489	16,357	133,846	165,763
Staff Costs (see Note 10)	220,016	-	220,016	244,265
	337,505	16,357	353,862	410,028
Support Costs				
Freelance Support	43,127	-	43,127	6,825
Legal & Other Professional Costs	1,234	-	1,234	1,213
Depreciation	2,560	-	2,560	2,303
Other Overhead Costs	43,436	-	43,436	39,855
	90,357	-	90,357	50,196
Governance Costs				
Independent Examination Fees	2,600	-	2,600	2,250
Other Accountancy Services	5,917	-	5,917	5,608
	8,517	-	8,517	7,858
	£436,379	£16,357	£452,736	468,082

Of the 2024 total of £468,082, £409,439 was attributable to Unrestricted Funds and £58,643 to Restricted Funds.

9. Net Income/(Expenditure)

	2025	2024
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Remuneration	2,600	2,250
Operating Lease payments in the year	6,720	6,720
Depreciation of Owned Fixed Assets	2,560	2,303

NOTES TO THE ACCOUNTS

10. Staff Costs

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Gross Salary Costs	180,685	-	180,685	196,132
Social Security Costs	14,332	-	14,332	16,461
Employer's Pension Contributions – Defined Contribution Scheme	24,999	-	24,999	31,672
	220,016	-	220,016	244,265

The average monthly number of staff employed during the year, was as follows:

	2025 No.	2024 No.
Cultural & Creative Learning Programmes	<u>5</u>	<u>5</u>

The number of the above staff expressed as full-time equivalents was 4 (2024: 4)

The following employees received remuneration, including employer's pension contributions, in excess of £60,000 in the year.

	2025 No.	2024 No.
£60,001 to £70,000	-	1
£70,001 to £80,000	1	-

The total paid to key management personnel, defined as the members of the Senior Management Team, was £71,207 (2024: £72,031)

The Senior Management Team during the year to 31 March 2025 comprised Nia Richards – Director.

Contributions totalling £24,999 (2024: £31,672) were incurred during the year in respect of the defined contribution pension scheme operated by CCE in respect of the above staff.

Pension contributions of £2,331 were outstanding at 31 March 2025 (2024: £2,561).

NOTES TO THE ACCOUNTS

Staff Costs (Cont.)

No remuneration was paid to or waived by Trustees/Directors in the year, but Trustees are able to claim re-imbusement at cost for any out-of-pocket expenses they incur in the course of their Trustee duties. Travel and subsistence expenses of £69 were reimbursed to 2 Trustees (2024: £204 to 2 Trustees) in respect of their attendance at meetings of the charity.

The charity has purchased third party insurance for all serving Trustees and Officers of the charity against liability arising for wrongful acts in relation to the charity.

11. Pension Scheme

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. CCE make an employer's contribution of 10% of pensionable pay, provided that the employee makes a minimum contribution of 3%. These amounts are paid over to the Fund on a monthly basis.

12. Tangible Fixed Assets

	Fixtures & Fittings	Office Equipment	ICT Equipment	Total Fixed Assets
Cost	£	£	£	£
<u>At 1 April 2024</u>	13,654	2,300	33,272	49,226
Additions	-	-	3,179	3,179
Disposals	-	-	-	-
<u>At 31 March 2025</u>	13,654	2,300	36,451	52,405
Depreciation				
<u>At 1 April 2024</u>	13,654	2,300	31,473	47,427
Charge for year	-	-	2,560	2,560
Disposals	-	-	-	-
<u>At 31 March 2025</u>	13,654	2,300	34,033	49,987
Net Book Value				
<u>At 31 March 2025</u>	£-	£-	£2,418	£2,418
<u>At 1 April 2024</u>	£-	£-	£1,799	£1,799

NOTES TO THE ACCOUNTS

13. Fixed Assets - Investments under Fund Management

	2025	2024
	£	£
Market Value <u>at</u> 1 April	1,758,517	1,819,100
Cost of Investments Purchased	222,273	346,436
Market Value of Investments Sold	(411,724)	(340,197)
Unrealised Gain/(Loss)	35,851	(66,822)
	<hr/> 1,604,917	<hr/> 1,758,517
Cash	33,399	99,590
Market Value <u>at</u> 31 March	1,638,316	1,858,107

The market value has been provided by the charity's investment managers.

Geographical analysis of investments under fund management:	2025	2024
	£	£
Fixed Interest	315,414	403,374
UK Equities	339,252	502,832
Overseas Equities	770,098	684,742
Alternatives	180,153	167,569
Cash	33,399	99,590
	<hr/> 1,638,316	<hr/> 1,858,107

The Historic Cost of Investments held is £1,324,578 (2024: £1,573,367).

The following holdings are greater than 5% of the portfolio:

Edgewood L Select Fund US Select Growth I Z Account (USD) - £94,291
 JP Morgan Asset Mgrs (UK) - US Equity Income C2 Net Inc - £127,897
 SPDR Series Trust S&P 500 ETF (GBP) - £128,604

14. Debtors

	2025	2024
	£	£
Trade Debtors	1,533	4,058
Prepayments & Accrued Income	16,296	38,658
Value Added Tax Debtor	3,113	3,353
	<hr/> 20,942	<hr/> 46,069

All sums are due within 1 year.

NOTES TO THE ACCOUNTS

15. Creditors - Amounts Falling Due Within One Year

	2025	2024
	£	£
Trade Creditors	9,335	9,100
Other Creditors	2,331	2,561
Other Taxes & Social Security Costs	4,718	5,245
Accruals	7,601	7,198
	23,985	24,104

16. Analysis of Charitable Funds

	Fund at 1 April 2024	Income for Period & Gain on Investments	Expenditure for Period	Fund at 31 March 2025
	£	£	£	£
Movement on Unrestricted Funds				
Unrestricted General Fund	1,877,471	160,169	(445,079)	1,562,352
Designated Fund	50,000	15,000	-	65,000
Total Unrestricted Funds	1,927,471	175,169	(445,079)	1,657,561
Movement on Restricted Funds				
Restricted Fund – Arts Council of Wales	16,357	-	(16,357)	-
Total Funds	1,943,828	175,169	(461,436)	1,657,561

Name of Designated Fund

Description, Nature & Purpose of the Designated Fund

Anonymous Donation

Towards the cost of supporting creative learning in schools in the [North East](#)

Name of Restricted Fund

Description, Nature & Purpose of the Restricted Fund

Arts Council of Wales

Towards the cost of the Leading for Creativity Playbook project with the Centre for Real World Learning and associated website development

NOTES TO THE ACCOUNTS

17. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	2025	2024
	£	£	£	£
Fixed Assets	2,418	-	2,418	1,799
Investments	1,638,316	-	1,638,316	1,858,107
Net Current Assets	16,827	-	16,827	83,922
	1,657,561	£-	1,657,561	1,943,828

18. Operating Lease Commitments

At 31 March 2025 the charity had total commitments under non-cancellable operating leases as follows

Category	Property	Equipment
	£	£
Operating leases which expire:		
Within one year	6,720	-
Within two to five years	-	-
	6,720	-

19. Financial Commitments

No material financial commitments have been made in respect of future financial periods, other than the operating leases disclosed in Note 9.

20. Related Party Transactions

The Trustees confirmed there were no Related Party Transactions.

Transactions with Trustees are included in note 10.

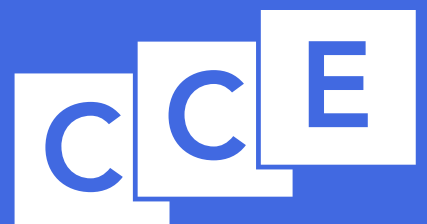
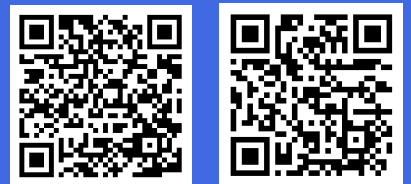
 hello@cceengland.org

 CCE and Leading for Creative Thinking

 @cceengland.bsky.social and @lfct.bsky.social

 creativitycultureeducation.org
leadingforcreativethinking.org

20 Portland Terrace, Newcastle upon Tyne, NE2 1QQ



CREATIVITY CULTURE AND EDUCATION

England & Wales - Charity number 1125841

Accounts

Company Registration Number: 06600739

Charity Registration Number: 1125841

CREATIVITY, CULTURE AND EDUCATION
(A COMPANY LIMITED BY GUARANTEE)

REPORT AND ACCOUNTS
For the year ended 31 March 2024

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

As the Board of Trustees, we present our report and financial statements for the year to 31 March 2024.

Company Number 06600739
Registered Charity Number 1125841
Registered Office Ground Floor
20 Portland Terrace
Newcastle upon Tyne
NE2 1QQ

Board of Trustees

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report. The charity is referred to as CCE throughout this report.

The Trustees of CCE during the period and to the date of signing this report are as follows:

Jane Robinson	Resigned 20 September 2023
Johanne Clifton	
Lucy Gray	Appointed 12 June 2023
Emma Hodgson	Appointed 12 June 2024
Fiona Mactaggart	
Laurence Newman	
Stephan Vincent-Lancrin	
Director	Diane Fisher-Naylor (to 30 June 2023) Nia Richards (from 1 July 2023)
Company Secretary	Denise Keane
Bankers	Santander, Bootle, Merseyside L30 4GB
Investment Managers	Rathbones, Earl Grey House, 75-85 Grey Street, Newcastle upon Tyne NE1 6EF
Independent Examiner	Simon Brown BA ACA DChA, Azets Audit Services, Bulman House, Regent Centre, Henry Street, Newcastle upon Tyne NE3 3LS

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

CCE is a charitable company limited by guarantee, incorporated on 22 May 2008 and registered as a charity on 11 September 2008. It was established under the Memorandum of Association which established its objects and powers and is governed under its Articles of Association.

In accordance with Charity Commission consent received on 12 January 2010 in respect of changes to the Company's objects, the Memorandum and Articles of Association were amended by Special Resolution of the Directors of the Company on 21 January 2010. In addition, on 21 January 2010 all the provisions of the Company's Memorandum of Association were deleted and, by virtue of section 28 of the Companies Act 2006, are now treated as the provisions of the Company's Articles of Association.

Charitable Objects and Main Activities

CCE's objects are to advance for the public benefit the education of children and young people in order to enable them to participate in society as mature and responsible individuals, in particular by:

- supporting them to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science;
- empowering them to be involved in the promotion of cultural and learning activities and enhancing their skills, capacities and capabilities;
- encouraging them to visit, experience, participate in, initiate and engage in cultural activities, places and performances;
- supporting school leaders, teachers, practitioners, carers, performers and artists in developing the necessary skills and knowledge to assist them in enabling children and young people both inside and outside formal education to develop and apply their skills and talents and to open up to them cultural and creative activity;
- developing programmes, where appropriate, in partnership with others to deliver positive learning outcomes and encourage the recognition, enjoyment and use of culture, media and heritage; and
- supporting the professional development of staff within our partner organisations around the world so that their internal capacity is developed to the point at which the skills, knowledge and expertise CCE brings is firmly embedded within their own organisations.

Structure and Governance

CCE is structured as a charitable company limited by guarantee, pursuant to its Articles of Association.

We, as the Board of Trustees, are responsible for the governance, strategic direction and policy of CCE. We currently have six members from a variety of different backgrounds and meet 4 times a year. One of these is an extended Board meeting or an Awayday, at which we are able to give greater consideration to the future strategic direction of the organisation. Individual members also meet regularly with the Director outside of formal meetings to exchange views and receive updates on the organisation's progress.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)**

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Structure and Governance (Cont.)

We delegate operational responsibility for the provision of CCE's services to the Director who is responsible for ensuring that the charity develops and delivers services that meet the strategic objectives of the charity and that these are efficiently and effectively managed. This also includes the individual supervision of the staff team and ensuring that the team continue to develop their skills and working methods in line with good practice. The Director is also responsible for the management of CCE's team of Associates.

As the Board of Trustees, we are also the only company law members of the charitable company.

Recruitment and Appointment of Board of Trustees

We, as Directors of the company, are also charity Trustees for the purpose of charity law and under the company's Articles of Association are known as Members of the Board of Trustees.

As set out in the Articles of Association, we nominate the Chair of the Trustees from within the current membership.

We have discussed the optimum size of the Board and aspire to a membership of no more than 12 Trustees, but, in reality, feel that a smaller Board allows for a better degree of engagement with the issues currently faced by the charity. In seeking any additional members, we will always seek to maintain a balance of relevant skills and experience and will target individuals who have the requisite mix. Candidates are then interviewed by the Chair of the Board of Trustees to determine their suitability.

Each year, one-third of us will retire from office.

In the year to 31 March 2024 Johanne Clifton and Fiona Macttagart, being eligible, were re-elected.

Trustee Induction and Development

A Trustee Induction Pack, which carries all the relevant information for Trustees about both the charity and their duties and responsibilities as Trustees, has been produced and forms part of an induction process for any new Trustees which also includes an induction meeting.

We are also encouraged to attend appropriate external events and conferences, including visits to CCE programmes and partners where these will facilitate the undertaking of our role.

Board meetings also include presentations about the work of CCE from the staff and from representatives from partner organisations which provide us with the opportunity to learn more about the organisations work and its impact.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Remuneration of Key Management Personnel

The Board, who give their time freely and have received no remuneration in the year, have considered who are the Key Management Personnel (KMP) of the charity. Together with the Board, these KMP are those in charge of directing and controlling, running and operating the activities of the charity on a day-to-day basis.

The pay of the KMP is reviewed annually. The Trustees benchmark against pay levels of other charities and similar organisations within the sector and the region. Pay levels are set using this information together with the budget and forecast information, ensuring that the charity can afford any proposed increases. The Board then agrees any uplift to remuneration.

Risk Management

As Trustees, we have examined the major governance, operational and financial risks which the charity faces as part of the annual business planning process and confirm that systems have been established to mitigate these risks.

We have a risk management strategy in place which comprises:

- An annual review of the strategic risks the charity may face via the business model
- The establishment of systems and procedures to mitigate those risks identified
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

We are satisfied that appropriate financial systems and controls and employment policies and practices are in place, but we continue to test and refine these processes, using the Resources Committee of the Board to examine these issues in detail.

As Trustees, we consider the key risks facing the charity at this time to be the loss, either temporarily or permanently of the Director and other staff members.

The charity has significant unrestricted reserves and in response to this the Board has continued to commit to drawing down its charitable reserves to support its activities. The charity has also reviewed its reserves policy to ensure that it continues to retain enough reserves so that in the event of closure it is able to wind down its charitable activities in an orderly fashion whilst meeting all its financial commitments.

Nia Richards commenced her role as Director of CCE in July 2023 and during the year has been supporting the delivery of the existing strategy agreed by the Board. The Board will consider a new three-year strategy during the early part of 2024.

As Trustees we continue to manage the potential impact of risks within the Risk Management Plan by ensuring that:

- We have a strategic plan which sets out our charitable activities
- The staff team and its capacity can support the delivery of the strategic plan
- We have a pool of experienced freelance associates able to support the delivery of key programme areas
- The Staff Performance Review framework includes ongoing health checks to support the ongoing wellbeing of staff

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)**

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Risk Management (Cont.)

- We have in place contracts for services to support core functions including bookkeeping, accountancy, payroll and IT.

Given the high level of unrestricted reserves the charity has no key financial risks to manage. However, the Trustees continue to ensure robust financial planning and reporting by ensuring that:

- Budgets have been set for the next financial year
- We continue to explore potential new income streams, particularly from investment in existing partnerships, from the continued exploitation of CCE's existing programmes and intellectual property, from the development of new partnerships and relationships and through the design of new programmes which benefit children and young people
- We manage the effective delivery of our programmes, providing professional development to those responsible for delivering the programmes and evaluating their impact
- The costs to the charity of delivering those programmes are minimised
- Regular management accounts are provided showing the performance against budget
- Contingency plans are in place for the actions which would be taken if there were significant changes in the charity's operational capacity or financial position
- Reserves policies provide an appropriate amount of uncommitted Reserves which will always enable the charity to meet all its liabilities.

In April 2023, £50,000 was drawn down from the investment portfolio held by Rathbones, CCE's investment managers and a further £150,000 was drawn down in October 2023, both sums increased cash flow to support the delivery of the charities' three-year strategic plan. The financial markets remained turbulent with a need for caution in relation to CCE's investment portfolio. Nevertheless, the overall value of CCE's investment portfolio during the 2023/24 financial year increased by £93,510, despite the cash drawdown of £200,000 during the year. Investment income was also higher than originally anticipated. Rathbones continue to report regularly to the Board to ensure that in this turbulent economic climate we understand the investment approach and are made aware of current and anticipated market trends. The Board will continue to keep a close eye on the performance of the charity's investment portfolio. The value of the portfolio as at 31 March 2024 was £1,858,107.

OBJECTIVES AND ACTIVITIES

Public Benefit

As Trustees, we understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit and have had due regard to the public benefit guidance issued by the Charity Commission. We believe that the charity meets both of the key principles.

Principle 1 - There must be an identifiable benefit, or benefits

CCE believes that, in addition to the knowledge pupils acquire in school, it is important that their core skills are developed and embedded. CCE has defined these skills as having the capacity to be inquisitive, persistent, imaginative, disciplined and collaborative, skills that are known collectively as the 'Creative Habits of Mind'.

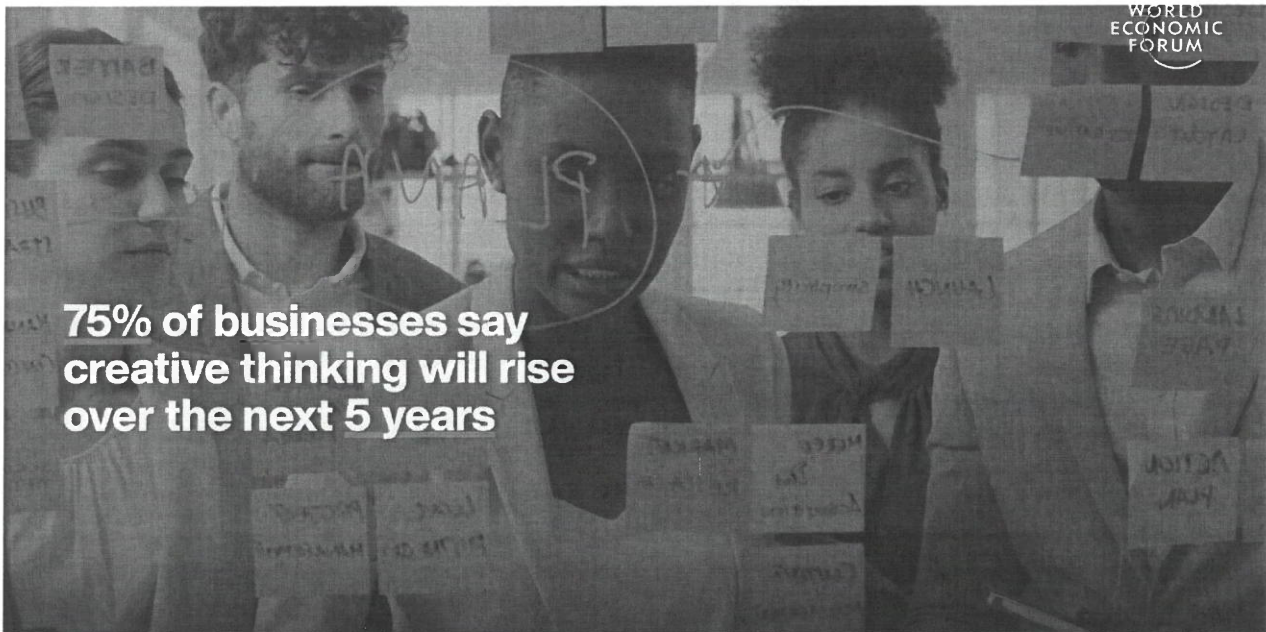
OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

In the 2024 LinkedIn survey on the most in-demand skills companies require, creative thinking skills continue to be in significant demand with teamwork and problem solving appearing in the top 10. The most in-demand skill being adaptability which is closely related to the Creative Habits of persistence and discipline. Insights from the survey also highlighted *“In a world continuously transformed by artificial intelligence, the enduring value of uniquely human skills should reinforce a fundamental truth: that the changing world of work needs people who are more thoughtful, more curious, and more skilled at navigating change than ever before”*.

Over the years, many other influential bodies have reported on the importance of developing creative thinking skills. One of the most significant reports is The World Economic Forum Future of Jobs Report 2023 (which is the fourth edition of the survey with the widest coverage thus far by topic, geography and sector bring the perspective of 803 companies – collectively employing more than 11.3 million workers). The survey looks at the needs of businesses across the 2023-27 timeframe and the report again highlighted the high demand for creative thinkers from businesses across the globe stating that *“Analytical thinking and creative thinking remain the most important skills for workers in 2023. Analytical thinking is considered a core skill by more companies than any other skill and constitutes, on average, 9% of the core skills reported by companies. Creative thinking, another cognitive skill, ranks second, ahead of three self-efficacy skills – resilience, flexibility and agility; motivation and self-awareness; and curiosity and lifelong learning – in recognition of the importance of workers ability to adapt to disrupted workplaces”*

This illustrates the fundamental need to ensure that creative thinking skills must form part of the education of all children and young people.



**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

Since 2018 the need for creativity in education has been consistently endorsed by the Organisation for Economic Co-operation and Development (OECD) who state "Creative thinking can have a positive influence on students' academic interest and achievement, identity and socio-emotional development by supporting the interpretation of experiences, actions and events in novel and personally meaningful ways. Beyond the classroom, creative thinking can help students adapt to a constantly and rapidly changing world. Supporting students' creative thinking can help them to contribute to the development of the society they live in, today and as future workers: organisations and societies around the world increasingly depend on innovation and knowledge creation to address emerging and complex challenges, giving urgency to innovation and creative thinking as collective enterprises.

The OECD is responsible for the Programme of International Student Assessment (PISA), the most authoritative international comparative measure of student achievement. The cause of creativity in education has been given a significant boost and a rise in its status by the decision of the OECD to make Creative and Critical Thinking the focus of its PISA 2022 test the results of which will be published in 2024. This is a powerful indicator of the growing status of creativity in education globally and we anticipate that this will act as the impetus to policy makers, school leaders and teachers to embed creative thinking skills into all aspects of school life.

CCE continues to explore the connection of its programme interventions to the improvement of executive functions in children which is defined as working memory, cognitive flexibility and inhibitory control. Academic research has long associated the development of executive functions in a child as being linked with academic achievement. CCE believes that the interventions it designs and implements in schools has a direct impact on improving executive functions. Cultural and creative learning interventions in Scotland, Norway and Chile evaluated the executive functions of pupils before and after the interventions. In all cases, it showed that the executive functions had developed faster than those of similar children who had not experienced the same interventions.

CCE supports programmes focused on researching the impact of its work on executive functions. During the 2023/24 financial year we continued to work on a two-year programme in schools with long term partners Innlandet County, Norway and T-Tudok in Hungary. The Art of Learning programme reached its conclusion in Autumn 2023 with the final report highlighting the improvements made in the pupils executive functions compared to pupils in control schools expected in summer 2024 and an event to share the findings planned later in the year. In early 2024, with existing partners in Norway and Hungary and new higher education and cultural partners, an application was submitted to the Horizon European funding programme call: A sustainable future for Europe: arts and cultural awareness and expression in education and training. If the bid is successful, the programme aims to further develop the Art of Learning concept and shape and influence policy and practice in teacher education focused on cultural awareness and creative thinking under the project title TREACLE.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

During the year CCE continued to work in partnership with lead schools Duchess's Community High School in Alnwick, Northumberland and Cragside Primary School in Newcastle on the North East Creativity Collaborative Network (NECCN). NEECN is a professional learning community of 13 schools across the North East and one of 8 across England which are networks of schools supporting the development of teaching for creativity. This directly supports the ambitions of the Board in the 3-year strategy agreed in the Autumn of 2021 for CCE to raise its profile in the UK. One of the highlights of the work with the NECCN this financial year was the Imagine if... *Hackathon (which is an event where people come together to explore and solve problems) which took place in November 2023. Young people, educators, practitioners, stakeholders and organisations from the region came together to explore the following key challenges:

- How do we sustain and continue to grow the collaborative?
- How do we cultivate the conditions across the North East to support every school to value creative thinking and teaching for creativity, drawing on the experiences of the NECCN?

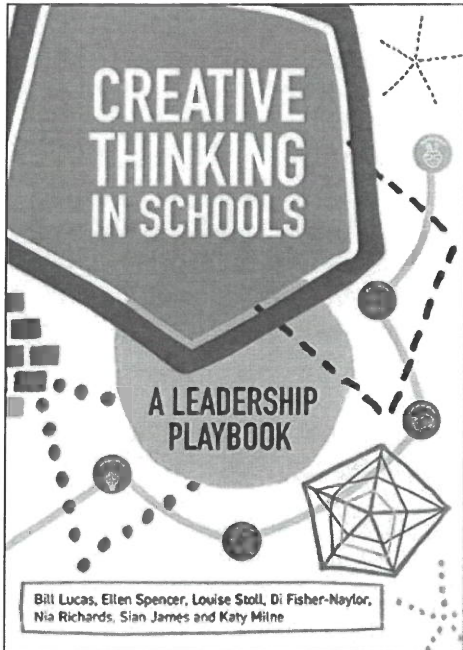
Young people played a key part in the event and each school in the NEECN has a group of Young Creative Champions. Some of which had this to say about the hackathon and their role in it: *"Overall for myself, and from talking to the other students, the enthusiasm of the teachers to both listen to our perspectives on creative thinking in education and to even try it out themselves was a really enjoyable experience for us. It's especially important that students can feel their voices are heard, when today much of the business and political world feels ostracised from us I think this event really helped to bridge the gap, and showed how valuable the collaboration between students and teachers can be in the evolution of education in the UK."*

A key priority this year was CCE's work in raising its profile in the UK focusing on supporting leadership for creative thinking. The growing body of international evidence of the importance of creative thinking has led to school leaders needing support with this priority. As part of a Memorandum of Understanding with the Centre for Real-World Learning at Winchester University and in partnership with colleagues from Arts Council of Wales, CCE co-authored a book titled *Creative Thinking in Schools: A Leadership Playbook* which was launched in summer 2023.

The playbook is a practical guide that brings together understanding about school leadership with a deep experience of cultivating creative thinking in all aspects of school life and promoting creative learning habits in the classroom. Underpinned by research and analysis of practice in hundreds of schools across the world, and more recently by an in-depth study of fifty schools in England, *Creative Thinking in Schools* provides a range of accessible resources, planning tools and practical examples. These support leaders to reflect on their core purposes, understand the changes needed to embed creative thinking, develop leaders across their staff, facilitate the development of their teachers, plan, teach and assess creative thinking, and work with external partners, all the while developing a vibrant professional learning community.

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)



During this financial year CCE also developed a professional learning community for school leaders and a dedicated website to complement the Creative Thinking in Schools book. The website contains additional downloadable materials and case studies and it, and the professional learning community, are connecting creative thinking leaders around the world to share experiences, supporting CCEs objectives to develop, spread, extend and evaluate creative thinking within and across schools. There are future plans to translate and print the book in Welsh and Thai.

Principle 2 - Benefit must be to the public, or a section of the public.

All of these benefits are clear, evidenced and relate directly to CCE's aims. In addition, as Trustees, we do not consider that any significant detriment or harm flows from CCE's work.

CCE programmes continue to target schools in areas with higher levels of deprivation. This is evident in our work in Pakistan, where we are working with schools serving communities with extreme levels of poverty and deprivation; in the Czech Republic and in Hungary where our programmes focus on schools working with Roma communities which are generally located in the most disadvantaged communities.

Since 2015 CCE has been working in Thailand supporting the work of the Equitable Education Fund (EEF) and its partners in line with its priority to improve education for the most disadvantaged children and young people. CCE's work in Thailand has supported skills development and capacity building of the team within EEF and its partners. During this financial year CCE's completed the two significant contracts signed last year with EEF, and continued to support capacity building in the country.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

CCE has been supporting the Arts Council of Ireland's Creative Schools programme as Project Lead over a six-year period since 2017. In this financial year this contract came to a planned conclusion with a Director and full team now in place. During the year an evaluation report of the first four years of the programme (2018 – 22) by Dr. Regina Murphy and Dr. Eemer Eivers of Dublin City University was published. It provides information on the experience of children and young people, teachers, educators, arts practitioner and artists.

The reports highlighted that:

- Participants in schools and centres, including children, students, teachers, School principals, Creative Schools Coordinators and their supporting Creative Associates have all been overwhelmingly positive in their overall attitudes towards the programme and in their reports of experience.
- 99% of participating schools said they would recommend the programme to other schools.
- Schools from every county in Ireland have participated in the programme and all school types including 26 Youthreach Centres, have been well represented. The Creative Schools programme has successfully prioritised participation by DEIS (Delivering Equality of Opportunity) Schools, small rural schools, special schools, Irish Language medium schools and Youthreach centres in response to interim findings from this report. Notably, over 38% of all Special Schools
- The Creative Schools initiative has been successful in promoting and infusing creativity in schools and drawing attention to the increasing importance of creativity in education. Within each school children and young people have engaged in dialogue about creativity, have been listened to, have been taken seriously and have had their ideas acted upon.

CCE's beneficiaries are therefore entirely appropriate to its aims and the public as a whole benefit from its work.

The principles of our work - and the impact we believe it to have - are derived from the CCE's original Creative Partnerships (CP) programme and have been evidenced and proven via the extensive programme of research and evaluation CCE has commissioned.

Our current work remains faithful to the implementation of these principles, applying the learning from CP to the design and delivery of creative learning programmes for children and young people around the world.

Our charitable work encompasses:

- The professional development of teachers, school leaders and other professionals who work directly with children and young people, to develop their practice for the benefit of children and young people, and to support them in the application of their learning in the classroom and their school
- Designing and supporting the delivery of programmes which have a strong beneficial impact on children and young people in various countries in the world
- Supporting officials with responsibility for education to change policies so that the programmes they implement directly benefit children and young people

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

- Promoting the benefit of CCE's approach to learning, through appearances at international conferences and events and publishing evidence of their effect on the CCE website and through other media
- Developing the capacity of teams delivering creative learning programmes by transferring CCE's knowledge and expertise and supporting them to embed this.

In 2023/24 our work had the following reach:

- We were involved in the design and/or delivery of programmes modelled on CP in 7 (2022/23 – 10) countries (Australia, England, Hungary, Pakistan, Republic of Ireland, Thailand and Wales). In total 1,347 (2022/23 – 1,455) schools were enrolled in the programmes and the projects involved over 1,840 (2022/23 – 3,337) teachers directly and impacted upon more than 47,622 (2022/23 – 59,731) children and young people.
- Through professional development programmes, workshops and seminars designed and delivered by CCE for Creative Agents/Associates, Creative Practitioners, Teachers and School Leaders we reached over 1,586 (2022/23 – 2,641) participants in 7 (2022/23 – 10) countries (Australia, England, Hungary, Pakistan, Republic of Ireland, Thailand and Wales).

The programmes we advise and manage are frequently of a considerable scale and reach and are generally of a significantly higher financial value than the value of CCE's own work on the contract. In 2023/24 CCE worked on programmes in Australia, England, Hungary, Pakistan, Republic of Ireland, Thailand and Wales with a combined programme value in excess of £5,601,213.

In addition, our consultancy work is intended to influence and produce changes in policy at regional, national and international level. We do this by working with key officials responsible for educational policy. It encourages continued investment in creative education, which can have a substantial impact over a long period of time on the life chances of millions of children and young people.

For instance, the Welsh Government and the Arts Council of Wales have continued over a nine year period to invest in the Creative Learning Through the Arts – An Action Plan for Wales – four years more than the original 5 year plan launched in 2015. CCE helped to design and deliver the Lead Creative Schools programme which continues as a core part of the future plan for Wales. In the Republic of Ireland we have continued, through our work with Creative Ireland and its Creative Youth Programme 2017-22, to contribute to the design of changes to education practice to ensure that the Government's investment in its education programmes benefits over the long-term every child and young person in the country. This is further evidenced by the Irish Government extending for a further 5 years the Creative Youth programme. CCE supported Creative Ireland with the development of this plan which ensures a long-term legacy of CCE's work in Ireland and demonstrates both our ability to inform national education policy and to embed and sustain creative learning programmes. During the year CCE secured an additional contract with Creative Ireland to support professional learning of practitioners working in stakeholder and partners organisations.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
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TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

CCE has been actively participating in the BIC Foundations Community of Practice since its inception and in January 2024 secured a contract with them to design and facilitate an online professional learning course for teachers around the globe which is been named Curious Classrooms: Unleashing Creativity in Education. The course will commence in April 2024.

Our international work typically involves the formation and capacity building of local teams to manage the programme within the country or region concerned. This ensures that skills are developed and embedded through the development of a cohort of professionals who have been immersed in the theory and practice of our work. There are very strong teams now established in Australia, Chile, Czech Republic, Germany, Hungary, Republic of Ireland, Norway, Pakistan, Thailand and Wales who make our international work possible. In addition, our work often reaches wider stakeholders who have influence on policy and decision-making.

In expressing the benefits that CCE has brought to their work or to education in their region, partners said:

'During 2023/2024 it has been my pleasure to serve as Vice Chair of the North East Creativity Collaborative advisory board. During this time, it has been fantastic to see existing schools deepen their engagement and commitment to creative habits of learning in the classroom, and observe new schools – serving notably different cohorts of pupils from a variety of backgrounds – begin their journey.

In late 2023 it was inspiring to hear from teachers and pupils at the Imagine If... presents Teaching for Creativity: Connect, Collaborate, Cultivate conference. Network schools and those yet to engage in the collaborative shared stories, insight and lived experience – it really did feel as though we were catalysing a collective endeavour.

The work of the collaborative continues to thrive in the North East, and the impact is evident across all of our schools, wherever they are on their creativity journey.'

Adrian Dougherty, Head of Public Service Innovation, North East Combined Authority.

'CCE has provided me with both the confidence and skills to lead whole school change. It has also taught me the power of distributed leadership and that through the cultivation of professional learning communities we can inspire, change and sustain creative teaching and learning.'

Lisa Hall, Assistant Headteacher, Cragside Primary School, NE7 7EL.

'I came across CCE 9 years ago when I applied to be a Creative Agent with the Wales Arts Council's Lead Creative Schools Programme. The training by CCE, together with becoming a part of the Lead Creative Schools (LCS) programme as a creative agent, practitioner and trainer was not only eye opening for me but also life changing. It taught me the value of the five habits of mind (being imaginative, inquisitive, disciplined, collaborative and persistent) and how to self-evaluate and nurture my own strengths and ability, as well as those of the learners and teachers I work with. It gave me confidence when confidence was lacking, and I shall be forever grateful.'

Rhian Cadwaladr, Author and Performer, Freelance, Wales.

CCE also plays an important coordination and networking role in bringing together the international teams it has supported as part of the CCE International Community of Practice (COP). This COP comes together regularly to share practice, to reflect and to plan activities and events to increase the profile and reach of creative learning programmes globally.

CCE also participates in other communities of practice to further strengthen and maximise the impact of its work including the BIC Corporate Foundation Creativity Community of Practice. This brings together educators, researchers, charities, foundations and creative practitioners to exchange practice, research and ideas.

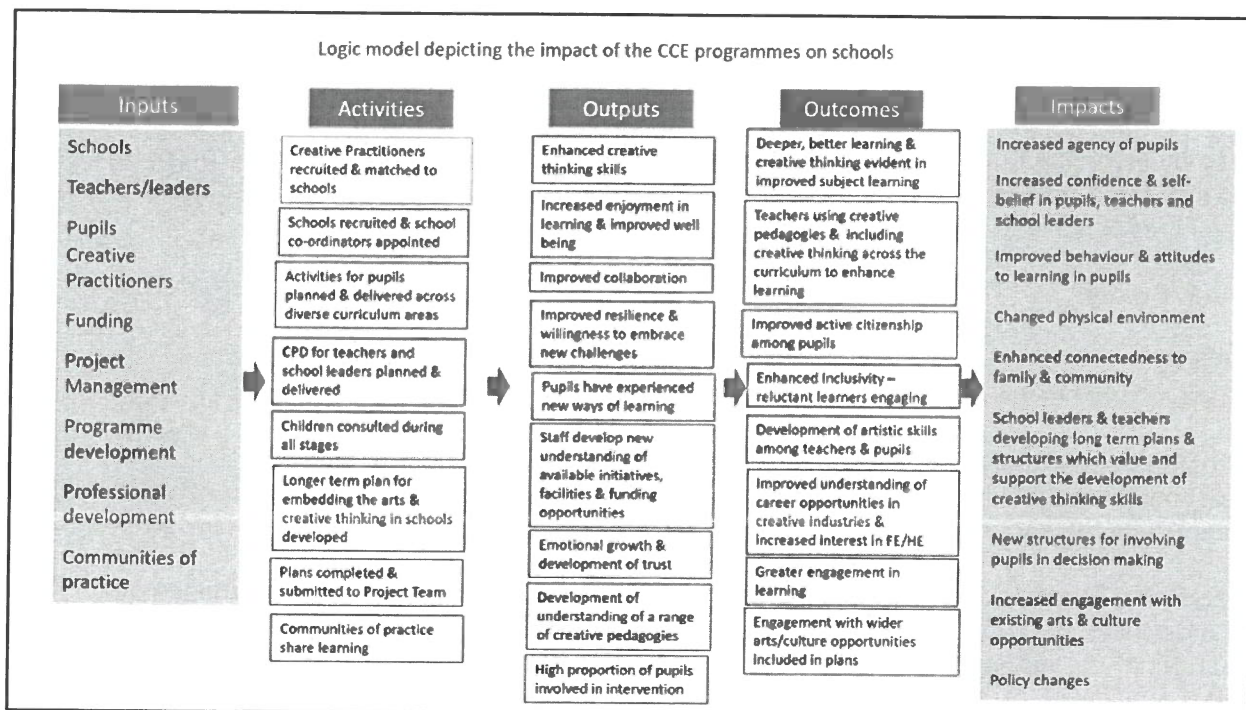
CCE also uses a wide range of measures to assess the impact and outcomes of its interventions in schools. This has enabled us to show that all the outcomes for pupils are positive, particularly in the area of their capacity to learn (executive functions), their attainment levels, their attendance and in the acquisition of new knowledge and skills.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

The logic model below illustrates potential outputs, outcomes and impacts of CCEs work (though not all will be evidenced on every programme):



In delivering the above work, we have met the following Key Performance Indicators for 2023/24.

- Continued the implementation of a three-year strategic plan
- Increased our reach in the UK
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

ACHIEVEMENTS AND PERFORMANCE

Financial Review

The financial out-turn for the year is an unrestricted deficit of £164,084 (2022/23: unrestricted deficit of £80,457), before transfers of funds and the net movement on investments.

After a net gain on investments of £93,510, (2022/23: loss: £108,522) the net movement on Unrestricted Funds is a decrease of £70,574 (2022/23: decrease £188,979).

The Trustees consider this result to be satisfactory.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
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ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Financial Review (Cont.)

Following settlement of the significant liability owing to the Arts Council Retirement Plan in 2019/20 and the subsequent release of the remaining Restricted Funds held for that purpose into Unrestricted Funds (in accordance with the terms of the original funds awarded), CCE now holds significant Unrestricted Funds in excess of those required for known liabilities plus a reasonable level of contingency.

In response the Trustees agreed a three-year strategic plan intended to begin reducing these reserves by investing in an agreed programme of work supporting CCE's charitable purpose with funds anticipated to be available to support work over a further 6-year period. This 'spend down' strategy is reflected in the revised Reserves Policy detailed below.

Reserves Policy

As Trustees, we have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees seek to retain sufficient Unrestricted Reserves to cover all known liabilities and to provide for six months' running costs to ensure an orderly winding-down of the organisation, should that ever prove necessary.

At present, the Trustees estimate that the Unrestricted Reserves required for the purposes outlined above amount to c£120,000. In addition, the Trustees prefer the charity to hold an additional level of contingency to enable the charity to respond flexibly to appropriate initiatives which might be identified outside of its annual budgeting process or to provide appropriately for any additional liabilities identified. This contingency is estimated at £65,000, such that total Unrestricted Funds required amount to £185,000.

CCE currently holds Unrestricted Reserves of £1,927,471, including £50,000 Designated Funds.

Free Reserves, defined as non-designated Unrestricted Funds, minus the value of Tangible Fixed Assets, are £1,925,672.

In addition, at 31 March 2024, £16,357 is held as Restricted Funds, representing as yet unspent funding from the Arts Council of Wales.

The Trustees agreed a strategic plan every three years which is reviewed annually. The Trustees intend to reduce these reserves by investing in an agreed programme of work supporting CCE's charitable purpose with the expectation that there will be reserves available for 4-5 years. The plan will involve an average annual net spend from Unrestricted Funds of c£250,000 - £350,000.

This policy is reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Fundraising Policy

The charity is required to report how it deals with fundraising from the public. The charity does not use a professional fundraiser or commercial participator to raise funds. Any monies raised direct from the public follows all guidelines set out by the Charity Commission and UK law in every respect. We respect the privacy and contact preferences of all public donors.

Investment Policy

CCE's Board takes a long-term view in terms of the investment of its cash reserves. Investment managers were appointed in March 2014 following a tendering process.

The charity has wide investment powers which are specified in its Articles of Association and all Trustees are involved in setting investment policy.

The investment objective is a balanced return between income and capital growth with a medium risk. The income yield was set a 3% and this was reviewed down as capital was withdrawn to support the organisations operating costs.

The Trustees are mindful of ethical considerations and seek to avoid direct investment in any area which might directly cause harm to CCE's key beneficiaries of children and young people.

The intention is to build a conservative asset mix not overly dependent on any single economic scenario or asset class.

Funds are invested in such a way that, if required, sufficient capital can be liquidated to meet the charity's liabilities and commitments.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

PLANS FOR THE FUTURE

Following the retirement of Diane Fisher-Naylor as Director of CCE in June 2023, Nia Richards was appointed and commenced the role in July 2023. The Board committed to continue with its current strategic plan for the duration of 2023/24 and agreed that a new plan strategic plan would be developed for the three financial years from 2024 – 2027.

This strategic plan aims to build on the organisation's acknowledged reputation and experience gained from the many years of involvement in the Creative Partnerships programme in offering consultancy support, programme design and professional development to those interested in developing creative learning programmes for the benefit of children and young people around the world. CCE has developed significant expertise in the design and delivery of digital and face-to-face professional learning in the field of creative learning which it intends to continue to exploit and develop as a core part of its future strategy providing potential reach for its work nationally and internationally.

The delivery of the strategic plan is supported by the charity's unrestricted funds.

The Board will continue to receive regular reports from Rathbones, CCE's investment managers as to the performance and value of the charity's investment portfolio. It will also continue to review the ongoing financial performance of the organisation against the budget agreed by the Trustees.

Our Key Performance Indicators for 2024/25 are to have:

- To develop a new three-year strategic plan
- Continue to increase our reach in the UK
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

Going Concern

We, as Trustees, have considered and approved a business model and budget and have agreed a long-term strategic plan. We believe that the plan is robust and that sufficient Reserves remain to meet any costs and liabilities arising.

We, as Trustees, have always taken steps to ensure that, throughout the life of CCE, the charity only makes financial commitments which can be met from within agreed existing funding, reserves or within a level of earned income which is realistically likely to be generated.

In addition, we have continued to adopt a prudent approach to generate a level of Reserves which ensures that all potential liabilities which might arise (including redundancy liabilities) can be met, even in the unlikely event that no further income can be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

Independent Examiner

A resolution proposing that Simon Brown BA ACA DChA Azets Audit Services be re-appointed as independent examiner for the ensuing year will be put to the Members.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
TRUSTEES' REPORT (including Directors' Report)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

As the Trustees (who are also directors of Creativity, Culture and Education for the purposes of company law), we are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

As Trustees, we are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. We are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we, as Trustees, are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- we have taken all steps that we ought to have taken to make ourselves aware of any relevant information and to establish that the independent examiner is aware of that information.

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

This report was approved by the Board of Trustees on 18 September 2024 and signed on its behalf by:



Laurence Newman
Trustee

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2024
INDEPENDENT EXAMINER'S REPORT

I hereby report to the Trustees/Members of Creativity, Culture and Education (Charity Registration Number 1125841) on my examination of the accounts for the year ended 31 March 2024.

Responsibilities and basis of report

As the charity's Trustees (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 charity'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 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 Accountant 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:

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 or 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 (FRS102)).

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.


Simon Brown BA ACA DChA
For and on behalf of
Azets Audit Services
Regent Centre
Gosforth
Newcastle upon Tyne
NE3 3LS

Date: 14 OCTOBER 2024

Azets Audit Services is a Trading Name of Azets Audit Services Limited.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
(incorporating a summarised Income & Expenditure Account)
YEAR TO 31 MARCH 2024

	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income					
Income from Charitable Activities	3	204,114	-	204,114	271,646
Income from Investments	4	49,863	-	49,863	52,558
Income from Grants, Donations & Legacies	5	-	50,000	50,000	75,000
Other Income	6	685	-	685	130
Total Income		254,662	50,000	304,662	399,334
Expenditure					
Expenditure on Raising Funds	7	9,307	-	9,307	9,702
Expenditure on Charitable Activities	8	409,439	58,643	468,082	445,089
Total Expenditure		418,746	58,643	477,389	454,791
Net Income/(Expenditure) before Gains/(Losses) on Investments		(164,084)	(8,643)	(172,727)	(55,457)
Net Gains/(Losses) on Investments		93,510	-	93,510	(108,522)
Net movement in funds	9	(70,574)	(8,643)	(79,217)	(163,979)
Balance brought forward		1,998,045	25,000	2,023,045	2,187,024
Balance carried forward	17	1,927,471	16,357	1,943,828	2,023,045

The notes on pages 22 to 32 form part of the financial statements.

There are no recognised gains and losses during the year other than as shown above.

All the activities for the year are continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income & Expenditure Account under the Companies Act 2006.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
BALANCE SHEET
At 31 MARCH 2024

		2024		2023	
	Notes	£	£	£	£
Fixed Assets					
Tangible Fixed Assets	12	1,799		3,207	
Fixed Asset Investments	13	<u>1,858,107</u>		<u>1,964,597</u>	
			1,859,906		1,967,804
Current Assets					
Debtors	14	46,069		32,186	
Cash at Bank and In Hand		<u>61,957</u>		<u>74,023</u>	
		108,026		106,209	
Creditors:					
Amounts Falling Due Within 1 Year	15	<u>(24,104)</u>		<u>(50,968)</u>	
Net Current Assets			83,922		55,241
Total Net Assets			<u><u>1,943,828</u></u>		<u><u>2,023,045</u></u>
Represented By:					
Unrestricted Funds	17		1,927,471		1,998,045
Restricted Funds	17		<u>16,357</u>		<u>25,000</u>
			<u><u>1,943,828</u></u>		<u><u>2,023,045</u></u>

The notes on pages 22 to 32 form part of the financial statements.

For the financial year ended 31 March 2024 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' Responsibilities:

The Members have not required the charity to obtain an audit of the financial statements for the year in question in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board, and authorized for issue, on 18 September 2024 and signed on its behalf by:



Laurence Newman
Trustee

Company Registration Number: 06600739

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

1. Accounting Policies

Charity Information

Creativity, Culture and Education is a private company, limited by guarantee, incorporated in England and Wales. The registered office is 20 Portland Terrace, Jesmond, Newcastle upon Tyne NE2 1QQ.

The charity is a public benefit entity.

Basis of Accounting

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities" and the Charities Act 2011.

The financial statements have been prepared on the historical cost basis, modified to include certain financial instruments at fair value.

Advantage has been taken of the provisions in the SORP for Charities applying FRS 102 Update Bulletin 2 not to prepare a statement of cashflows.

The financial statements are prepared in sterling, which is the functional currency of the charity.

Going Concern

The charity's Trustees have concluded that there is no associated material uncertainty in respect of Going Concern.

Consequently, we, as Trustees, have considered and approved a business model and budget through which the charity is seeking to develop new income streams to support its planned activities in 2024/25 and beyond after reviewing the latest management accounts and forecasts.

We believe that the plans are robust, but also that, in the events of the plans for income generation not coming to fruition, sufficient Reserves remain to meet any costs and liabilities arising.

Since its inception, we, as Trustees, have taken care to ensure that the organisation has not entered into any material commitments beyond the end date of whatever funding has been in place or in excess of the income realistically likely to be generated, whilst a prudent approach has been taken to generate a level of Reserves which ensures that all potential liabilities which might arise at that date (including pension and redundancy liabilities) can be met should no further income be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

1. Accounting Policies (Continued)

Estimation Uncertainty and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported.

Management have approved depreciation, prepayments, accruals and other cut-off adjustments. Whilst management believe that these estimates and judgements are accurate, there is every likelihood that they will not be exact.

The Trustees include an investment portfolio at market value and annually consider the market value.

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

Income

All income, including grant income, is included in the Statement of Financial Activities (SOFA), net of VAT, when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Such income is only deferred when the donor or funder has specified that the grant or donation can only be used in future accounting periods or where the donor or funder has imposed conditions which must be met before the charity has unconditional entitlement.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

Income from Investments

Dividends are included on a receivable basis. Interest receivable on fixed interest securities and bank deposits is included on an accruals basis.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Costs of Raising Funds are those costs of seeking potential funders and applying for funding.
- Charitable activities include expenditure associated with the provision of grant funding, research, advocacy and the direct provision of creative learning-related activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

1. Accounting Policies (Continued)

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Operating Leases

The charity classifies the lease of certain printing equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

Tangible Fixed Assets and Depreciation

Depreciation is provided on the fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

Office Equipment	- 20% per annum straight line
Computer Equipment	- 33% per annum straight line
Furniture & Fittings	- 25% per annum straight line

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

Impairment of Fixed Assets

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

Cash and Cash Equivalents

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

Fixed Asset Investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Fund Accounting

The charity has a number of restricted income funds to account for situations in which a funder requires that a grant must be spent on a particular purpose or where funds have been raised for a specific purpose. The aim and use of each restricted fund is set out in Note 16 to the financial statements.

All other funds are considered Unrestricted Funds and are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

1. Accounting Policies (Cont.)

Pensions

CCE contributes to a defined contribution scheme, as detailed in Note 11.

The amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

Creativity, Culture and Education is a registered charity and, as such, is not liable to taxation on its income in the current year.

Foreign Currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the date of the transaction. Exchange differences are taken into account in arriving at the surplus/deficit.

Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' of FRS102 to all its financial instruments.

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees for the time being.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

3. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Programme Design & Consultancy	204,114	-	204,114	269,299
Speaking Fees	-	-	-	2,347
	204,114	-	204,114	271,646

The 2023 total of £271,646 was wholly attributable to Unrestricted Funds.

4. Income from Investments

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Interest on cash deposits	4,593	-	4,593	2,711
Interest on / Dividends from Investments under fund management	45,270	-	45,270	49,847
	49,863	-	49,863	52,558

The 2023 total of £52,558 was wholly attributable to Unrestricted Funds.

5. Income from Grants, Donations & Legacies

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Grant – Arts Council of Wales	-	50,000	50,000	25,000
Donation – Anonymous	-	-	-	50,000
	-	50,000	50,000	75,000

Of the 2023 total of £75,000, £50,000 was attributable to Unrestricted Funds and £25,000 to Restricted Funds.

6. Other Income

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Other Income	685	-	685	130
	685	-	685	130

The 2023 total of £130 was wholly attributable to Unrestricted Funds.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

7. Expenditure on Raising Funds

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Investment Management Costs	9,307	-	9,307	9,702
	<u>9,307</u>	<u>-</u>	<u>9,307</u>	<u>9,702</u>

The 2023 total of £9,702 was wholly attributable to Unrestricted Funds.

8. Expenditure on Charitable Activities

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Cultural & Creative Learning Programmes				
Associates, Travel & Subsistence	107,120	58,643	165,763	170,003
Staff Costs (see Note 10)	244,265	-	244,265	226,795
	<u>351,385</u>	<u>58,643</u>	<u>410,028</u>	<u>396,798</u>
Support Costs				
Legal & Other Professional Costs	1,213	-	1,213	1,213
Depreciation	2,303	-	2,303	2,005
Other Overhead Costs	46,680	-	46,680	37,343
	<u>50,196</u>	<u>-</u>	<u>50,196</u>	<u>40,561</u>
Governance Costs				
Independent Examination Fees	2,250	-	2,250	2,250
Other Accountancy Services	5,608	-	5,608	5,480
	<u>7,858</u>	<u>-</u>	<u>7,858</u>	<u>7,730</u>
	<u>409,439</u>	<u>58,643</u>	<u>468,082</u>	<u>445,089</u>

The 2023 total of £445,089 was wholly attributable to Unrestricted Funds.

9. Net Income/(Expenditure)

	2024	2023
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Remuneration	2,250	2,250
Operating Lease payments in the year	6,720	6,720
Depreciation of Owned Fixed Assets	<u>2,303</u>	<u>2,005</u>

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

10. Staff Costs

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Gross Salary Costs	196,132	-	196,132	165,163
Social Security Costs	16,461	-	16,461	12,814
Employer's Pension Contributions – Defined Contribution Scheme	31,672	-	31,672	48,818
	244,265	-	244,265	226,795

The average monthly number of staff employed during the year, was as follows:	2024 No.	2023 No.
Cultural & Creative Learning Programmes	<u>5</u>	<u>5</u>

The number of the above staff expressed as full-time equivalents was 4 (2023: 3)

The following employees received remuneration, including employer's pension contributions, in excess of £60,000 in the year.	2024 No.	2023 No.
£60,001 to £70,000	1	-

The total paid to key management personnel, defined as the members of the Senior Management Team, was £72,031 (2023: £59,243)

The Senior Management Team during the year to 31 March 2024 comprised Diane Fisher-Naylor – Director (to 31 July 2023) and Nia Richards – Director (from 1 August 2023)

Contributions totalling £31,672 (2023: £48,818) were incurred during the year in respect of the defined contribution pension scheme operated by CCE in respect of the above staff.

Pension contributions of £2,561 were outstanding at 31 March 2024 (2023: £4,251).

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

10. Staff Costs (Cont.)

No remuneration was paid to or waived by Trustees/Directors in the year, but Trustees are able to claim re-imbursement at cost for any out-of-pocket expenses they incur in the course of their Trustee duties. Travel and subsistence expenses of £204 (2023: £304) were reimbursed to 2 Trustees in respect of their attendance at meetings of the charity.

The charity has purchased third party insurance for all serving Trustees and Officers of the charity against liability arising for wrongful acts in relation to the charity.

11. Pension Scheme

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. CCE make an employer's contribution of 10% of pensionable pay, provided that the employee makes a minimum contribution of 3%. These amounts are paid over to the Fund on a monthly basis.

12. Tangible Fixed Assets

	Fixtures & Fittings	Office Equipment	ICT Equipment	Total Fixed Assets
Cost	£	£	£	£
At 1 April 2023	13,654	2,300	32,377	48,331
Additions	-	-	895	895
Disposals	-	-	-	-
At 31 March 2024	13,654	2,300	33,272	49,226
Depreciation				
At 1 April 2023	13,654	2,300	29,170	45,124
Charge for year	-	-	2,303	2,303
Disposals	-	-	-	-
At 31 March 2024	13,654	2,300	31,473	47,427
Net Book Value				
At 31 March 2024	£-	£-	£1,799	£1,799
At 1 April 2023	£-	£-	£3,207	£3,207

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

13. Fixed Assets - Investments under Fund Management

	2024	2023
	£	£
Market Value at 1 April	1,819,100	2,113,243
Cost of Investments Purchased	346,436	164,312
Market Value of Investments Sold	(340,197)	(364,377)
Unrealised Gain/(Loss)	(66,822)	(94,078)
	<u>1,758,517</u>	<u>1,819,100</u>
Cash	99,590	145,497
Market Value at 31 March	1,858,107	1,964,597

The market value has been provided by the charity's investment managers.

Geographical analysis of investments under fund management:	2024	2023
	£	£
Fixed Interest	403,374	266,549
UK Equities	502,832	599,855
Overseas Equities	684,742	657,857
Alternatives	167,569	294,839
Cash	99,590	145,497
	<u>1,858,107</u>	<u>1,964,597</u>

The Historic Cost of Investments held is £1,573,367 (2023: £1,726,946).

The following holdings are greater than 5% of the portfolio:

SPDR Series Trust S&P 500 ETF (GBP) - £103,760
 JP Morgan Asset Mgrs (UK) - US Equity Income C2 Net Inc - £125,433

14. Debtors

	2024	2023
	£	£
Trade Debtors	4,058	530
Prepayments & Accrued Income	38,658	28,886
Other Debtors	-	753
Value Added Tax Debtor	3,353	2,017
	<u>£46,069</u>	<u>32,186</u>

All sums are due within 1 year.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

15. Creditors - Amounts Falling Due Within One Year

	2024	2023
	£	£
Trade Creditors	9,100	9,692
Deferred Income (see below)	-	-
Other Creditors	2,561	16,305
Other Taxes & Social Security Costs	5,245	4,655
Accruals	7,198	20,316
	24,104	50,968
Deferred Income		
Deferred Income brought forward	-	25,000
Income deferred in the year	-	-
Income released in the year	-	(25,000)
Deferred Income carried forward	-	-

16. Analysis of Charitable Funds

	Fund at 1 April 2023	Income for Period & Gain on Investments	Expenditure for Period	Fund at 31 March 2024
	£	£	£	£
Movement on Unrestricted Funds				
Unrestricted General Fund	1,948,045	348,172	(418,746)	1,877,471
Designated Fund	50,000	-	-	50,000
Total Unrestricted Funds	1,998,045	348,172	(418,746)	1,927,471
Movement on Restricted Funds				
Restricted Fund – Arts Council of Wales	25,000	50,000	(58,643)	16,357
Total Funds	2,023,045	398,172	(477,389)	1,943,828

Name of Designated Fund	Description, Nature & Purpose of the Designated Fund
Anonymous Donation	Towards the cost of supporting creative learning in schools in the North East
Name of Restricted Fund	Description, Nature & Purpose of the Restricted Fund
Arts Council of Wales	Towards the cost of the Leading for Creativity Playbook project with the Centre for Real World Learning and associated website development

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2024

17. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	2024	2023
	£	£	£	£
Fixed Assets	1,799	-	1,799	3,207
Investments	1,858,107	-	1,858,107	1,964,597
Net Current Assets	67,565	16,357	83,922	55,241
	<u>1,927,471</u>	<u>16,357</u>	<u>1,943,828</u>	<u>2,023,045</u>

18. Operating Lease Commitments

At 31 March 2024 the charity had total commitments under non-cancellable operating leases as follows

Category	Property	Equipment
	£	£
Operating leases which expire:		
Within one year	6,720	-
Within two to five years	6,720	-
	<u>13,440</u>	<u>-</u>

19. Financial Commitments

No material financial commitments have been made in respect of future financial periods, other than the operating leases disclosed in Note 9.

20. Related Party Transactions

The Trustees confirmed there were no Related Party Transactions.

Transactions with Trustees are included in note 10.

CREATIVITY CULTURE AND EDUCATION

England & Wales - Charity number 1125841

Accounts

Company Registration Number: 06600739

Charity Registration Number: 1125841

CREATIVITY, CULTURE AND EDUCATION
(A COMPANY LIMITED BY GUARANTEE)

REPORT AND ACCOUNTS
For the year ended 31 March 2023

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

As the Board of Trustees, we present our report and financial statements for the year to 31 March 2023.

Company Number	06600739
Registered Charity Number	1125841
Registered Office	Ground Floor 20 Portland Terrace Newcastle upon Tyne NE2 1QQ

Board of Trustees

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report. The charity is referred to as CCE throughout this report.

The Trustees of CCE during the period and to the date of signing this report are as follows:

Jane Robinson (Chair)

Johanne Clifton

Mark Emmerson

Lucy Gray

Fiona Mactaggart

Laurence Newman

Stephan Vincent-Lancrin

Resigned 22 September 2022

Appointed 12 June 2023

Director

Diane Fisher-Naylor (to 30 June 2023)

Nia Richards (from 1 July 2023)

Company Secretary

Denise Keane

Bankers

Santander, Bootle, Merseyside L30 4GB

Investment Managers

Rathbones, Earl Grey House, 75-85 Grey Street,
Newcastle upon Tyne NE1 6EF

Independent Examiner

Simon Brown BA ACA DChA, Azets Audit Services,
Bulman House, Regent Centre, Henry Street,
Newcastle upon Tyne NE3 3LS

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

CCE is a charitable company limited by guarantee, incorporated on 22 May 2008 and registered as a charity on 11 September 2008. It was established under the Memorandum of Association which established its objects and powers and is governed under its Articles of Association.

In accordance with Charity Commission consent received on 12 January 2010 in respect of changes to the Company's objects, the Memorandum and Articles of Association were amended by Special Resolution of the Directors of the Company on 21 January 2010. In addition, on 21 January 2010 all the provisions of the Company's Memorandum of Association were deleted and, by virtue of section 28 of the Companies Act 2006, are now treated as the provisions of the Company's Articles of Association.

Charitable Objects and Main Activities

CCE's objects are to advance for the public benefit the education of children and young people in order to enable them to participate in society as mature and responsible individuals, in particular by:

- supporting them to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science;
- empowering them to be involved in the promotion of cultural and learning activities and enhancing their skills, capacities and capabilities;
- encouraging them to visit, experience, participate in, initiate and engage in cultural activities, places and performances;
- supporting school leaders, teachers, practitioners, carers, performers and artists in developing the necessary skills and knowledge to assist them in enabling children and young people both inside and outside formal education to develop and apply their skills and talents and to open up to them cultural and creative activity;
- developing programmes, where appropriate, in partnership with others to deliver positive learning outcomes and encourage the recognition, enjoyment and use of culture, media and heritage; and
- supporting the professional development of staff within our partner organisations around the world so that their internal capacity is developed to the point at which the skills, knowledge and expertise CCE brings is firmly embedded within their own organisations.

Structure and Governance

CCE is structured as a charitable company limited by guarantee, pursuant to its Articles of Association.

We, as the Board of Trustees, are responsible for the governance, strategic direction and policy of CCE. We currently have 6 members from a variety of different backgrounds and meet 3 times a year. One of these is an extended Board meeting or an Awayday, at which we are able to give greater consideration to the future strategic direction of the organisation. Individual members also meet regularly with the Director outside of formal meetings to exchange views and receive updates on the organisation's progress.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Structure and Governance (Cont.)

We delegate specific tasks to a Resources sub-committee which was established in June 2009 with clear terms of reference and which reports back to the full Board of Trustees before decisions are made. The Committee typically meets 3 times a year.

We delegate operational responsibility for the provision of CCE's services to the Director who is responsible for ensuring that the charity develops and delivers services that meet the strategic objectives of the charity and that these are efficiently and effectively managed. This also includes the individual supervision of the staff team and ensuring that the team continue to develop their skills and working methods in line with good practice.

As the Board of Trustees, we are also the only company law members of the charitable company.

Recruitment and Appointment of Board of Trustees

We, as Directors of the company, are also charity Trustees for the purpose of charity law and under the company's Articles of Association are known as Members of the Board of Trustees.

As set out in the Articles of Association, we nominate the Chair of the Trustees from within the current membership.

We have discussed the optimum size of the Board and aspire to a membership of no more than 12 Trustees, but, in reality, feel that a smaller Board allows for a better degree of engagement with the issues currently faced by the charity. In seeking any additional members, we will always seek to maintain a balance of relevant skills and experience and will target individuals who have the requisite mix. Candidates are then interviewed by the Chair of the Board of Trustees to determine their suitability.

Each year, one-third of us will retire from office.

In the year to 31 March 2023 Laurence Newman retired by rotation and, being eligible, was re-elected. Mark Emmerson retired.

Trustee Induction and Development

A Trustee Induction Pack, which carries all the relevant information for Trustees about both the charity and their duties and responsibilities as Trustees, has been produced and forms part of an induction process for any new Trustees which also includes an induction meeting.

We are also encouraged to attend appropriate external events and conferences, including visits to CCE programmes and partners where these will facilitate the undertaking of our role.

Board meetings also include presentations about the work of CCE from the staff and from representatives from partner organisations which provide us with the opportunity to learn more about the organisations work and its impact.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Remuneration of Key Management Personnel

The Board, who give their time freely and have received no remuneration in the year, have considered who are the Key Management Personnel (KMP) of the charity. Together with the Board, these KMP are those in charge of directing and controlling, running and operating the activities of the charity on a day-to-day basis.

The pay of the KMP is reviewed annually. The Trustees benchmark against pay levels of other charities and similar organisations within the sector and the region. Pay levels are set using this information together with the budget and forecast information, ensuring that the charity can afford any proposed increases. The Board then agrees any uplift to remuneration.

Risk Management

As Trustees, we have examined the major governance, operational and financial risks which the charity faces as part of the annual business planning process and confirm that systems have been established to mitigate these risks.

We have a risk management strategy in place which comprises:

- An annual review of the strategic risks the charity may face via the business model
- The establishment of systems and procedures to mitigate those risks identified
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

We are satisfied that appropriate financial systems and controls and employment policies and practices are in place, but we continue to test and refine these processes, using the Resources Committee of the Board to examine these issues in detail.

As Trustees, we consider the key risks facing the charity at this time to be the loss, either temporarily or permanently of the Director and other staff members.

The charity has significant unrestricted reserves and in response to this we have developed a three-year strategic plan which has seen a growth in its charitable activities in the UK and a drawing down of its charitable reserves over a period of time. The charity has also reviewed its reserves policy to ensure that it continues to retain enough reserves so that in the event of closure it is able to wind down its charitable activities in an orderly fashion whilst meeting all its financial commitments.

As Trustees we continue to manage the potential impact of risks within the Risk Management Plan by ensuring that:

- We have a strategic plan which sets out our charitable activities
- We continue to increase the headcount and capacity of the staff team to support the delivery of the strategic plan
- We have a pool of experienced freelance associates able to support the delivery of key programme areas
- The Staff Performance Review framework includes ongoing health checks to support the ongoing wellbeing of staff
- We have in place contracts for services to support core functions including bookkeeping, accountancy, payroll and IT.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Risk Management (Cont.)

Given the high level of unrestricted reserves the charity has no key financial risks to manage. However, the Trustees continue to ensure robust financial planning and reporting by ensuring that:

- Budgets have been set for the next financial year
- We continue to explore potential new income streams, particularly from the design of new programmes which benefit children and young people, managing the effective delivery of those programmes, providing professional development to those responsible for delivering the programmes and evaluating their impact
- The costs to the charity of delivering those programmes are minimised
- Regular management accounts are provided showing the performance against budget
- Contingency plans are in place for the actions which would be taken if there were significant changes in the charity's operational capacity or financial position
- Reserves policies provide an appropriate amount of uncommitted Reserves which will always enable the charity to meet all its liabilities.

In April 2022 £100,000 was drawn down from the investment portfolio held by Rathbones, CCE's investment managers, to increase cash flow to support the delivery of the charities' three-year strategic plan. Uncertainty in the financial markets continued during the course of this financial year and the overall value of the investment portfolio fell during the 2022/23 financial year. Rathbones continue to report regularly to the Board to ensure in this new economic climate we understand the investment approach and are made aware of current and anticipated market trends. The Board will continue to keep a close eye on the performance of the charity's investment portfolio. The value of the portfolio as at 31 March 2023 was £1,964,597.

OBJECTIVES AND ACTIVITIES

Public Benefit

As Trustees, we understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. We believe that the charity meets both of the key principles.

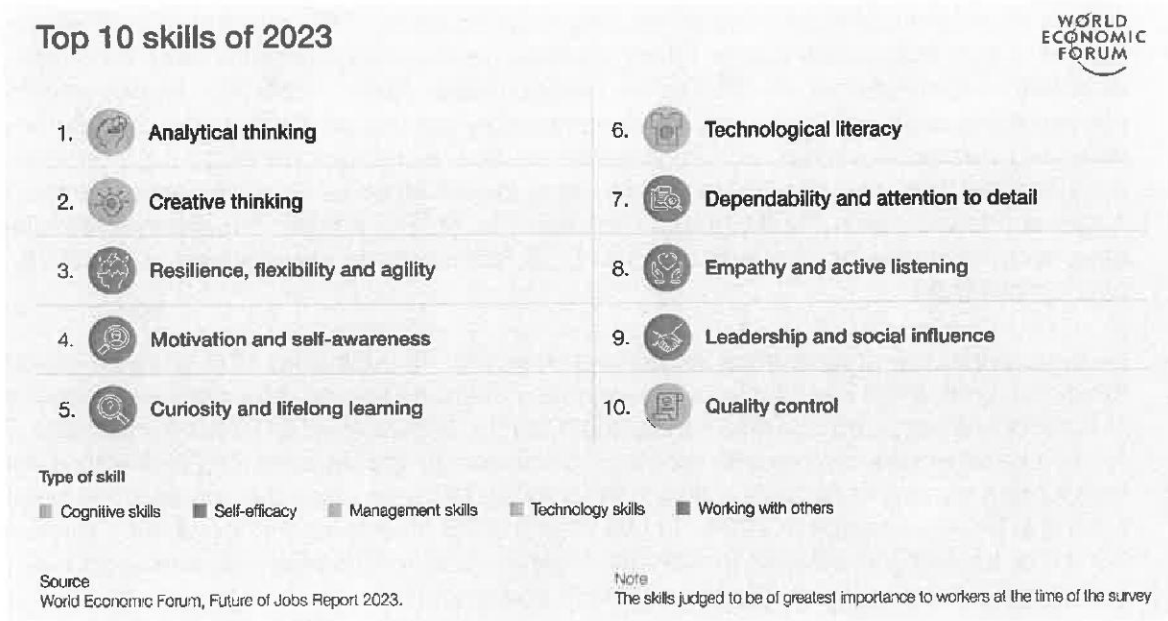
Principle 1 - There must be an identifiable benefit, or benefits

- CCE believes that, in addition to the knowledge pupils acquire in school, it is important that their core skills are developed and embedded. CCE has defined these skills as having the capacity to be inquisitive, persistent, imaginative, disciplined and collaborative, skills that are known collectively as the 'Creative Habits of Mind'.
- In the 2020 LinkedIn survey into the skills companies need, creativity came 1st and collaboration 3rd. Indeed, one of the largest search engines for jobs highlights that developing creativity in the workplace can be key to business success, that creative thinking behaviours can help businesses create products and services that differentiate themselves from their competitors and address consumers' demands in new ways.
- Over the years, many other influential bodies have reported on the importance of developing creative thinking skills. The World Economic Forum Future of Jobs Report 2023 identified the top 10 skills of 2023 which are illustrated in the diagram below.

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

- Within the top five are skills which directly align with the Creative Habits of Mind that CCE aims to develop in pupils, teachers and leaders in all its programme. This illustrates the fundamental need to ensure that creative thinking skills must form part of the education of all children and young people.



- Since 2018 the need for creativity in education has been consistently endorsed by the Organisation for Economic Co-operation and Development (OECD). The OECD is responsible for the Programme of International Student Assessment (PISA), the most authoritative international comparative measure of student achievement. The cause of creativity in education has been given a significant boost and a rise in its status by the decision of the OECD to make Creative and Critical Thinking the focus of its PISA 2022 test the results of which will be published in 2024. This is a powerful indicator of the growing status of creativity in education globally and we anticipate that this will act as the impetus to policy makers, school leaders and teachers to embed creative thinking skills into all aspects of school life.
- CCE continues to explore the connection of its programme interventions to the improvement of executive functions in children which is defined as working memory, cognitive flexibility and inhibitory control. Academic research has long associated the development of executive functions in a child as being linked with academic achievement. CCE believes that the interventions it designs and implements in schools has a direct impact on improving executive functions. Cultural and creative learning Interventions in Scotland, Norway and Chile evaluated the executive functions of pupils before and after the interventions. In all cases it showed that the executive functions had developed faster than those of similar children who had not experienced the same interventions.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

- Research into CCE's work is providing new understanding into how the arts can benefit children from more disadvantaged backgrounds and children with significant executive function challenges who are more likely to be born into disadvantaged families. Qualitative and quantitative data from the report *"Can Art be key to developing Executive Functions in Children? Final Report for The Art of Learning research pilot, Norway 2019"* found that the groups of children who participated had significantly better development of their executive functions than the control group. Other significant educational benefits were also reported including improvements in children's co-operation, fewer conflicts, improvements in concentration during discussions, improvements in the use of vocabulary, children feeling safer and classrooms where everyone feels included. Some teachers also reported their life as a teacher has become easier. Since executive functions correlate almost exactly to social-economic status (SES), in that the lower the SES of a child, the less well-developed the executive functions, this ensures that CCE interventions are of greatest benefit to the poorest children.
- CCE supports new programmes focusing on researching the impact of its work on executive functions. During the 2022/23 financial year we continued to work on a two year programme in schools with long term partners Innlandet County, Norway and T-Tudok in Hungary. This Art of Learning programme will reach a conclusion in the Autumn of 2023 with a report highlighting the improvements made in the pupils executive functions compared to pupils in control schools expected in 2024. In late March 2023 an application to continue to develop the Art of Learning in schools in Norway, Hungary and in Slovakia with a new partner was submitted to the Erasmus+ European funding programme.
- During the year CCE continued to work in partnership with lead schools Duchess's Community High School in Alnwick, Northumberland and Cragside Primary School in Newcastle on the North East Creativity Collaborative Network. The collaborative is one of 8 across England which are networks of schools willing to support the development of children's creativity as an aspect of everyday life in schools. The Arts Council England's Creativity Collaboratives initiative was a one of the key recommendations of the 2019 Durham Commission on Creativity in Education. This directly supports the ambitions of the Board in the 3 year strategy agreed in the Autumn of 2021 for CCE to raise its profile in the UK.
- Another important programme of work carried out this year which supports the development of CCE's profile in the UK is focussed on supporting leadership for creative thinking. The growing body of international evidence of the importance of creative thinking has led to school leaders needing support with this priority. As part of a Memorandum of Understanding with the Centre for Real-World Learning at Winchester University and in partnership with colleagues from Arts Council of Wales, CCE has been co-authoring a publication titled *Creative Thinking in Schools: A Leadership Playbook*. The playbook is a practical guide that brings together understanding about creative leadership and provides support to leaders on how to create capacity amongst their staff to embed creative thinking. It offers resources, planning tools and practical examples to support school and system leaders and will be published in Summer 2023. It will be complemented by a website and professional learning community which CCE will manage.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

Principle 2 - Benefit must be to the public, or a section of the public

All of these benefits are clear, evidenced and relate directly to CCE's aims. In addition, as Trustees, we do not consider that any significant detriment or harm flows from CCE's work.

CCE programmes continue to target schools in areas with higher levels of deprivation. This is evident in our work in Pakistan, where we are working with schools serving communities with extreme levels of poverty and deprivation; in the Czech Republic and in Hungary where our programmes focus on schools working with Roma communities which are generally located in the most disadvantaged communities.

- Since 2015 CCE has been working in Thailand supporting the work of the Equitable Education Fund (EEF) and its partners in line with its priority to improve education for the most disadvantaged children and young people. CCE's work in Thailand has supported skills development and capacity building of the team within EEF and its partners. During this financial year CCE's programme of work in Thailand has increased significantly with a range of new contracts being signed. The two most significant ones focus on teacher development to enhance teaching and learning and on technical support for research into pupil outcomes. The teacher development work has led to the creation of three summer schools aimed at Home Grown Teachers who are young people from rural communities across Thailand who have been sponsored by EEF to attend university. The research contract will assist EEF with the development of evaluation tools which are able to demonstrate that their programmes are having the desired effect on the learning outcomes of pupils.
- CCE continued to support the Creative School programme in the Republic of Ireland which is a key initiative of the Creative Youth Programme. To date over one third of all school in Ireland have taken part in Creative Schools.

CCE's beneficiaries are therefore entirely appropriate to its aims and the public as a whole benefit from its work.

The principles of our work - and the impact we believe it to have - are derived from the CCE's original Creative Partnerships (CP) programme and have been evidenced and proven via the extensive programme of research and evaluation CCE has commissioned.

Our current work remains faithful to the implementation of these principles, applying the learning from CP to the design and delivery of creative learning programmes for children and young people around the world.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

Our charitable work encompasses:

- The professional development of teachers, school leaders and other professionals who work directly with children and young people, to develop their practice for the benefit of children and young people, and to support them in the application of their learning in the classroom and their school
- Designing and supporting the delivery of programmes which have a strong beneficial impact on children and young people in various countries in the world
- Supporting officials with responsibility for education to change policies so that the programmes they implement directly benefit children and young people
- Promoting the benefit of CCE's approach to learning, through appearances at international conferences and events and publishing evidence of their effect on the CCE website and through other media
- Developing the capacity of teams delivering creative learning programmes by transferring CCE's knowledge and expertise and supporting them to embed this.

In 2022/23 our work had the following reach:

- We were involved in the design and/or delivery of programmes modelled on CP in 10 countries (2021/22 – 11) (Australia, Chile, Czech Republic, England, Hungary, Norway, Pakistan, Republic of Ireland, Thailand and Wales). In total 1,455 (2021/22 – 1,160) schools were enrolled in the programmes and the projects involved over 3,337 (2021/22 – 1,584) teachers directly and impacted upon more than 59,731 (2021/22 – 30,459) children and young people.
- Through professional development programmes, workshops and seminars designed and delivered by CCE for Creative Agents/Associates, Creative Practitioners, Teachers and School Leaders we reached over 2,641 (2021/22 – 1,759) participants in 10 (2021/22 – 11) countries (Australia, Chile, Czech Republic, England, Hungary, Norway, Pakistan, Republic of Ireland, Thailand and Wales).

The programmes we advise and manage are frequently of a considerable scale and reach and are generally of a significantly higher financial value than the value of CCE's own work on the contract. In 2022/23 CCE worked on programmes in Australia, Chile, Czech Republic, England, Hungary, Norway, Pakistan, Republic of Ireland, Thailand and Wales with a combined programme value in excess of £5,199,249.

In addition, our consultancy work is intended to influence and produce changes in policy at regional, national and international level. We do this by working with key officials responsible for educational policy. It encourages continued investment in creative education, which can have a substantial impact over a long period of time on the life chances of millions of children and young people.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

For instance, in December 2021 the Welsh Government and the Arts Council of Wales announced a further three-year extension to Creative Learning Through the Arts – An Action Plan for Wales which has benefitted over 134,000 pupils from schools across Wales. CCE helped to design and deliver the Lead Creative Schools programme which continues as a core part of the future plan for Wales. In the Republic of Ireland we have continued, through our work with Creative Ireland and its Creative Youth Programme 2017-22, to contribute to the design of changes to education practice to ensure that the Government's investment in its education programmes benefits over the long-term every child and young person in the country. This is further evidenced by the Irish Government extending for a further 5 years the Creative Youth programme with the launch during this year of Creative Youth 2023-2027. CCE supported Creative Ireland with the development of this plan which ensures a long-term legacy of CCE's work in Ireland and demonstrates both our ability to inform national education policy and to embed and sustain creative learning programmes.

Our international work typically involves the formation and capacity building of local teams to manage the programme within the country or region concerned. This ensures that skills are developed and embedded through the development of a cohort of professionals who have been immersed in the theory and practice of our work. There are very strong teams now established in Australia, Chile, Czech Republic, Germany, Hungary, Republic of Ireland, Norway, Pakistan, Thailand and Wales who make our international work possible. In expressing the benefits that CCE has brought to their work our international partners said:

"For the Association for Creativity in Education, in the Czech Republic, working with CCE for more than a decade has been of tremendous importance. Thanks to the adaptation and piloting of the Creative Partnership programme in 2012 in Prague schools, we have over time become a respected leader in Creative Education in the country.

Working very closely with the team from CCE they have pushed us professionally in research, implementation and innovation. We have moved into the role of mentors for other organisations and municipalities, expert consultants for the Ministry of Culture and the Czech School Inspectorate and we were behind the idea of a network that brings together organisations developing creative learning in formal and non-formal education.

Today, the uMĚNÍM platform brings together 30 organisations. In April 2023, it implemented the 3rd edition of the Festival of Arts and Creativity in Education.

We continue to work with schools and develop our own programmes such as Mentoring for Teachers, Children's Think Tank, Education for the Future.

Thanks to CCE, which networks organisations like ours internationally, we can innovate our programme with impulses and good practice from around the world."

Katarína Kalivodová, Chief Executive Officer, The Association for Creative Education, Czech Republic

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

"CCE have worked with the Arts Council of Ireland since 2017 as Project Lead for Creative Schools. Their insight, expertise and ability to deliver has created a programme that is the largest of its kind ever initiated in Ireland.

With their leadership we have been able to roll out a model of creativity for and with schools all across Ireland that we know through independent evaluation is having a lasting impact. CCE's ability to blend international experience with Ireland's specific context has created a programme with an exceptionally bright future. "

Mags Walsh, Programme Director, Creative Schools, Arts Council Ireland

"I first encountered CCE through a professional develop course for Creative Practitioners that I attended in Norway a decade ago. At this time in my life, I had just finished my teacher training, and to put it simply, I learned more hands-on teaching and learning methodology from the 4 days of this course than I did in a whole year of teacher training at a University in Norway. This fact shocked me, while at the same time I realised that I had found an organisation and programme where I could continue to develop my practice. I continued to be a Creative Partnerships practitioner for several years in Norway.

But I wanted more and during this time I was thrilled to be invited by CCE to co-facilitate Creative Partnerships professional development programmes in Norway, Czech Republic and in Pakistan. Each time was a great learning opportunity, which enabled me to grow both my facilitating and English language skills. It also developed my understanding of cross-cultural school challenges and how to handle those in constructive ways.

In 2017, a new pilot initiative called The Art of Learning (AoL) was developed by CCE for schools in Scotland. At that time I was an Art Advisor at Innlandet Cuncy Council and I was able to initiate a study visit to Scotland with key researchers from Norway. Following the visit and with help and support from CCE we were able to implement a follow-up AoL pilot in Norway. The results of this pilot were very strong and we decided to continue developing a full scale programme with continued support from CCE and with T-Tudok, from Hungary who had also worked with CCE for a number of years. This programme is currently underway and we look forward to reporting on its results in 2024.

I would like to thank CCE for all the learning, trust and support I have gained from them over the years. I know that their influence has helped shape my career path and my career goal which is to create a real long-lasting change in how learning happens in schools, where children are key to their own learning and can be creative, active and playful while learning. I will continue to share the knowledge, experience and engagement that I have gained from CCE to new artists, teachers and school leaders in the years to come."

Marie Othilie Hundevadt, Project Leader, Innlandet County Council, Norway

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

"Working with CCE has been a highlight of my life. When Alif Laila began its collaboration with CCE in 2015, we were sure our programmes would grow in a meaningful way, but we could not predict the extent of the benefits.

Working with CCE broke the "box" and set our creativity flowing. We were able to initiate "firsts" in our programme; of bringing professional development to the Lahore College Women's University and introducing creative practices to trainee teachers and developing them as creative practitioners in classrooms. That programme continues to this day with the University's Practicum having taken on a totally different flavour.

Master trainers are being trained at Alif Laila using the CCE methodology spreading vibrancy and excitement in teachers from remote Sindh and Balochistan. Amna Kazmi, who became a CCE trainer imbibed all the creative habits of mind to not only pass on the professional learning to others, but also to lead Alif Laila as its new Chief Executive Officer."

Basarat Kazim, President, Alif Laila, Pakistan

"Arts Council of Wales is delighted to have had the opportunity to once again work in partnership with CCE this year. CCE played a central role over a period of five years in supporting the development of our Creative learning through the arts programme and helping to place creativity at the heart of the school curriculum in Wales. Since 2020 the programme in Wales has continued to go from strength to strength and we were pleased this year to be working in partnership with CCE on a programme of work focussed on developing creative leadership. Our shared values and aspirations coming together once again on an exciting and ground-breaking creative journey."

Diane Hebb, Director (Arts Engagement), Arts Council of Wales

CCE also plays an important coordination and networking role in bringing together the international teams it has supported as part of the CCE International Community of Practice (COP). This COP comes together bi-monthly to share practice, to reflect and to plan activities and events to increase the profile and reach of creative learning programmes globally.

CCE also participates in other communities of practice to further strengthen and maximise the impact of its work including the BIC Corporate Foundation Creativity Community of Practice. This brings together educators, researchers, charities, foundations and creative practitioners to exchange practice, research and ideas.

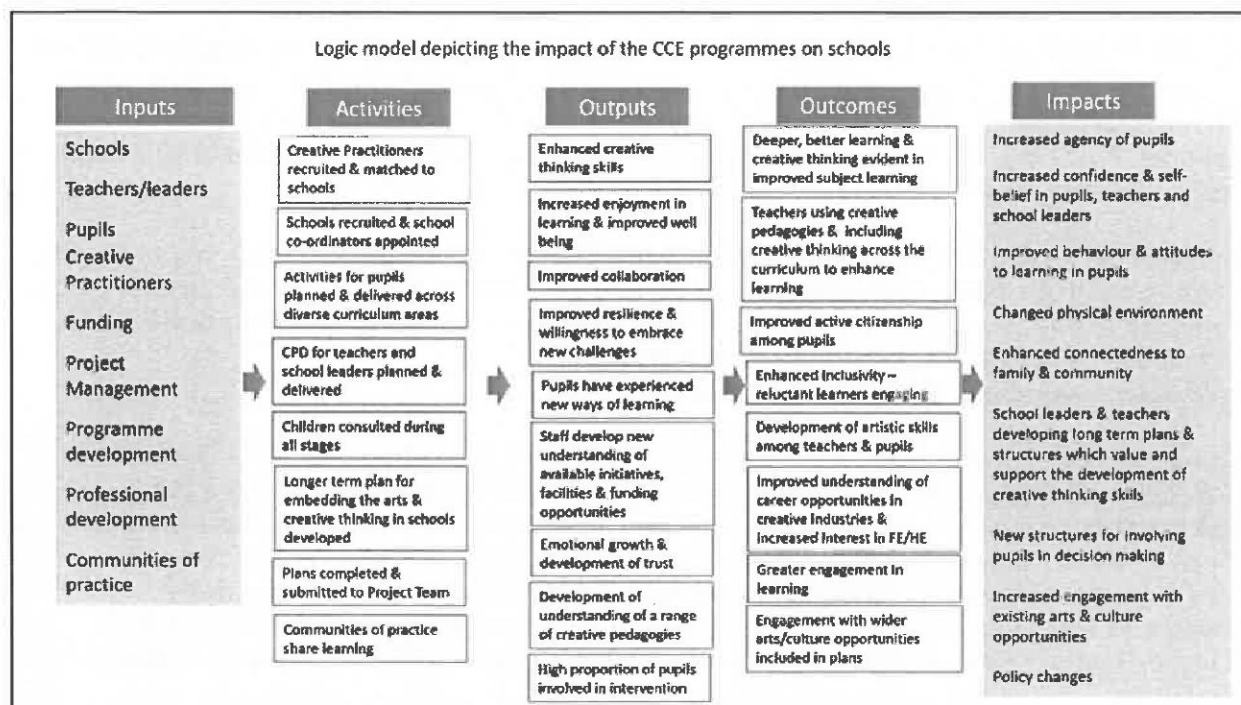
CCE also uses a wide range of measures to assess the impact and outcomes of its interventions in schools. This has enabled us to show that all the outcomes for pupils are positive, particularly in the area of their capacity to learn (executive functions), their attainment levels, their attendance and in the acquisition of new knowledge and skills.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)

OBJECTIVES AND ACTIVITIES (CONTINUED)

Public Benefit (Cont.)

The logic model below illustrates potential outputs, outcomes and impacts of CCEs work (though not all will be evidenced on every programme):



In delivering the above work, we have met the following Key Performance Indicators for 2022/23.

- Continued the implementation of a three-year strategic plan
- Secured at least one major new contract or programme
- Increased our reach in the UK
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

ACHIEVEMENTS AND PERFORMANCE

Financial Review

The financial out-turn for the year is an unrestricted deficit of £80,457 (2021/22: unrestricted deficit of £79,449), before transfers of funds and the net movement on investments.

After a net loss on investments of £108,522, (2021/22: gain: £148,460) the net movement on Unrestricted Funds is a decrease of £188,979 (2021/22: increase £69,001).

The Trustees consider this result to be satisfactory.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Financial Review (Cont.)

Following settlement of the significant liability owing to the Arts Council Retirement Plan in 2019/20 and the subsequent release of the remaining Restricted Funds held for that purpose into Unrestricted Funds (in accordance with the terms of the original funds awarded), CCE now holds significant Unrestricted Funds in excess of those required for known liabilities plus a reasonable level of contingency.

In response the Trustees agreed a three-year strategic plan intended to begin reducing these reserves by investing in an agreed programme of work supporting CCE's charitable purpose with funds anticipated to be available to support work over a further 6 year period. This 'spend down' strategy is reflected in the revised Reserves Policy detailed below.

Reserves Policy

As Trustees, we have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees seek to retain sufficient Unrestricted Reserves to cover all known liabilities and to provide for six months' running costs to ensure an orderly winding-down of the organisation, should that ever prove necessary.

At present, the Trustees estimate that the Unrestricted Reserves required for the purposes outlined above amount to £107,853. In addition, the Trustees prefer the charity to hold an additional level of contingency to enable the charity to respond flexibly to appropriate initiatives which might be identified outside of its annual budgeting process or to provide appropriately for any additional liabilities identified. This contingency is estimated at £65,000, such that total Unrestricted Funds required amount to £170,000.

CCE currently holds Unrestricted Reserves of £1,998,046, including £50,000 Designated Funds.

Free Reserves, defined as non-designated Unrestricted Funds, minus the value of Tangible Fixed Assets, are £1,944,839.

In addition, at 31 March 2023, £25,000 is held as Restricted Funds, representing as yet unspent funding from the Arts Council of Wales.

The Trustees have agreed a strategic plan intended to reduce these reserves by investing in an agreed programme of work supporting CCE's charitable purpose to March 2024 with the expectation that there will be reserves available for 5-6 years beyond that date. The plan will involve an average annual net spend from Unrestricted Funds of c£250,000 - £300,000.

This policy is reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Fundraising Policy

The charity is required to report how it deals with fundraising from the public. The charity does not use a professional fundraiser or commercial participator to raise funds. Any monies raised direct from the public follows all guidelines set out by the Charity Commission and UK law in every respect. We respect the privacy and contact preferences of all public donors.

Investment Policy

CCE's Board takes a long-term view in terms of the investment of its cash reserves. Investment managers were appointed in March 2014 following a tendering process.

The charity has wide investment powers which are specified in its Articles of Association and all Trustees are involved in setting investment policy.

The investment objective is a balanced return between income and capital growth with a medium risk. The income yield was set a 3% and this was reviewed down as capital was withdrawn to support the organisations operating costs.

The Trustees are mindful of ethical considerations and seek to avoid direct investment in any area which might directly cause harm to CCE's key beneficiaries of children and young people.

The intention is to build a conservative asset mix not overly dependent on any single economic scenario or asset class.

Funds are invested in such a way that, if required, sufficient capital can be liquidated to meet the charity's liabilities and commitments.

PLANS FOR THE FUTURE

Diane Fisher-Naylor, the current Director of CCE, informed the Board of her intention to retire at the end of June 2023. At its March 2023 meeting the Board gave careful consideration to a range of options for the future operation of CCE. It agreed that the most appropriate option to support the organisation's charitable objectives was to proceed with the appointment of a new Director and Nia Richards was appointed 1 July 2023 accordingly. The Board will review the current strategic plan at its Board meeting in September 2023.

This strategic plan aims to build on the organisation's acknowledged reputation and experience gained from the many years of involvement in the Creative Partnerships programme in offering consultancy support, programme design and professional development to those interested in developing creative learning programmes for the benefit of children and young people around the world. CCE has developed significant expertise in the design and delivery of digital and face-to-face professional learning in the field of creative learning which it intends to continue to exploit and develop as a core part of its future strategy providing potential reach for its work nationally and internationally.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

PLANS FOR THE FUTURE (CONTINUED)

The delivery of the strategic plan is supported by the charity's unrestricted funds.

The Board will continue to receive regular reports from Rathbones, CCE's investment managers as to the performance and value of the charity's investment portfolio. It will also continue to review the ongoing financial performance of the organisation against the budget agreed by the Trustees.

Our Key Performance Indicators for 2023/24 are to have:

- Continued the implementation of a three-year strategic plan
- Increased our reach in the UK
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

Going Concern

We, as Trustees, have considered and approved a business model and budget and have agreed a long-term strategic plan. We believe that the plan is robust and that sufficient Reserves remain to meet any costs and liabilities arising.

We, as Trustees, have always taken steps to ensure that, throughout the life of CCE, the charity only makes financial commitments which can be met from within agreed existing funding, reserves or within a level of earned income which is realistically likely to be generated.

In addition, we have continued to adopt a prudent approach to generate a level of Reserves which ensures that all potential liabilities which might arise (including redundancy liabilities) can be met, even in the unlikely event that no further income can be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

Independent Examiner

A resolution proposing that Simon Brown BA ACA DChA Azets Audit be re-appointed as independent examiner for the ensuing year will be put to the Members.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
TRUSTEES' REPORT (including Directors' Report)**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

As the Trustees (who are also directors of Creativity, Culture and Education for the purposes of company law), we are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

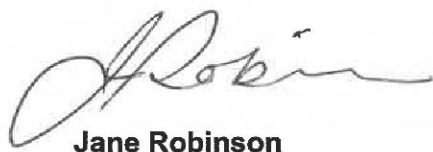
As Trustees, we are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. We are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we, as Trustees, are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- we have taken all steps that we ought to have taken to make ourselves aware of any relevant information and to establish that the independent examiner is aware of that information.

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

This report was approved by the Board of Trustees on 22 September 2023 and signed on its behalf by:



**Jane Robinson
Trustee**

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2023
INDEPENDENT EXAMINER'S REPORT**

I hereby report to the Trustees/Members of Creativity, Culture and Education (Charity Registration Number 1125841) on my examination of the accounts for the year ended 31 March 2023.

Responsibilities and basis of report

As the charity's Trustees (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 charity'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.

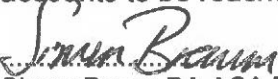
Independent Examiner's Statement

Since the Company's gross income exceeded £250,000, your examiner must be a member of a 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 Accountant 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:

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 or 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 (FRS102)).

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.


Simon Brown BA ACA DChA
For and on behalf of
Azets Audit Services
Regent Centre
Gosforth
Newcastle upon Tyne
NE3 3LS

Date:.....9-10-2023

Azets Audit Services is a Trading Name of Azets Audit Services Limited.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
(incorporating a summarised Income & Expenditure Account)
YEAR TO 31 MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income					
Income from Charitable Activities	3	271,646	-	271,646	155,243
Income from Investments	4	52,558	-	52,558	37,586
Income from Grants, Donations & Legacies	5	50,000	25,000	75,000	-
Other Income	6	130	-	130	104
Total Income		374,334	25,000	399,334	192,933
Expenditure					
Expenditure on Raising Funds	7	9,702	-	9,702	10,899
Expenditure on Charitable Activities	8	445,089	-	445,089	261,483
Total Expenditure		454,791	-	454,791	272,382
Net Income/(Expenditure) before Gains/(Losses) on Investments		(80,457)	25,000	(55,457)	(79,449)
Net Gains/(Losses) on Investments		(108,522)	-	(108,522)	148,460
Net movement in funds	9	(188,979)	25,000	(163,979)	69,011
Balance brought forward		2,187,024	-	2,187,024	2,118,013
Balance carried forward	17	£1,998,045	£25,000	£2,023,045	£2,187,024

The notes on pages 21 to 31 form part of the financial statements.

There are no recognised gains and losses during the year other than as shown above.

All the activities for the year are continuing activities.


The Statement of Financial Activities also complies with the requirements for an Income & Expenditure Account under the Companies Act 2006.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
BALANCE SHEET
At 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Fixed Assets					
Tangible Fixed Assets	12	3,207		1,604	
Fixed Asset Investments	13	<u>1,964,597</u>		<u>2,173,119</u>	
			1,967,804		2,174,723
Current Assets					
Debtors	14	32,186		21,093	
Cash at Bank and In Hand		<u>74,023</u>		<u>47,618</u>	
		106,209		68,711	
Creditors:					
Amounts Falling Due Within 1 Year	15	<u>(50,968)</u>		<u>(56,410)</u>	
Net Current Assets			55,241		12,301
Total Net Assets			<u>£2,023,045</u>		<u>£2,187,024</u>
Represented By:					
Unrestricted Funds	17		1,998,045		2,187,024
Restricted Funds	17		<u>25,000</u>		<u>-</u>
			<u>£2,023,045</u>		<u>£2,187,024</u>

The notes on pages 21 to 31 form part of the financial statements.

The financial statements were approved by the Board, and authorized for issue, on 22 September 2023 and signed on its behalf by:



Jane Robinson
Trustee

Company Registration Number: 06600739

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

1. Accounting Policies

Charity Information

Creativity, Culture and Education is a private company, limited by guarantee, incorporated in England and Wales. The registered office is 20 Portland Terrace, Jesmond, Newcastle upon Tyne NE2 1QQ.

The charity is a public benefit entity.

Basis of Accounting

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities" and the Charities Act 2011.

The financial statements have been prepared on the historical cost basis, modified to include certain financial instruments at fair value.

Advantage has been taken of the provisions in the SORP for Charities applying FRS 102 Update Bulletin 2 not to prepare a statement of cashflows.

The financial statements are prepared in sterling, which is the functional currency of the charity.

Going Concern

Having reached a resolution in 2020/21 to the potential liability arising from CCE's last employee leaving the Arts Council Retirement Plan (1994) (ACRP) with effect from 30 September 2020, the charity's Trustees have concluded that there is no associated material uncertainty in respect of Going Concern.

Consequently, we, as Trustees, have considered and approved a business model and budget through which the charity is seeking to develop new income streams to support its planned activities in 2023/24 and beyond.

We believe that the plans are robust, but also that, in the events of the plans for income generation not coming to fruition, sufficient Reserves remain to meet any costs and liabilities arising.

Since its inception, we, as Trustees, have taken care to ensure that the organisation has not entered into any material commitments beyond the end date of whatever funding has been in place or in excess of the income realistically likely to be generated, whilst a prudent approach has been taken to generate a level of Reserves which ensures that all potential liabilities which might arise at that date (including pension and redundancy liabilities) can be met should no further income be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

1. Accounting Policies (Continued)

Estimation Uncertainty and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported.

Management have approved depreciation, prepayments, accruals and other cut-off adjustments. Whilst management believe that these estimates and judgements are accurate, there is every likelihood that they will not be exact.

The Trustees include an investment portfolio at market value and annually consider the market value.

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

Income

All income, including grant income, is included in the Statement of Financial Activities (SOFA), net of VAT, when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Such income is only deferred when the donor or funder has specified that the grant or donation can only be used in future accounting periods or where the donor or funder has imposed conditions which must be met before the charity has unconditional entitlement.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

Income from Investments

Dividends are included on a receivable basis. Interest receivable on fixed interest securities and bank deposits is included on an accruals basis.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Costs of Raising Funds are those costs of seeking potential funders and applying for funding.
- Charitable activities include expenditure associated with the provision of grant funding, research, advocacy and the direct provision of creative learning-related activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

1. Accounting Policies (Continued)

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Operating Leases

The charity classifies the lease of certain printing equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

Tangible Fixed Assets and Depreciation

Depreciation is provided on the fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

Office Equipment	- 20% per annum straight line
Computer Equipment	- 33% per annum straight line
Furniture & Fittings	- 25% per annum straight line

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

Impairment of Fixed Assets

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

Cash and Cash Equivalents

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

Fixed Asset Investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Fund Accounting

The charity has a number of restricted income funds to account for situations in which a funder requires that a grant must be spent on a particular purpose or where funds have been raised for a specific purpose. The aim and use of each restricted fund is set out in Note 16 to the financial statements.

All other funds are considered Unrestricted Funds and are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

1. Accounting Policies (Cont.)

Pensions

CCE contributes to a defined contribution scheme, as detailed in Note 11.

The amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

Creativity, Culture and Education is a registered charity and, as such, is not liable to taxation on its income in the current year.

Foreign Currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the date of the transaction. Exchange differences are taken into account in arriving at the surplus/deficit.

Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' of FRS102 to all its financial instruments.

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees for the time being.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

3. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Programme Design & Consultancy	269,299	-	269,299	153,879
Speaking Fees	2,347	-	2,347	1,364
	271,646	-	271,646	155,243

The 2022 total of £155,243 was wholly attributable to Unrestricted Funds.

4. Income from Investments

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Interest on cash deposits	2,711	-	2,711	134
Interest on / Dividends from Investments under fund management	49,847	-	49,847	37,452
	52,558	-	52,558	37,586

The 2022 total of £37,586 was wholly attributable to Unrestricted Funds.

5. Income from Grants, Donations & Legacies

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Grant – Arts Council of Wales	-	25,000	25,000	-
Donation – Anonymous	50,000	-	50,000	-
	50,000	25,000	75,000	-

6. Other Income

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Other Income	130	-	130	104
	130	-	130	104

The 2022 total of £104 was wholly attributable to Unrestricted Funds.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

7. Expenditure on Raising Funds

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Investment Management Costs	9,702	-	9,702	10,899
	9,702	-	9,702	10,899

The 2022 total of £10,899 was wholly attributable to Unrestricted Funds.

8. Expenditure on Charitable Activities

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Cultural & Creative Learning Programmes				
Associates, Travel & Subsistence	170,003	-	170,003	81,670
Staff Costs (see Note 10)	226,795	-	226,795	137,081
	396,798	-	396,798	218,751
Support Costs				
Legal & Other Professional Costs	1,213	-	1,213	1,913
Depreciation	2,005	-	2,005	802
Other Overhead Costs	37,343	-	37,343	32,800
	40,561	-	40,561	35,515
Governance Costs				
Independent Examination Fees	2,250	-	2,250	2,250
Other Accountancy Services	5,480	-	5,480	4,967
	7,730	-	7,730	7,217
	445,089	-	445,089	261,483

The 2022 total of £261,483 was wholly attributable to Unrestricted Funds.

9. Net Income/(Expenditure)

	2023	2022
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Remuneration	2,250	2,250
Operating Lease payments in the year	6,720	6,720
Depreciation of Owned Fixed Assets	2,005	802

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

10. Staff Costs

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Gross Salary Costs	165,163	-	165,163	92,015
Social Security Costs	12,814	-	12,814	6,087
Employer's Pension Contributions – Defined Contribution Scheme	48,818	-	48,818	38,979
	226,795	-	226,795	137,081

The average monthly number of staff employed during the year, was as follows:

	2023 No.	2022 No.
--	---------------------	---------------------

Cultural & Creative Learning Programmes	<u>5</u>	<u>3</u>
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The number of the above staff expressed as full-time equivalents was 3 (2022: 3.2)

The following employees received remuneration, including employer's pension contributions, in excess of £60,000 in the year.

	2023 No.	2022 No.
£60,001 to £70,000	-	1

The total paid to key management personnel, defined as the members of the Senior Management Team, was £59,243 (2022: £60,513).

The Senior Management Team during the year to 31 March 2023 comprised Diane Fisher-Naylor - Director.

Contributions totalling £48,818 (2022: £38,979) were incurred during the year in respect of the defined contributions pension scheme operated by CCE in respect of the above staff.

Pension contributions of £4,251 were outstanding at 31 March 2023 (2022: £3,371).

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

10. Staff Costs (Cont.)

No remuneration was paid to or waived by Trustees/Directors in the year, but Trustees are able to claim re-imbursement at cost for any out-of-pocket expenses they incur in the course of their Trustee duties. Travel and subsistence expenses of £304 (2022: £237) were reimbursed to Trustees in respect of their attendance at meetings of the charity.

The charity has purchased third party insurance for all serving Trustees and Officers of the charity against liability arising for wrongful acts in relation to the charity.

11. Pension Scheme

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. CCE make an employer's contribution of 10% of pensionable pay, provided that the employee makes a minimum contribution of 3%. These amounts are paid over to the Fund on a monthly basis.

12. Tangible Fixed Assets

	Fixtures & Fittings	Office Equipment	ICT Equipment	Total Fixed Assets
Cost	£	£	£	£
At 1 April 2022	13,654	2,300	28,769	44,723
Additions	-	-	3,608	3,608
Disposals	-	-	-	-
At 31 March 2023	13,654	2,300	32,377	48,331
Depreciation				
At 1 April 2022	13,654	2,300	27,165	43,119
Charge for year	-	-	2,005	2,005
Disposals	-	-	-	-
At 31 March 2023	13,654	2,300	29,170	45,124
Net Book Value				
At 31 March 2023	£-	£-	£3,207	£3,207
At 1 April 2022	£-	£-	£1,604	£1,604

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

13. Fixed Assets - Investments under Fund Management

	2023	2022
	£	£
Market Value at 1 April	2,113,243	1,983,763
Cost of Investments Purchased	164,312	212,029
Market Value of Investments Sold	(364,377)	(193,515)
Unrealised Gain/(Loss)	(94,078)	110,966
	<u>1,819,100</u>	<u>2,113,243</u>
Cash	145,497	59,876
Market Value at 31 March	1,964,597	2,173,119

The market value has been provided by the charity's investment managers.

Geographical analysis of investments under fund management:	2023	2022
	£	£
Fixed Interest	266,549	177,177
UK Equities	599,855	667,431
Overseas Equities	657,857	881,207
Alternatives	294,839	387,428
Cash	145,497	59,876
	<u>1,964,597</u>	<u>2,173,119</u>

The Historic Cost of Investments held is £1,726,946 (2022: £1,775,107)

The following holdings are greater than 5% of the portfolio:

Hermes Investment Management - US SMID Equity L Inc - £100,471
 JP Morgan Asset Mgrs (UK) - US Equity Income C2 Net Inc - £134,134

14. Debtors

	2023	2022
	£	£
Trade Debtors	530	8,247
Prepayments & Accrued Income	28,886	10,283
Other Debtors	753	2,563
Value Added Tax Debtor	2,017	-
	<u>32,186</u>	<u>21,093</u>

All sums are due within 1 year.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
 NOTES TO THE ACCOUNTS
 At 31 MARCH 2023

15. Creditors - Amounts Falling Due Within One Year

	2023	2022
	£	£
Trade Creditors	9,692	12,668
Deferred Income (see below)	-	25,000
Other Creditors	16,305	3,776
Other Taxes & Social Security Costs	4,655	3,502
Accruals	20,316	11,464
	50,968	56,410
Deferred Income		
Deferred Income brought forward	25,000	-
Income deferred in the year	-	25,000
Income released in the year	(25,000)	-
Deferred Income carried forward	-	25,000

16. Analysis of Charitable Funds

	Fund at 1 April 2022	Income for Period	Expenditure for Period & Loss on Investments	Fund at 31 March 2023
	£	£	£	£
Movement on Unrestricted Funds				
Unrestricted General Fund	2,187,024	324,334	(563,313)	1,948,045
Designated Fund	-	50,000	-	50,000
Total Unrestricted Funds	2,187,024	374,334	(563,313)	1,998,045
Movement on Restricted Funds				
Restricted Fund – Arts Council of Wales	-	25,000	-	25,000
Total Funds	2,187,024	399,334	(563,313)	2,023,045

Name of Designated Fund	Description, Nature & Purpose of the Designated Fund
Anonymous Donation	Towards the cost of supporting creative learning in schools in the North East
Name of Restricted Fund	Description, Nature & Purpose of the Restricted Fund
Arts Council of Wales	Towards the cost of the Leading for Creativity Playbook project with the Centre for Real World Learning

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2023

17. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Fixed Assets	3,207	-	3,207	1,604
Investments	1,964,597		1,964,597	2,173,119
Net Current Assets	30,241	25,000	55,241	12,301
	1,998,045	25,000	2,023,045	2,187,024

18. Operating Lease Commitments

At 31 March 2023 the charity had total commitments under non-cancellable operating leases as follows

Category	Property	Equipment
	£	£
Operating leases which expire:		
Within one year	4,740	-
	4,740	-

19. Financial Commitments

No material financial commitments have been made in respect of future financial periods, other than the operating leases disclosed in Note 18.

20. Related Party Transactions

The Trustees confirmed there were no Related Party Transactions.

Transactions with Trustees are included in note 10.

CREATIVITY CULTURE AND EDUCATION

England & Wales - Charity number 1125841

Accounts

Company Registration Number: 06600739

Charity Registration Number: 1125841

CREATIVITY, CULTURE AND EDUCATION
(A COMPANY LIMITED BY GUARANTEE)

REPORT AND ACCOUNTS
For the year ended 31 March 2022

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

As the Board of Trustees, we present our report and financial statements for the year to 31 March 2022.

Company Number 06600739
Registered Charity Number 1125841
Registered Office Ground Floor
20 Portland Terrace
Newcastle upon Tyne
NE2 1QQ

Board of Trustees

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report. The charity is referred to as CCE throughout this report.

The Trustees of CCE during the period and to the date of signing this report are as follows:

Jane Robinson (Chair) Stephanie Bird Johanne Clifton Mark Emmerson Fiona Mactaggart Laurence Newman Stephan Vincent-Lancrin	Resigned 27 September 2021
Director	Diane Fisher-Naylor
Company Secretary	Denise Keane
Bankers	Santander, Bootle, Merseyside L30 4GB
Investment Managers	Rathbones, Earl Grey House, 75-85 Grey Street, Newcastle upon Tyne NE1 6EF
Independent Examiners	Simon Brown BA ACA DChA Azets Audit Services, Bulman House, Regent Centre, Henry Street, Newcastle upon Tyne NE3 3LS
Solicitors	Ward Hadaway, Sandgate House, 102 Quayside, Newcastle upon Tyne NE1 3DX

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Governing Documents

CCE is a charitable company limited by guarantee, incorporated on 22 May 2008 and registered as a charity on 11 September 2008. It was established under the Memorandum of Association which established its objects and powers and is governed under its Articles of Association.

In accordance with Charity Commission consent received on 12 January 2010 in respect of changes to the Company's objects, the Memorandum and Articles of Association were amended by Special Resolution of the Directors of the Company on 21 January 2010. In addition, on 21 January 2010 all the provisions of the Company's Memorandum of Association were deleted and, by virtue of section 28 of the Companies Act 2006, are now treated as the provisions of the Company's Articles of Association.

Charitable Objects and Main Activities

CCE's objects are to advance for the public benefit the education of children and young people in order to enable them to participate in society as mature and responsible individuals, in particular by:

- supporting them to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science;
- supporting teachers, practitioners, carers, performers and artists in developing the necessary skills and knowledge to assist them in enabling children and young people both inside and outside formal education to develop and apply their skills and talents and to open up to them cultural and creative activity;
- developing programmes, where appropriate, in partnership with others to deliver positive learning outcomes and encourage the recognition, enjoyment and use of culture, media and heritage;
- empowering them to be involved in the promotion of cultural and learning activities and enhancing their skills, capacities and capabilities; and
- encouraging them to visit, experience, participate in, initiate and engage in cultural activities, places and performances.

In practice, from 1 April 2009 CCE delivered two main programmes - Creative Partnerships, England's flagship creative learning programme, and Find Your Talent, the pilot cultural offer for all children and young people.

Since the withdrawal of UK Government funding for Creative Partnerships and Find Your Talent from September 2011 and May 2010 respectively, the charity has concentrated on designing and supporting the implementation of programmes which directly improve the learning, well-being and attainment of children and young people.

This practice is now international in its reach, with programmes developed by the charity now operating in a range of countries.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Structure and Governance

CCE is structured as a charitable company limited by guarantee, pursuant to its Articles of Association.

We, as the Board of Trustees, are responsible for the governance, strategic direction and policy of CCE. We currently have 6 members from a variety of different backgrounds and meet 3 times a year. One of these is an extended Board meeting or an Awayday, at which we are able to give greater consideration to the future strategic direction of the organisation. Individual members also meet regularly with the Director outside of formal meetings to exchange views and receive updates on the organisation's progress.

We delegate specific tasks to a Resources sub-committee which was established in June 2009 with clear terms of reference and which reports back to the full Board of Trustees before decisions are made. The Committee typically meets 3 times a year.

We delegate operational responsibility for the provision of CCE's services to the Director who is responsible for ensuring that the charity develops and delivers services that meet the strategic objectives of the charity and that these are efficiently and effectively managed. This also includes the individual supervision of the staff team and ensuring that the team continue to develop their skills and working methods in line with good practice.

As the Board of Trustees, we are also the only company law members of the charitable company.

Recruitment and Appointment of Board of Trustees

We, as Directors of the company, are also charity Trustees for the purpose of charity law and under the company's Articles of Association are known as Members of the Board of Trustees.

As set out in the Articles of Association, we nominate the Chair of the Trustees from within the current membership.

We have discussed the optimum size of the Board and aspire to a membership of no more than 12 Trustees, but, in reality, feel that a smaller Board allows for a better degree of engagement with the issues currently faced by the charity. In seeking any additional members, we will always seek to maintain a balance of relevant skills and experience and will target individuals who have the requisite mix. Candidates are then interviewed by the Chair of the Board of Trustees to determine their suitability.

Each year, one-third of us will retire from office.

In the year to 31 March 2022 Laurence Newman retired by rotation and, being eligible, was re-elected.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Trustee Induction and Training

A Trustee Induction Pack, which carries all the relevant information for Trustees about both the charity and their duties and responsibilities as Trustees, has been produced and forms part of an induction process for any new Trustees which also includes a face-to-face induction session.

We are also encouraged to attend appropriate external events and conferences, including visits to projects funded by CCE, where these will facilitate the undertaking of our role.

Board meetings also include presentations about the work of CCE from the staff and from representatives from partner organisations which provide us with the opportunity to learn more about the organisations work and its impact.

Remuneration of Key Management Personnel

The Board, who give their time freely and have received no remuneration in the year, have considered who are the Key Management Personnel (KMP) of the charity. Together with the Board, these KMP are those in charge of directing and controlling, running and operating the activities of the charity on a day-to-day basis.

The pay of the KMP is reviewed annually. The Trustees benchmark against pay levels of other charities and similar organisations within the sector and the region. Pay levels are set using this information together with the budget and forecast information, ensuring that the charity can afford any proposed increases. The Board then agrees any uplift to remuneration.

Risk Management

As Trustees, we have examined the major governance, operational and financial risks which the charity faces as part of the annual business planning process and confirm that systems have been established to mitigate these risks.

We have a risk management strategy in place which comprises:

- An annual review of the strategic risks the charity may face via the business model
- The establishment of systems and procedures to mitigate those risks identified
- The implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

We are satisfied that appropriate financial systems and controls and employment policies and practices are in place, but we continue to test and refine these processes, using the Resources Committee of the Board to examine these issues in detail.

As Trustees, we consider the key risks facing the charity at this time to be the loss, either temporarily or permanently of the Director and other staff members.

The charity has significant unrestricted reserves and in response to this we have developed a three-year strategic plan which will see a growth in its charitable activities in the UK and a drawing down of its charitable reserves over a period of time. The charity has also reviewed its reserves policy to ensure that it continues to retain enough reserves so that in the event of closure it is able to wind down its charitable activities in an orderly fashion whilst meeting all its financial commitments.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Risk Management (Cont.)

As Trustees we continue to manage the potential impact of risks within the Risk Management Plan by ensuring that:

- We have a strategic plan which sets out our charitable activities
- We continue to increase the headcount and capacity of the staff team to support the delivery of the strategic plan
- We have a pool of experienced freelance associates able to support the delivery of key programme areas
- The Staff Performance Review framework includes ongoing health checks to support the ongoing wellbeing of staff
- We have in place contracts for services to support core functions including bookkeeping, accountancy, payroll and IT.

Given the high level of unrestricted reserves the charity has no key financial risks to manage. However, the Trustees continue to ensure robust financial planning and reporting by ensuring that:

- Budgets have been set for the next financial year
- We continue to explore potential new income streams, particularly from the design of new programmes which benefit children and young people, managing the effective delivery of those programmes, training those responsible for delivering the programmes and evaluating their impact
- The costs to the charity of delivering those programmes are minimised
- Regular management accounts are provided showing the performance against budget
- Contingency plans are in place for the actions which would be taken if there were significant changes in the charity's operational capacity or financial position
- Reserves policies provide an appropriate amount of uncommitted Reserves which will always enable the charity to meet all its liabilities.

The COVID-19 pandemic, and continued restrictions on travel around the world continued to impact on CCE's finances and its operational model. Uncertainty in the financial markets continued during the course of this financial year – however, the overall value of the investment portfolio has continued to rise over the course of the 2021/22 financial year. Rathbones, CCE's investment managers, continue to report regularly to the Board to ensure in this new economic climate we understand the investment approach and are made aware of current and anticipated market trends. The Board will continue to keep a close eye on the performance of the charity's investment portfolio. The value of the portfolio as at 31 March 2022 was £2,173,119.

Public Benefit

As Trustees, we understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. We believe that the charity meets both of the key principles.

Like many other charities the COVID-19 Pandemic has had a impact on the charity's operating model. Whilst a challenging time for the organisation, its partners and beneficiaries around the world CCE was able to continue to deliver significant public benefit and in addition reduce the potential damaging financial impact of COVID-19 through the upskilling of the staff team to deliver core elements of its programme of work digitally. During this year only one of its planned programmes of work had to be postponed to a future date.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

Principle 1 - There must be an identifiable benefit, or benefits

- CCE believes that, in addition to the knowledge pupils acquire in school, it is important that their core skills are developed and embedded. CCE has defined these skills as having the capacity to be inquisitive, persistent, imaginative, disciplined and collaborative, skills that are known collectively as the 'Creative Habits of Mind'.
- Over the years, many other influential bodies have taken a similar position. The 2019 Confederation of British Industries (CBI) and the Pearson Education Skills Survey found that the education and skills systems need to adapt to ensure that young people leave education with key skills which are deemed necessary to be ready for the world of work. This was echoed more recently on a global stage by The World Economic Forum as part of its 2020 Jobs Reset Summit in which it estimated that by 2025, 85 million jobs may be displaced by a shift in the division of labour between humans and machines. But that even more jobs – 97 million – may emerge which will mean a significant shift in skills needed over the next five years.
- The top 10 skills that employers believe will grow in prominence are included in the diagram below. These illustrate the fundamental need to ensure that creativity and teaching for it must form a core part of the education of all children and young people.



Top 10 skills of 2025



Source: Future of Jobs Report 2020, World Economic Forum

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

- Since 2018 the need for creativity in education has been consistently endorsed by the Organisation for Economic Co-operation and Development (OECD). The OECD is responsible for the Programme of International Student Assessment (PISA), the most authoritative international comparative measure of student achievement. In a significant number of international conferences the Director for Education and Skills of the OECD, Andreas Schleicher, advocates strongly for the need for the development of creativity to be at the heart of education policy and practice. Schleicher specifically references the '5 Creative Habits of Mind' to define the creative skills that are needed in education. The cause of creativity in education has been given a significant boost and a rise in its status by the decision of the OECD to make Creative Thinking the focus of its PISA 2022 test. This is a powerful indicator of the growing status of creativity in education globally.
- It is these skills that CCE focusses on nurturing in young people. The fact that these skills are enhanced by CCE's programmes was confirmed in a report published by Nottingham University during 2015. Entitled *A Critical Review of the CCE Archive*, this report found that 'overall the programme did produce considerable benefits for young people in the areas of wellbeing, citizenship and work-related skills'. The public benefit here lies in the fact that CCE aims its programmes at improving the employability of young people from socially- and economically deprived backgrounds.
- CCE continues to explore the connection of its programme interventions to the improvement of executive functions in children. Academic research has long associated the development of executive functions in a child as being linked with academic achievement. CCE believes that the interventions it designs and implements in schools has a direct impact on improving executive functions. Cultural and creative learning Interventions in Scotland, Norway and Chile evaluated the executive functions of pupils before and after the interventions. In all cases it showed that the executive functions had developed faster than those of similar children who had not experienced the same interventions.
- Research into CCE's work is providing new understanding into how the arts can benefit children from more disadvantaged backgrounds and children with significant executive function impairments who are more likely to be born into disadvantaged families. Qualitative and quantitative data from the report "*Can Art be key to developing Executive Functions in Children? Final Report for The Art of Learning research pilot, Norway 2019*" found that the groups of children who participated had significantly better development of their executive functions than the control group. Other significant educational benefits were also reported including improvements in children's co-operation, fewer conflicts, improvements in concentration during discussions, improvements in the use of vocabulary, children feeling safer and classrooms where everyone feels included. Some teachers also reported their life as a teacher has become easier. Since executive functions correlate almost exactly to social-economic status (SES), in that the lower the SES of a child, the less well-developed the executive functions, this ensures that CCE interventions are of greatest benefit to the poorest children.
- CCE continue to support new programmes of work in this area. During the 2021/22 financial year European funding was secured with two of CCE long term partners Innlandet County, Norway and T-Tudok in Hungary to continue to develop the Art of Learning programme in schools in both countries over a two-year period.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Public Benefit (Cont.)

- Following the 2019 Durham Commission on Creativity in Education, Arts Council England agreed to fund a number of Creativity Collaboratives which are networks of schools willing to make the development of children's creativity an aspect of everyday life in schools. Working in partnership with CCE, Duchess's Community High School in Alnwick, Northumberland made a successful application to lead one of 8 collaboratives across England. CCE is supporting the ongoing development of this North East Creativity Collaborative and the 11 schools involved. This directly supports the ambitions of the Board in the 3 year strategy agreed in the Autumn of 2021 for CCE to raise its profile in the UK.

All of these benefits are clear, evidenced and relate directly to CCE's aims. In addition, as Trustees, we do not consider that any significant detriment or harm flows from CCE's work.

Principle 2 - Benefit must be to the public, or a section of the public

- CCE programmes are primarily targeted at those schools in areas with higher levels of deprivation. This is evident in our work in Pakistan, where we are working with schools serving communities with extreme levels of poverty and deprivation; in the Czech Republic where our programmes focus on schools working with Roma communities which are generally located in the most disadvantaged communities and by the continuation of our work in schools in Thailand and Chile. Whilst COVID-19 has continued to impact on the education of children around the world, we continued to support our partners in these territories remotely through the use of digital technology, online training, remote consultancy support and through our international partners network.
- CCE continued to support work in arts in health with young people through training and organisational development support to Helium Arts in the Republic of Ireland, a national agency working to empower and support the creativity of children living with long-term illness. Secondly, in the area of sustainable development through a collaboration with Charles University's Centre for Sustainable Development on a programme in schools which focussed on developing future competencies and agency in children to be activists in their own communities.
- CCE continued to support a range of significant creative learning programmes in the Republic of Ireland including Creative Schools and Creative Clusters which are key initiatives of the Creative Youth Programme. This work began in 2018 and to date around 30% all schools in Ireland have participated.
- CCE's beneficiaries are therefore entirely appropriate to its aims and the public as a whole benefit from its work.

The principles of our work - and the impact we believe it to have - are derived from the CP programme and have been evidenced and proven via the extensive programme of research and evaluation CCE has commissioned.

Our current work remains faithful to the implementation of these principles, applying the learning from CP to the design and delivery of similar creative learning programmes for children and young people around the world.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

Our charitable work encompasses:

- The training of teachers and other professionals who work directly with children and young people, to develop their practice for the benefit of children and young people, and to support them in the application of their learning in the classroom
- Designing and supporting the delivery of programmes which have a strong beneficial impact on children and young people in various countries in the world
- Supporting officials with responsibility for education to change policies so that the programmes they implement directly benefit children and young people
- Promoting the benefit of CCE's approach to learning, through appearances at international conferences and events and publishing evidence of their effect on the CCE website and through other media
- Developing the capacity of teams delivering creative learning programmes by transferring CCE's knowledge and expertise and supporting them to embed this.

In 2021/22 our work had the following reach:

- We were involved in the design and/or delivery of programmes modelled on Creative Partnerships in 11 (2020/21 – 9) countries (Australia, Chile, Czech Republic, England, Germany, Hungary, Norway, Pakistan, Republic of Ireland, Thailand and Wales). In total 1,160 (2020/21 – 1,087) schools were enrolled in the programmes and the projects involved over 1,584 (2020/21 – 1,925) teachers directly and impacted upon more than 30,459 (2020/21 – 55,130) children and young people.
- Through training courses, workshops and seminars designed and delivered by CCE for Creative Agents/Associates, Creative Practitioners and Teachers we reached over 1,759 (2020/21 – 884) participants in 11 (2021/22 – 9) countries (Australia, Chile, Czech Republic, England, Germany, Hungary, Norway, Pakistan, Republic of Ireland, Thailand and Wales).
- Whilst in previous years CCE contributed and presented at a significant number of conferences, COVID-19 is still having an impact on this work. In May 2021, CCE participated as a panellist in an online OECD webinar titled '*Embedding creativity in education: Ireland's whole-of-government approach*'. It showcased Ireland's whole-system approach to embedding creativity and 500 participants from 76 different countries attended. CCE also played a significant part in developing the programme for the 2021 Creative Youth Conference 'Creativity: the connection to our future, now', which took place on Thursday 13 May 2021. Contributors included the Taoiseach, Ministers from three government departments and international speakers including Andreas Schleicher, Director of Education and Skills at the OECD and Bo Stjerne Thomsen, Chair of Learning Through Play, The LEGO Foundation.

The programmes we advise and manage are frequently of a considerable scale and reach and are generally of a significantly higher financial value than the value of CCE's own work on the contract. In 2021/22 CCE worked on programmes in the Australia, Chile, Czech Republic, England, Germany, Hungary, Norway, Pakistan, Republic of Ireland, Thailand and Wales with a combined programme value in excess of £6114,252.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Public Benefit (Cont.)

In addition, our consultancy work is intended to influence and produce changes in policy at regional, national and international level. We do this by working with key officials responsible for educational policy. It encourages continued investment in creative education, which can have a substantial impact over a long period of time on the life chances of millions of children and young people.

For instance, in December 2021 the Welsh Government and the Arts Council of Wales announced a further three-year extension to Creative Learning Through the Arts – An Action Plan for Wales which has benefitted over 100,000 pupils from schools across Wales. CCE helped to design and deliver the Lead Creative Schools programme which continues as a core part of the future plan for Wales. In the Republic of Ireland we have continued, through our work with Creative Ireland and its Creative Youth Programme 2017-22, to contribute to the design of changes to education practice to ensure that the Government's investment in its education programmes benefits over the long-term every child and young person in the country. This is further evidenced by the Irish Government announcement in February 2022 of its in-principal commitment to extend the Creative Ireland Programme including Creative Youth for a further 5 years to 2027.

Our international work typically involves the formation of local teams to manage the programme within the country or region concerned. This ensures a lasting legacy through the development of a cohort of professionals who have been immersed in the theory and practice of our work. There are very strong teams now established in Australia, Chile, Germany, Republic of Ireland, Norway, Pakistan, Thailand and Wales who make our international work possible.

CCE also plays an important coordination and networking role in bringing together the international teams it has supported as part of the CCE International Community of Practice (COP). This COP comes together bi-monthly to share practice, to reflect and to plan activities and events to increase the profile and reach of creative learning programmes globally.

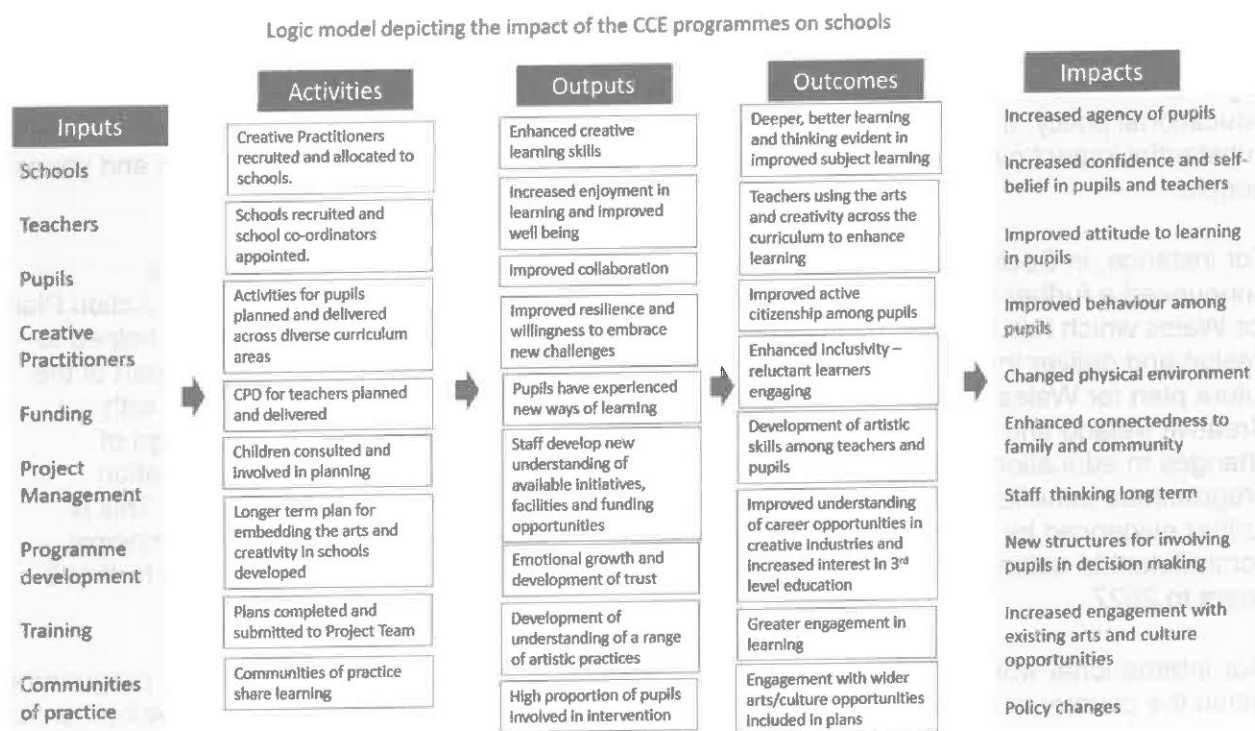
CCE also participates in other communities of practice to further strengthen and maximise the impact of its work including the BIC Corporate Foundation Creativity Community of Practice. This brings together educators, researchers, charities, foundations and creative practitioners to exchange practice, research and ideas.

CCE also uses a wide range of measures to assess the impact and outcomes of its interventions in schools. This has enabled us to show that all the outcomes for pupils are positive, particularly in the area of their capacity to learn (executive functions), their attainment levels, their attendance and in the acquisition of new knowledge and skills.

The logic model below illustrates potential outputs, outcomes and impacts of CCEs work (though not all will be evidenced on every programme):

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
 YEAR ENDED 31 MARCH 2022
 TRUSTEES' REPORT (including Directors' Report)**

Public Benefit (Cont.)



The work of CCE has supported the Organisation for Economic Co-operation and Development (OECD) and their international exploration of how to foster students' creativity and critical thinking in schools. Their research paved the way for the introduction of the creativity measurement in the 2022 PISA assessments. Eleven countries around the world participated in the study including three of CCE's partners in Hungary, Thailand and Wales. In the 2019 OECD report, *"Fostering Students' Creativity and Critical Thinking, What it Means in School"*, CCE were credited for their contribution.

In delivering the above work, we have met the following Key Performance Indicators for 2021/22.

- Developed and began the implementation of a long term strategic plan
- Secured at least one major new contract or programme - this target was exceeded with the continuation of our contract with the Arts Council of Ireland to support the Creative Schools Programme and the European grant for the Art of Learning
- Increased our reach in the UK – delivered through the success of the North East Creativity Collaboratives Network application to the Arts Council
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Financial Review

The financial out-turn for the year is an unrestricted deficit of £(79,449) (2020/21: unrestricted deficit of £81,001), before transfers of funds and the net gain on investments. After a net gain on investments of £148,460, (2020/21: £478,338) the net movement on Unrestricted Funds is an increase of £69,001 (2020/21: £1,448,264 including a transfer from Restricted Funds of £1,050,927).

The Trustees consider this result to be satisfactory.

Following settlement of the significant liability owing to the Arts Council Retirement Plan in 2019/20 and the subsequent release of the remaining Restricted Funds held for that purpose into Unrestricted Funds (in accordance with the terms of the original funds awarded), CCE now holds significant Unrestricted Funds in excess of those required for known liabilities plus a reasonable level of contingency.

In response the Trustees agreed a three-year strategic plan intended to begin reducing these reserves by investing in an agreed programme of work supporting CCE's charitable purpose with funds anticipated to be available to support work over a further 7 year period. This 'spend down' strategy is reflected in the revised Reserves Policy detailed below.

Reserves Policy

As Trustees, we have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees seek to retain sufficient Unrestricted Reserves to cover all known liabilities and to provide for six months' running costs to ensure an orderly winding-down of the organisation, should that ever prove necessary.

At present, the Trustees estimate that the Unrestricted Reserves required for the purposes outlined above amount to £85,000. In addition, the Trustees prefer the charity to hold an additional level of contingency to enable the charity to respond flexibly to appropriate initiatives which might be identified outside of its annual budgeting process or to provide appropriately for any additional liabilities identified. This contingency is estimated at £65,000, such that total Unrestricted Funds required amount to £150,000. CCE currently holds Unrestricted Reserves of £2,187,024.

The Trustees have agreed a strategic plan intended to reduce these reserves by investing in an agreed programme of work supporting CCE's charitable purpose over the next 3 years to March 2025 with the expectation that there will be reserves available for 5-7 years beyond that date. The plan will involve an average annual net spend from Unrestricted Funds of c£200,000 - £250,000.

This policy is reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

Fundraising Policy

The charity is required to report how it deals with fundraising from the public. The charity does not use a professional fundraiser or commercial participator to raise funds. Any monies raised direct from the public follows all guidelines set out by the Charity Commission and UK law in every respect. We respect the privacy and contact preferences of all public donors.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Investment Policy

CCE's Board take a long-term view in terms of the investment of its cash reserves. Investment managers were appointed in March 2014 following a tendering process.

The charity has wide investment powers which are specified in its Articles of Association and all Trustees are involved in setting investment policy.

The investment objective is a balanced return between income and capital growth with a medium risk. The income yield was set a 3% and this was reviewed down as capital was withdrawn to support the organisations operating costs.

The Trustees are mindful of ethical considerations and seek to avoid direct investment in any area which might directly cause harm to CCE's key beneficiaries of children and young people.

The intention is to build a conservative asset mix not overly dependent on any single economic scenario or asset class.

Funds are invested in such a way that, if required, sufficient capital can be liquidated to meet the charity's liabilities and commitments.

PLANS FOR THE FUTURE

Diane Fisher-Naylor took over the role of Director as CCE in September 2020. In September 2021 the Board agreed a three-year strategic plan for CCE.

This strategic plan aims to build on the organisation's acknowledged reputation and experience gained from the many years of involvement in the Creative Partnerships programme in offering consultancy support, programme design and training to those interested in developing creative learning programmes for the benefit of children and young people around the world. CCE has developed significant expertise in the design and delivery of digital and face-to-face training in the field of creative learning which it intends to continue to exploit and develop as a core part of its future strategy providing potential reach for its work nationally and internationally.

The delivery of the strategic plan is supported by the charity's unrestricted funds.

The Board will continue to receive regular reports from Rathbones, CCE's investment managers as to the performance and value of the charity's investment portfolio. It will also continue to review the ongoing financial performance of the organisation against the budget agreed by the Trustees.

Our Key Performance Indicators for 2022/23 are to have:

- Continued the implementation of a three-year strategic plan
- Secured at least one major new contract or programme
- Increased our reach in the UK
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

Going Concern

We, as Trustees, have considered and approved a business model and budget and have agreed a long-term strategic plan. We believe that the plan is robust and that sufficient Reserves remain to meet any costs and liabilities arising.

We, as Trustees, have always taken steps to ensure that, throughout the life of CCE, the charity only makes financial commitments which can be met from within agreed existing funding, reserves or within a level of earned income which is realistically likely to be generated.

In addition, we have continued to adopt a prudent approach to generate a level of Reserves which ensures that all potential liabilities which might arise (including redundancy liabilities) can be met, even in the unlikely event that no further income can be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

Independent Examiner

A resolution proposing that Simon Brown BA ACA DChA Azets Audit Services (formerly Tait Walker LLP trading as MHA Tait Walker, who were acquired by Azets on 1/5/22) be re-appointed as independent examiner for the ensuing year will be put to the Members.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

As the Trustees (who are also directors of Creativity, Culture and Education for the purposes of company law), we are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

As Trustees, we are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. We are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
TRUSTEES' REPORT (including Directors' Report)**

STATEMENT OF TRUSTEES' RESPONSIBILITIES (Cont.)

In so far as we, as Trustees, are aware:

- there is no relevant information of which the charitable company's independent examiner is unaware; and
- we have taken all steps that we ought to have taken to make ourselves aware of any relevant information and to establish that the independent examiner is aware of that information.

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

This report was approved by the Board of Trustees on 22 September 2022 and signed on its behalf by:



**Jane Robinson
Trustee**

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2022
INDEPENDENT EXAMINER'S REPORT**

I hereby report to the Trustees/Members of Creativity, Culture and Education (Charity Registration Number 1125841) on my examination of the accounts for the year ended 31 March 2022.

Responsibilities and basis of report

As the charity's Trustees (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 charity'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:

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 or 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 (FRS102)).

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.



Simon Brown BA ACA DChA
For and on behalf of
Azets Audit Services
Regent Centre
Gosforth
Newcastle upon Tyne
NE3 3LS

Date: 30/9/2022

Azets Audit Services is a Trading Name of Azets Audit Services Limited.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
(incorporating a summarised Income & Expenditure Account)
YEAR TO 31 MARCH 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income					
Income from Charitable Activities	3	155,243	-	155,243	167,248
Income from Investments	4	37,586	-	37,586	73,704
Income from Grants, Donations & Legacies	5	-	-	-	9,497
Other Income	6	104	-	104	14,487
Total Income		192,933	-	192,933	264,936
Expenditure					
Expenditure on Raising Funds	7	10,899	-	10,899	13,657
Expenditure on Charitable Activities	8	261,483	-	261,483	1,716,153
Total Expenditure		272,382	-	272,382	1,729,810
Net Income/(Expenditure) before Gains/(Losses) on Investments		(79,449)	-	(79,449)	(1,464,874)
Net Gains/(Losses) on Investments		148,460	-	148,460	478,338
Net movement in funds	9	69,011	-	69,011	(986,536)
Balance brought forward		2,118,013	-	2,118,013	3,104,549
Balance carried forward	17	£2,187,024	£-	£2,187,024	£2,118,013

The notes on pages 19 to 30 form part of the financial statements.

There are no recognised gains and losses during the year other than as shown above.

All the activities for the year are continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income & Expenditure Account under the Companies Act 2006.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
BALANCE SHEET
At 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
Fixed Assets					
Tangible Fixed Assets	12	1,604		-	
Fixed Asset Investments	13	<u>2,173,119</u>		<u>2,024,659</u>	
			2,174,723		2,024,659
Current Assets					
Debtors	14	21,093		23,979	
Cash at Bank and In Hand		<u>47,618</u>		<u>107,413</u>	
		68,711		131,392	
Creditors:					
Amounts Falling Due Within 1 Year	15	<u>(56,410)</u>		<u>(38,038)</u>	
Net Current Assets			12,301		93,354
Creditors:					
Provision for Liabilities & Charges	16		-		-
Total Net Assets			<u>£2,187,024</u>		<u>£2,118,013</u>
Represented By:					
Unrestricted Funds	17		2,187,024		2,118,013
Restricted Funds	17		-		-
			<u>£2,187,024</u>		<u>£2,118,013</u>

The notes on pages 19 to 30 form part of the financial statements.

The financial statements were approved by the Board, and authorized for issue, on 22 September 2022 and signed on its behalf by:



Jane Robinson
Trustee

Company Registration Number: 06600739

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

1. Accounting Policies

Charity Information

Creativity, Culture and Education is a private company, limited by guarantee, incorporated in England and Wales. The registered office is 20 Portland Terrace, Jesmond, Newcastle upon Tyne NE2 1QQ.

The charity is a public benefit entity.

Basis of Accounting

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities" and the Charities Act 2011.

The financial statements have been prepared on the historical cost basis, modified to include certain financial instruments at fair value.

Advantage has been taken of the provisions in the SORP for Charities applying FRS 102 Update Bulletin 2 not to prepare a statement of cashflows.

The financial statements are prepared in sterling, which is the functional currency of the charity.

Going Concern

Having reached a resolution in 2020/21 to the potential liability arising from CCE's last employee leaving the Arts Council Retirement Plan (1994) (ACRP) with effect from 30 September 2020, the charity's Trustees have concluded that there is no associated material uncertainty in respect of Going Concern.

Consequently, we, as Trustees, have considered and approved a business model and budget through which the charity is seeking to develop new income streams to support its planned activities in 2022/23 and beyond.

We believe that the plans are robust, but also that, in the events of the plans for income generation not coming to fruition, sufficient Reserves remain to meet any costs and liabilities arising.

Since its inception, we, as Trustees, have taken care to ensure that the organisation has not entered into any material commitments beyond the end date of whatever funding has been in place or in excess of the income realistically likely to be generated, whilst a prudent approach has been taken to generate a level of Reserves which ensures that all potential liabilities which might arise at that date (including pension and redundancy liabilities) can be met should no further income be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

1. Accounting Policies (Continued)

Estimation Uncertainty and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported.

Management have approved depreciation, prepayments, accruals and other cut-off adjustments. Whilst management believe that these estimates and judgements are accurate, there is every likelihood that they will not be exact.

The Trustees include an investment portfolio at market value and annually consider the market value.

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

Income

All income, including grant income, is included in the Statement of Financial Activities (SOFA), net of VAT, when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Such income is only deferred when the donor or funder has specified that the grant or donation can only be used in future accounting periods or where the donor or funder has imposed conditions which must be met before the charity has unconditional entitlement.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

Income from Investments

Dividends are included on a receivable basis. Interest receivable on fixed interest securities and bank deposits is included on an accruals basis.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Costs of Raising Funds are those costs of seeking potential funders and applying for funding.
- Charitable activities include expenditure associated with the provision of grant funding, research, advocacy and the direct provision of creative learning-related activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

1. Accounting Policies (Continued)

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Operating Leases

The charity classifies the lease of certain printing equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

Tangible Fixed Assets and Depreciation

Depreciation is provided on the fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

Office Equipment	- 20% per annum straight line
Computer Equipment	- 33% per annum straight line
Furniture & Fittings	- 25% per annum straight line

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

Impairment of Fixed Assets

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

Cash and Cash Equivalents

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

Fixed Asset Investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Fund Accounting

The charity has a number of restricted income funds to account for situations in which a funder requires that a grant must be spent on a particular purpose or where funds have been raised for a specific purpose. The aim and use of each restricted fund is set out in Note 17 to the financial statements.

All other funds are considered Unrestricted Funds and are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

1. Accounting Policies (Cont.)

Pensions

CCE contributes to a defined contribution scheme, as detailed in Note 11.

The amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

Creativity, Culture and Education is a registered charity and, as such, is not liable to taxation on its income in the current year.

Foreign Currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the date of the transaction. Exchange differences are taken into account in arriving at the surplus/deficit.

Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' of FRS102 to all its financial instruments.

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees for the time being.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

3. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Programme Design & Consultancy	153,879	-	153,879	162,549
Speaking Fees	1,364	-	1,364	4,699
	155,243	-	155,243	167,248

The 2021 total of £167,248 was wholly attributable to Unrestricted Funds.

4. Income from Investments

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Interest on cash deposits	134	-	134	114
Interest on / Dividends from Investments under fund management	37,452	-	37,452	73,590
	37,586	-	38,586	73,704

The 2021 total of £73,704 was wholly attributable to Unrestricted Funds.

5. Income from Grants, Donations & Legacies

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Coronavirus Job Retention Scheme	-	-	-	9,497
	-	-	-	9,497

The 2021 total of £9,497 was wholly attributable to Unrestricted Funds.

6. Other Income

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Grant Fall-In	-	-	-	14,309
Other Income	104	-	104	178
	104	-	104	14,487

The 2021 total of £14,487 was wholly attributable to Unrestricted Funds.

Other income in 2021 includes £14,309 which is the write back of the remaining, unclaimed proportion of a historic grant awarded by Creativity Culture and Education, which was only ever partially drawn down by the recipient and is no longer required.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

7. Expenditure on Raising Funds

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Investment Management Costs	10,899	-	10,899	13,657
	10,899	-	10,899	13,657

The 2021 total of £13,657 was wholly attributable to Unrestricted Funds.

8. Expenditure on Charitable Activities

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Cultural & Creative Learning Programmes				
Associates, Travel & Subsistence	81,670	-	81,670	22,648
Staff Costs (see Note 10)	137,081	-	137,081	1,630,089
	218,751	-	218,751	1,652,737
Support Costs				
Legal & Other Professional Costs	1,913	-	1,913	10,774
Depreciation	802	-	802	1,554
Other Overhead Costs	32,800	-	32,800	37,668
	35,515	-	35,515	49,996
Governance Costs				
Audit Fees	-	-	-	3,500
Independent Examination Fees	2,250	-	2,250	-
Other Accountancy Services	4,967	-	4,967	9,920
	7,217	-	7,217	13,420
	261,483	-	261,483	1,716,153

Of the 2021 total of £1,716,153, £332,280 was attributable to Unrestricted Funds and £1,383,873 to Restricted Funds.

9. Net Income/(Expenditure)

	2022	2021
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' Remuneration	-	3,500
Independent Examiner's Remuneration	2,250	-
Operating Lease payments in the year	6,720	9,332
Depreciation of Owned Fixed Assets	802	1,554

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

10. Staff Costs

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Gross Salary Costs	92,015	-	92,015	181,564
Social Security Costs	6,087	-	6,087	16,744
Employer's Pension Contributions – Defined Contribution Scheme	38,979	-	38,979	12,817
Pension Deficit Underpinning Payment - Arts Council Retirement Plan Defined Benefit Scheme	-	-	-	20,001
Employer's Pension Contributions – Defined Benefit Scheme	-	-	-	15,090
Pension Provision Release – Defined Benefit Scheme (Note 16)	-	-	-	(215,127)
Section 75 Settlement - Defined Benefit Scheme	-	-	-	1,599,000
	137,081	-	137,081	1,630,089

The average monthly number of staff employed during the year, was as follows:

	2022 No.	2021 No.
--	---------------------	---------------------

Cultural & Creative Learning Programmes	<u>3</u>	<u>4</u>
---	----------	----------

The number of the above staff expressed as full-time equivalents was 3 (2021: 3.2)

The following employees received remuneration, including employer's pension contributions, in excess of £60,000 in the year.

	2022 No.	2021 No.
£60,001 to £70,000	1	-
£70,001 to £80,000	-	1
£80,001 to £90,000	-	-

The total paid to key management personnel, defined as the members of the Senior Management Team, was £60,513 (2021: £129,809).

The Senior Management Team during the year to 31 March 2022 comprised Diane Fisher-Naylor - Director.

The Senior Management Team during the year to 31 March 2021 comprised

- Paul Collard - Chief Executive (to 30 September 2020)
- Diane Fisher-Naylor - Director (from 30 September 2020)/Director of Programmes (to 30 September 2020)

Contributions totalling £38,979 (2021: £12,817) were incurred during the year in respect of the defined contributions pension scheme operated by CCE in respect of the above staff.

Pension contributions of £3,371 were outstanding at 31 March 2022 (2021: £Nil).

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

10. Staff Costs (Cont.)

In the year to 31 March 2021 contributions totalling £35,091 were paid into the Arts Council Retirement Plan defined benefit pension scheme in respect of the above staff. No pension contributions were outstanding at 31 March 2021.

No remuneration was paid to or waived by Trustees/Directors in the year, but Trustees are able to claim re-imburement at cost for any out-of-pocket expenses they incur in the course of their Trustee duties. Travel and subsistence expenses (2021: £237.50) were reimbursed to Trustees in respect of their attendance at meetings of the charity.

The charity has purchased third party insurance for all serving Trustees and Officers of the charity against liability arising for wrongful acts in relation to the charity.

11. Pension Scheme

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. CCE make an employer's contribution of 10% of pensionable pay, provided that the employee makes a minimum contribution of 3%. These amounts are paid over to the Fund on a monthly basis.

In the year to 31 March 2021, CCE also operated a second pension scheme.

For staff who joined CCE on 1 April 2009 via a TUPE transfer from Arts Council England, pension benefits were provided on a voluntary basis through the Arts Council Retirement Plan (1994), which is a defined benefit scheme based upon final salary.

The scheme was financed by payments by CCE and employees into a Trustee-administered fund held separately from those of the company. These contributions were invested by leading fund management companies. Other employers contributing to the scheme were Arts Council England, the Arts Council of Wales, Creative Scotland, Ty Cerdd (Music Centre Wales) and the Crafts Council.

As this was a multi-employer scheme, it was not possible to identify CCE's specific share of the underlying assets and liabilities. Consequently, the scheme was accounted for as if it were a defined contribution scheme, in accordance with the Charities SORP (FRS102), with the costs of the scheme charged to the Statement of Financial Activities.

Contributions made were in accordance with the most recent actuarial valuation of the Plan, which takes place approximately every three years. At the last valuation on 31 March 2019 the actuarial value of the assets using the projected unit method was sufficient to cover 89% of the value accrued to members, a deficit of £21.7 million (reduced from the 31 March 2016 valuation of £25.5 million).

In the year to 31 March 2021, on the advice of the actuary, CCE made an employer's contribution equivalent to 29.9% (2021: 29.9%) of pensionable salary. This contribution level included 11.3% (2021: 11.3%) intended to make up the deficit identified within the Plan at the last actuarial valuation. These amounts were paid over to the Fund on a monthly basis.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

11. Pension Scheme (Cont.)

In addition, in the year to 31 March 2021 CCE made an annual 'underpinning' contribution of £24,220 as part of a 13-year repayment plan intended to make up the deficit identified within the Plan at the last actuarial valuation by 31 March 2029, with a further £11,520 paid in relation to Plan expenses via additional monthly employer's contributions.

CCE's participation in the scheme ended on 30 September 2020 when the last remaining eligible employee retired. CCE settled its remaining liabilities to the scheme in January 2021.

12. Tangible Fixed Assets

	Fixtures & Fittings	Office Equipment	ICT Equipment	Total Fixed Assets
Cost	£	£	£	£
At 1 April 2021	13,654	2,300	26,363	42,317
Additions	-	-	2,406	2,406
Disposals	-	-	-	-
At 31 March 2022	13,654	2,300	28,769	44,723
Depreciation				
At 1 April 2021	13,654	2,300	26,363	42,317
Charge for year	-	-	802	802
Disposals	-	-	-	-
At 31 March 2022	13,654	2,300	27,165	43,119
Net Book Value				
At 31 March 2022	£-	£-	£1,604	£1,604
At 1 April 2021	£-	£-	£-	£-

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

13. Fixed Assets - Investments under Fund Management

	2022	2021
	£	£
Market Value at 1 April	1,983,763	3,031,629
Cost of Investments Purchased	212,029	683,871
Market Value of Investments Sold	(193,515)	(1,966,191)
Unrealised Gain/(Loss)	110,966	234,454
	<u>2,113,243</u>	<u>1,983,763</u>
Cash	59,876	40,896
Market Value at 31 March	2,173,119	2,024,659

The market value has been provided by the charity's investment managers.

Geographical analysis of investments under fund management:	2022	2021
	£	£
Fixed Interest	177,177	187,877
UK Equities	667,431	614,407
Overseas Equities	881,207	862,641
Alternatives	387,428	318,838
Cash	59,876	40,896
	<u>2,173,119</u>	<u>2,024,659</u>

The Historic Cost of Investments held is £1,775,107 (2021: £1,719,180)

The following holdings are greater than 5% of the portfolio:

Link Fund Solutions Trojan S Inc - £167,430
 JP Morgan Asset Mgrs (UK) - £200,331

14. Debtors

	2022	2021
	£	£
Trade Debtors	8,247	12,046
Prepayments & Accrued Income	10,283	10,274
Other Debtors	2,563	-
Value Added Tax Debtor	-	1,659
	<u>21,093</u>	<u>23,979</u>

All sums are due within 1 year.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

15. Creditors - Amounts Falling Due Within One Year

	2022	2021
	£	£
Grant Creditor		-
Trade Creditors	12,668	20,367
Deferred Income (see below)	25,000	-
Other Creditors	3,776	2,029
Other Taxes & Social Security Costs	3,502	3,451
Accruals	11,464	12,191
	56,410	38,038
Deferred Income		
Deferred Income brought forward	-	-
Income deferred in the year	25,000	-
Income released in the year	-	-
Deferred Income carried forward	25,000	-

16. Creditors - Provision for Liabilities & Charges

	2022	2021
	£	£
Provision for Pension Scheme Deficit Contributions	-	-
	2022	2021
	£	£
Increase/(Decrease) in Provision in year	-	(215,127)

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2022

17. Analysis of Charitable Funds

	Fund at 1 April 2021	Income for Period & Gain on Investments	Expenditure for Period	Fund at 31 March 2022
	£	£	£	£
Movement on Unrestricted Funds				
Unrestricted General Fund	2,118,013	341,393	(272,382)	2,187,024

18. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Fixed Assets	2,174,723	-	2,174,723	2,024,659
Debtors	21,093	-	21,093	23,979
Cash at Bank and In Hand	47,618	-	47,618	107,413
Creditors – Amounts Falling Due Within 1 Year	(56,410)	-	(56,410)	(38,038)
	<u>2,187,024</u>	-	<u>2,187,024</u>	<u>2,118,013</u>

19. Operating Lease Commitments

At 31 March 2022 the charity had total commitments under non-cancellable operating leases as follows

Category	Property	Equipment
	£	£
Operating leases which expire:		
Within one year	<u>4,740</u>	<u>-</u>
	4,740	-

20. Financial Commitments

No material financial commitments have been made in respect of future financial periods, other than the operating leases disclosed in Note 19.

21. Related Party Transactions

The Trustees confirmed there were no Related Party Transactions.

Transactions with Trustees are included in note 10.

CREATIVITY CULTURE AND EDUCATION

England & Wales - Charity number 1125841

Accounts



CREATIVITY, CULTURE AND EDUCATION

(A Company Limited By Guarantee)

Company Registration Number: 06600739
Charity Registration Number: 1125841

FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2021

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

As the Board of Trustees, we present our report and financial statements for the year to 31 March 2021.

Company Number	06600739
Registered Charity Number	1125841
Registered Office	Ground Floor 20 Portland Terrace Newcastle upon Tyne NE2 1QQ

Board of Trustees

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report. The charity is referred to as CCE throughout this report.

The Trustees of CCE during the period and to the date of signing this report are as follows:

Jane Robinson (Chair)
Stephanie Bird
Johanne Clifton
Mark Emmerson
Fiona Mactaggart
Laurence Newman
Stephan Vincent-Lancrin

Chief Executive/Director	Paul Collard – retired 30 September 2020 Diane Fisher-Naylor – from 1 October 2020
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Company Secretary	Denise Keane
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Bankers	Santander, Bootle, Merseyside L30 4GB
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Investment Managers	Rathbones, Earl Grey House, 75-85 Grey Street, Newcastle upon Tyne NE1 6EF
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Auditors	MHA Tait Walker, Bulman House, Regent Centre, Henry Street, Newcastle upon Tyne NE3 3LS
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Solicitors	Ward Hadaway, Sandgate House, 102 Quayside, Newcastle upon Tyne NE1 3DX
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CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Governing Documents

CCE is a charitable company limited by guarantee, incorporated on 22 May 2008 and registered as a charity on 11 September 2008. It was established under the Memorandum of Association which established its objects and powers and is governed under its Articles of Association.

In accordance with Charity Commission consent received on 12 January 2010 in respect of changes to the Company's objects, the Memorandum and Articles of Association were amended by Special Resolution of the Directors of the Company on 21 January 2010. In addition, on 21 January 2010 all the provisions of the Company's Memorandum of Association were deleted and, by virtue of section 28 of the Companies Act 2006, are now treated as the provisions of the Company's Articles of Association.

Charitable Objects and Main Activities

CCE's objects are to advance for the public benefit the education of children and young people in order to enable them to participate in society as mature and responsible individuals, in particular by:

- supporting them to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science;
- supporting teachers, practitioners, carers, performers and artists in developing the necessary skills and knowledge to assist them in enabling children and young people both inside and outside formal education to develop and apply their skills and talents and to open up to them cultural and creative activity;
- developing programmes, where appropriate, in partnership with others to deliver positive learning outcomes and encourage the recognition, enjoyment and use of culture, media and heritage;
- empowering them to be involved in the promotion of cultural and learning activities and enhancing their skills, capacities and capabilities; and
- encouraging them to visit, experience, participate in, initiate and engage in cultural activities, places and performances.

In practice, from 1 April 2009 CCE delivered two main programmes - Creative Partnerships, England's flagship creative learning programme, and Find Your Talent, the pilot cultural offer for all children and young people.

Since the withdrawal of UK Government funding for Creative Partnerships and Find Your Talent from September 2011 and May 2010 respectively, the charity has concentrated on designing and supporting the implementation of programmes which directly improve the learning, well-being and attainment of children and young people.

This practice is now international in its reach, with programmes developed by the charity now operating in a range of countries.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

Structure and Governance

CCE is structured as a charitable company limited by guarantee, pursuant to its Articles of Association.

We, as the Board of Trustees, are responsible for the governance, strategic direction and policy of CCE. We currently have 7 members from a variety of different backgrounds and meet 4 times a year. One of these is an extended Board meeting or an Awayday, at which we are able to give greater consideration to the future strategic direction of the organisation. Individual members also meet regularly with the Chief Executive/Director outside of formal meetings to exchange views and receive updates on the organisation's progress.

We delegate specific tasks to a Resources sub-committee which was established in June 2009 with clear terms of reference and which reports back to the full Board of Trustees before decisions are made. The Committee typically meets as requested when specific issues arise which require attention, but also considers further issues outside of formal meetings. No formal meetings of the Committee were deemed to be required in 2020/21.

We delegate operational responsibility for the provision of CCE's services to the Chief Executive/Director who are responsible for ensuring that the charity develops and delivers services that meet the strategic objectives of the charity and that these are efficiently and effectively managed. This also includes the individual supervision of the staff team and ensuring that the team continue to develop their skills and working methods in line with good practice.

As the Board of Trustees, we are also the only company law members of the charitable company.

Recruitment and Appointment of Board of Trustees

We, as Directors of the company, are also charity Trustees for the purpose of charity law and under the company's Articles of Association are known as Members of the Board of Trustees.

As set out in the Articles of Association, we nominate the Chair of the Trustees from within the current membership.

We have discussed the optimum size of the Board and aspire to a membership of no more than 12 Trustees, but, in reality, feel that a smaller Board allows for a better degree of engagement with the issues currently faced by the charity. In seeking any additional members, we will always seek to maintain a balance of relevant skills and experience and will target individuals who have the requisite mix. Candidates are then interviewed by the Chair of the Board of Trustees to determine their suitability.

Each year, one-third of us will retire from office.

In the year to 31 March 2021, Johanne Clifton, Mark Emerson and Fiona Mactaggart retired by rotation and, being eligible were re-elected.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Trustee Induction and Training

A Trustee Induction Pack, which carries all the relevant information for Trustees about both the charity and their duties and responsibilities as Trustees, has been produced and forms part of an induction process for any new Trustees which also includes a face-to-face induction session.

We are also encouraged to attend appropriate external events and conferences, including visits to projects funded by CCE, where these will facilitate the undertaking of our role.

Board meetings also include presentations about the work of CCE from the staff and from representatives from partner organisations which provide us with the opportunity to learn more about the organisations work and its impact.

Remuneration of Key Management Personnel

The Board, who give their time freely and have received no remuneration in the year, have considered who are the Key Management Personnel (KMP) of the charity. Together with the Board, these KMP are those in charge of directing and controlling, running and operating the activities of the charity on a day to day basis.

The pay of the KMP is reviewed annually. The Trustees benchmark against pay levels of other charities and similar organisations within the sector and the region. Pay levels are set using this information together with the budget and forecast information, ensuring that the charity can afford any proposed increases. The Board then agrees any uplift to remuneration.

Risk Management

As Trustees, we have examined the major governance, operational and financial risks which the charity faces as part of the annual business planning process and confirm that systems have been established to mitigate these risks.

We have a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business model
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

We are satisfied that appropriate financial systems and controls and employment policies and practices are in place, but we continue to test and refine these processes, using the Resources Committee of the Board to examine these issues in detail.

As Trustees, we consider the key risks facing the charity at this time to be the loss, either temporarily or permanently of the Director and other staff member. In the first half of this year as in previous years, the main risks were identified as financial ones. These arose from the charity's previous dependence upon its ability to generate sufficient income to cover its costs, the performance of its investment portfolio and its anticipated payment of a Section 75 debt which would crystallise when the last CCE staff member in the scheme retired from the Arts Council Retirement Fund (ACRP).

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

Risk Management (Cont.)

However, in late 2020 following the retirement of Paul Collard, CCE's last member of the ACRP and the subsequent valuation of the Section 75 debt, the value of the debt was significantly lower than anticipated and was settled in full. The charity now finds itself with significant unrestricted reserves. In response to this the charity is developing a long-term strategic plan which will see a growth in its charitable activities and a drawing down of its charitable reserves over a period of time. The charity has also reviewed its reserves policy to ensure that it continues to retain enough reserves so that in the event of closure it is able to wind down its charitable activities in an orderly fashion whilst meeting all its financial commitments.

As Trustees we continue to manage the potential impact of these risks by ensuring that:

- We develop a long-term strategic plan which sets out our charitable activities
- We increase the headcount and capacity of the staff team to support the delivery of the strategic plan
- We have a pool of experienced freelance associates able to support the delivery of key programme areas
- The Staff Performance Review framework includes ongoing health checks to support the ongoing wellbeing of staff
- We have in place contracts for services to support core functions including bookkeeping, accountancy, payroll and IT

The Trustees continue to have plans in place to manage important financial risks by ensuring that:

- Prudent budgets have been set for the next financial year
- We continue to explore potential new income streams, particularly from the design of new programmes which benefit children and young people, managing the effective delivery of those programmes, training those responsible for delivering the programmes and evaluating their impact
- The costs to the charity of delivering those programmes are minimised
- Regular management accounts are provided showing the performance against budget
- Contingency plans are in place for the actions which would be taken if there were significant changes in the charity's operational capacity or financial position
- The Reserves policy provide an appropriate amount of uncommitted Reserves which will always enable the charity to meet all its liabilities.

The COVID-19 pandemic, and the continued UK lockdown and restrictions on all travel around the world continued to have a significant impact on CCE's finances and its operational model, whilst, like many investment portfolios, uncertainty in the financial markets as a result of COVID-19 saw the value of CCE's investments falling dramatically in the later part of the previous financial year. Whilst uncertainty remained the overall value of the investment portfolio has continued to rise over the course of the 2020/21 financial year. Rathbones, CCE's investment managers, continue to report regularly to the Board to ensure in this new economic climate we understand the investment approach and are made aware of current and anticipated market trends. The Board will continue to keep a close eye on the performance of the charity's investment portfolio. The value of the portfolio as at 31 March 2021 was £2,024,659.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Risk Management (Cont.)

CCE continued to follow all UK Government and other relevant international guidelines in relation to COVID-19. It continued to reduce the financial impact of the virus on the charity's' finances. It did this by maximising opportunities to continue to earn income alongside reducing costs. Two members of staff were placed on the Government's Furlough Scheme and remaining staff moved to home working.

Public Benefit

As Trustees, we understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. We believe that the charity meets both of the key principles.

Like many other charities the COVID-19 Pandemic has had a significant impact on the charity's operating model. Whilst a challenging time for the organisation, its partners and beneficiaries around the world CCE was able to continue to deliver significant public benefit and in addition reduce the potential damaging financial impact of COVID-19 through the upskilling of the staff team to deliver core elements of its programme of work digitally. A small number of programmes of work were postponed to a future date. During the first part of the financial year the organisation undertook a digital transformation of its work and adapted to delivering its consultancy support and training using a range of online platforms and demand for its services continued.

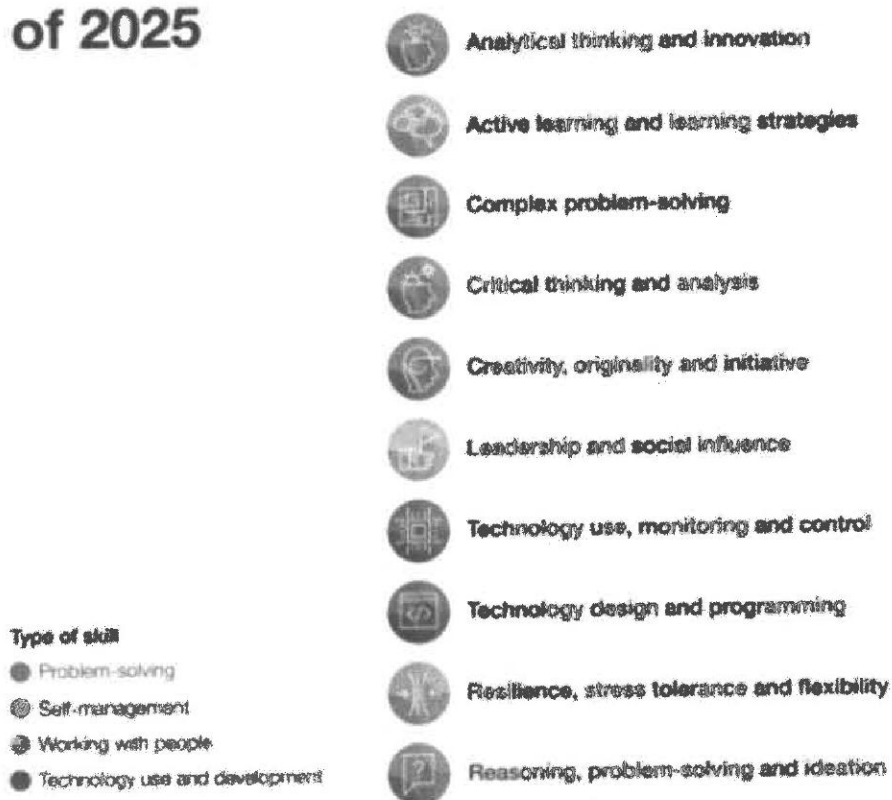
Principle 1 - There must be an identifiable benefit, or benefits

- CCE believes that, in addition to the knowledge pupils acquire in school, it is important that their core skills are developed and embedded. CCE has defined these skills as having the capacity to be inquisitive, persistent, imaginative, disciplined and collaborative, skills that are known collectively as the 'Creative Habits of Mind'.
- Over the years, many other influential bodies have taken a similar position. The 2019 Confederation of British Industries (CBI) and the Pearson Education Skills Survey found that the education and skills systems need to adapt to ensure that young people leave education with key skills which are deemed necessary to be ready for the world of work. This was echoed more recently on a global stage by The World Economic Forum as part of its 2020 Jobs Reset Summit in which it estimated that by 2025, 85 million jobs may be displaced by a shift in the division of labour between humans and machines. But that even more jobs – 97 million – may emerge which will mean a significant shift in skills needed over the next five years.

Public Benefit (Cont.)

- The top 10 skills that employers believe will grow in prominence in the next year years are included in the diagram below. These illustrate the fundamental need to ensure that creativity and teaching for it must form a core part of the education of all children and young people.

Top 10 skills of 2025



Source: Future of Jobs Report 2020 World Economic Forum

Since 2018 the need for creativity in education has been consistently endorsed by the Organisation for Economic Co-operation and Development (OECD). The OECD is responsible for the Programme of International Student Assessment (PISA), the most authoritative international comparative measure of student achievement. In a significant number of international conferences the Director for Education and Skills of the OECD, Andreas Schleicher, advocates strongly for the need for the development of creativity to be at the heart of education policy and practice. In 2022, PISA will, for the first time, test and compare the creativity of pupils across different countries. This is a consequence, of the importance of the creative skills to employability and the future growth of economies around the world. Schleicher specifically references the '5 Creative Habits of Mind' to define the creative skills that are needed in education.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

- It is these skills that CCE focusses on nurturing in young people. The fact that these skills are enhanced by CCE's programmes was confirmed in a report published by Nottingham University during 2015. Entitled *A Critical Review of the CCE Archive*, this report found that 'overall the programme did produce considerable benefits for young people in the areas of wellbeing, citizenship and work-related skills'. The public benefit here lies in the fact that CCE aims its programmes at improving the employability of young people from socially- and economically deprived backgrounds.
- It is important to note that CCE does not promote creativity at the expense of other areas of the curriculum or behaviours. For instance, detailed research into the impact of CCE interventions in the classrooms of schools managed by the CARE Foundation in Lahore, Pakistan, showed that in the academic year 2018/19 the average pupil mark in end of year exams had risen from 53% to 62%, the percentage of pupils achieving a pass mark had risen from 70% to 87%, while attendance had risen from 85% to 95%.
- Over the last few years, CCE research has connected its programme interventions with improvements in executive functions. Academic research has long associated the development of executive functions in a child as being linked with academic achievement. CCE believes that the interventions it designs and implements in schools has a direct impact on improving executive functions. Cultural and creative learning Interventions in Scotland, Norway and Chile evaluated the executive functions of pupils before and after the interventions. In all cases it showed that the executive functions had developed faster than those of similar children who had not experienced the same interventions.
- Research into CCE's work is providing new understanding into how the arts can benefit children from more disadvantaged backgrounds and children with significant executive function impairments who are more likely to be born into disadvantaged families. Qualitative and quantitative data from the report "*Can Art be key to developing Executive Functions in Children? Final Report for The Art of Learning research pilot, Norway 2019*" found that the groups of children who participated had significantly better development of their executive functions than the control group. Other significant educational benefits were also reported including improvements in children's co-operation, fewer conflicts, improvements in concentration during discussions, improvements in the use of vocabulary, children feeling safer and classrooms where everyone feels included. Some teachers also reported their life as a teacher has become easier. Since executive functions correlate almost exactly to social-economic status (SES), in that the lower the SES of a child, the less well-developed the executive functions, this ensures that CCE interventions are of greatest benefit to the poorest children.
- CCE's work is also influencing national policy developments in Norway as both its Creative Partnerships programme and the Art of Learning are referenced in a key research document for the National Cultural Ministry of Norway on young people and culture which formed part of a White Paper in 2020. The new curriculum in Norway which began being implemented in 2020 includes in its core values critical thinking and the need for teaching to seek a balance between respect for established knowledge and the explorative and creative thinking required to develop new knowledge. It also places considerable emphasis on providing opportunities for children to develop their curiosity, to be inquisitive, to ask questions, to experiment, to collaborate, to be able to express themselves in different ways and to solve problems. As in the White Paper these values align with CCE's definition of creativity.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

- During the 2020 LEGO Idea Conference which focussed on creativity and play, research from the Centre for Universal Education at the Brookings Institution found that, in looking across the vision, mission and policy of over 100 education systems around the world, 86% had creativity, collaboration, critical thinking and problem solving skills as major aspirations. However, only 10% had detailed plans or programmes in place that would support the development of these skills. CCE's contribution to supporting the implementation of such plans and programmes was every evident through the various contribution of its partners to the conference including those from Wales, Thailand, Scotland and Australia. The international benefit of CCE's work was further highlighted by Andreas Schleicher from the OECD in his contribution to the conference titled '*Fostering creativity at school*' in which CCE's Creative Partnerships programme was cited as one of six pedagogical practices that can be deployed to develop creativity in education systems.

All of these benefits are clear, evidenced and relate directly to CCE's aims. In addition, as Trustees, we do not consider that any significant detriment or harm flows from CCE's work.

Principle 2 - Benefit must be to the public, or a section of the public

- CCE programmes are primarily targeted at those schools in areas with higher levels of deprivation. This is evident in our work in Pakistan, where we are working with schools serving communities with extreme levels of poverty and deprivation; in the Czech Republic where our programmes focus on schools working with Roma communities which are generally located in the most disadvantaged communities, by the continuation of our work in schools in Thailand and in Southern Chile. Whilst COVID-19 has led to significant school closures around the world, we continued to support our partners in these territories remotely through the use of digital technology, online training, remote consultancy support and networking.
- CCE continued to support work in arts in health with young people through training and organisational development support to Helium Arts in the Republic of Ireland, a national agency working to empower and support the creativity of children living with long-term illness. Secondly, in the area of sustaining development through a collaboration with Charles University's Centre for Sustainable Development on a programme in schools which focussed on developing future competencies and agency in children to be activists in their own communities. Both these programmes were impacted by COVID-19 but CCE provided digital support and capacity building to the teams involved which allowed creative learning activities to continue to be delivered to children and young people albeit remotely.
- CCE continued to support a range of significant creative learning programmes in the Republic of Ireland including Creative Schools and Creative Clusters which are key initiatives of the Creative Youth Programme. This work began in 2018 and to date almost 20% all schools in Ireland have participated.

CCE's beneficiaries are therefore entirely appropriate to its aims and the public as a whole benefit from its work.

The principles of our work - and the impact we believe it to have - are derived from the CP programme and have been evidenced and proven via the extensive programme of research and evaluation CCE has commissioned.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

Our current work remains faithful to the implementation of these principles, applying the learning from CP to the design and delivery of similar creative learning programmes for children and young people around the world.

Our charitable work encompasses:

- The training of teachers and other professionals who work directly with children and young people, to develop their practice for the benefit of children and young people, and to support them in the application of their learning in the classroom
- Designing and supporting the delivery of programmes which have a strong beneficial impact on children and young people in various countries in the world
- Supporting officials with responsibility for education to change policies so that the programmes they implement directly benefit children and young people
- Promoting the benefit of CCE's approach to learning, through appearances at international conferences and events and publishing evidence of their effect on the CCE website and through other media
- Developing the capacity of teams delivering creative learning programmes by transferring CCE's knowledge and expertise and supporting them to embed this.

In 2020/21 our work had the following reach:

- We were involved in the design and/or delivery of programmes modelled on Creative Partnerships in 9 (2019/20 – 11) countries (Australia, Chile, Czech Republic, Germany, Pakistan, Norway, Republic of Ireland, Thailand and Wales). In total 1,522 (2019/20 – 1,097) schools were enrolled in the programmes and the projects involved 2,366 (2019/2020 – 2,036) teachers directly and impacted upon more than 50,435 (2019/20 – 79,550) children and young people.
- Through training courses, workshops and seminars designed and delivered by CCE for Creative Agents/Associates, Creative Practitioners and Teachers we reached over 1,269 (2019/20– 2,220) participants in 9 (2019/20 – 11) countries (Australia, Chile, Czech Republic, Germany, Pakistan, Norway, Republic of Ireland, Thailand and Wales).

Whilst in previous years CCE contributed and presented at a significant number of conferences, COVID-19 forced many to be postponed indefinitely or cancelled and so this was not a key area of activity for CCE during 2020/21.

The programmes we advise and manage are frequently of a considerable scale and reach and are generally of a significantly higher financial value than the value of CCE's own work on the contract. In 2020/21 CCE worked on programmes in Australia, Chile, Czech Republic, Germany, Pakistan, Norway, Republic of Ireland, Thailand and Wales, with a combined programme value in excess of £8.3 million.

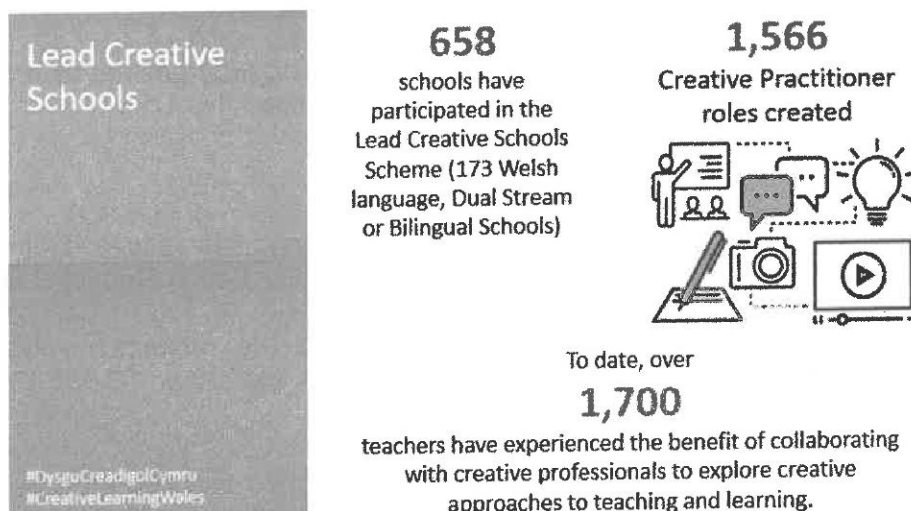
In addition, our consultancy work is intended to produce changes in policy at regional and national level, which can have a substantial impact over a long period of time on the life chances of millions of children and young people.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

For instance, in the Republic of Ireland we continue, through our work with Creative Ireland and its Creative Youth Programme, to contribute to the design of changes to education practice to ensure that the Government's investment in its education programmes benefits over the long-term every child and young person in the country.

Following a two-year extension CCE continued to support *Creative Learning through the Arts: An Action Plan for Wales* through training and support to the core team based within the Arts Council. This support allowed them both to plan for the future alongside transforming their training and development support to teachers and school leaders into a digital delivery model. CCE has supported the Lead Creative Schools Scheme in Wales for a seven-year period and the scale of its reach is significant and is illustrated below. The role the scheme has played in transforming education and supporting the implementation of the new curriculum is widely acknowledged. *"The Lead Creative Schools Scheme is a precursor to creative skills being a cross-curricular element within the new curriculum from 2022"* Steve Davies, Director of Education [Welsh Government]



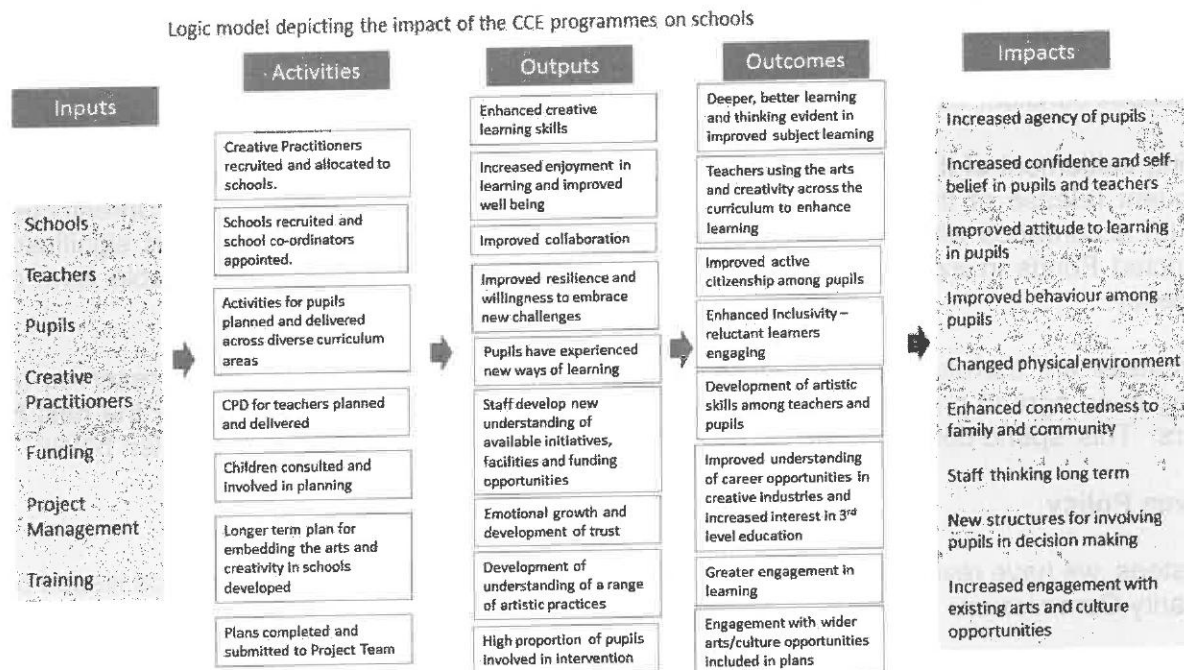
Our international work typically involves the formation of local teams to manage the programme within the country or region concerned. This ensures a lasting legacy through the development of a cohort of professionals who have been immersed in the theory and practice of our work. There are very strong teams now established in Australia, Chile, Czech Republic, Germany, Hungary, Pakistan, Norway, Republic of Ireland, Thailand and Wales who make our international work possible. These team also come together as part of CCE's international community of practice.

CCE also uses a wide range of measures to assess the impact and outcomes of its interventions in schools. This has enabled us to show that all the outcomes for pupils are positive, particularly in the area of their capacity to learn (executive functions), their attainment levels, their attendance and in the acquisition of new knowledge and skills.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)

Public Benefit (Cont.)

The logic model below illustrates potential outputs, outcomes and impacts (though not all will be evidenced on every programme):



The work of CCE has supported the Organisation for Economic Co-operation and Development (OECD) and their international exploration of how to foster students' creativity and critical thinking in schools. Their research is paving the way for the introduction of a creativity measurement to be included in the OECD's PISA assessments in 2022. Eleven countries around the world participated in the study including three of CCE's partners in Hungary, Thailand and Wales. In the 2019 OECD report, *"Fostering Students' Creativity and Critical Thinking, What it Means in School"*, CCE were credited for their contribution.

In delivering the above work, we have met the following Key Performance Indicators for 2020/21.

- Secured at least one major new contract – the continuation of our contract with the Arts Council of Ireland to support the Creative Schools Programme
- Developed our capacity to deliver training and development digitally
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

Financial Review

The financial out-turn for the year is an unrestricted deficit of £81,001 (2019/20: unrestricted deficit of £179,690), before transfers of funds and the net gain (2019/20: loss) on investments.

After a £1,050,927 transfer from Restricted Funds to Unrestricted Funds (2019/20: Nil) and a net gain on investments of £478,338 (2019/20 £297,745 loss on investments), the net movement on Unrestricted Funds is £1,448,264.

The Trustees consider this result to be satisfactory.

Following settlement of the significant liability owing to the Arts Council Retirement Plan and the subsequent release of the remaining Restricted Funds held for that purpose into Unrestricted Funds (in accordance with the terms of the original funds awarded), CCE now holds significant Unrestricted Funds in excess of those required for known liabilities plus a reasonable level of contingency.

The Trustees are therefore considering a strategic plan intended to reduce these reserves by investing in an agreed programme of work supporting CCE's charitable purpose over the next 5-10 years. This 'spend down' strategy is reflected in the revised Reserves Policy detailed below.

Reserves Policy

As Trustees, we have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees seek to retain sufficient Unrestricted Reserves to cover all known liabilities and to provide for six months' running costs to ensure an orderly winding-down of the organisation, should that ever prove necessary.

At present, the Trustees estimate that the Unrestricted Reserves required for the purposes outlined above amount to £85,000. In addition, the Trustees prefer the charity to hold an additional level of contingency to enable the charity to respond flexibly to appropriate initiatives which might be identified outside of its annual budgeting process or to provide appropriately for any additional liabilities identified. This contingency is estimated at £65,000, such that total Unrestricted Funds required amount to £150,000. CCE currently holds Unrestricted Reserves of £2,118,013.

The Trustees are therefore adopting a strategic plan intended to reduce these reserves by investing in an agreed programme of work supporting CCE's charitable purpose over the next 5-10 years. The detail of the plan is currently under review but is likely to involve an average annual net spend from Unrestricted Funds of c£200,000 over each of the next 10 years.

This policy is reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2020
TRUSTEES' REPORT (including Directors' Report)

Fundraising Policy

The charity is required to report how it deals with fundraising from the public. The charity does not use a professional fundraiser or commercial participator to raise funds. Any monies raised direct from the public follows all guidelines set out by the Charity Commission and UK law in every respect. We respect the privacy and contact preferences of all public donors.

Investment Policy

CCE's cash reserves, over and above those required for day-to-day working capital, have typically been invested in a combination of a higher-rate, instant access deposit account and various fixed-term cash deposit accounts.

As the Board of Trustees, we have investigated a range of wider investment options but have been mindful that CCE's funding was originally only secure for finite, relatively short periods of time, which restricted the period for which investment can prudently be made and hence the options available.

However, now that the charity is no longer in receipt of revenue funding and is able to take a longer-term investment view, we have agreed to adopt a wider investment policy and have appointed, following an appropriate tendering process, investment managers to help us to achieve our target return. Funds were transferred to the investment managers towards the end of March 2014.

The charity has wide investment powers which are specified in its Articles of Association and all Trustees are involved in setting investment policy.

Investment objectives are:

- To produce the best financial return within an acceptable level of risk
- for the long-term reserves, to generate an annual return in excess of inflation to support the on-going activities of the charity, with short-term erosion of the capital value of assets acceptable so as to achieve the desired annual return
- for the short-term reserves, to preserve the capital value with a minimum level of risk with assets readily available to meet unanticipated cash flow requirements.

CCE's primary requirement is for annual income, rather than capital growth, and the initial target set is to achieve an annual income return of no lower than 3.5% of the capital sums invested.

The Trustees are mindful of ethical considerations and seek to avoid direct investment in any area which might directly cause harm to CCE's key beneficiaries of children and young people.

The intention is to build a conservative asset mix not overly dependent on any single economic scenario or asset class.

Funds are invested in such a way that, if required, sufficient capital can be liquidated to meet the charity's liabilities and commitments, including those arising from CCE's membership of the Arts Council Retirement Fund pension scheme.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

PLANS FOR THE FUTURE

After leading the organisation for over twelve years, Paul Collard, CCE's Chief Executive, retired in September 2020. Paul's contribution to the organisation and to the creative learning agenda around the world has been outstanding. He has successfully steered the organisation through a number of significant changes in its funding and operational model including the current COVID-19 Pandemic.

Diane Fisher-Naylor, previously Director of Programmes at CCE, began leading the organisation as Director in October 2020. Following the significant change in the organisation's finances as a result of the much lower pension liability and final settlement figure from the Arts Council Retirement Plan (ACRP) the Board revisited the long-term strategy and operation model for the organisation. This new long-term plan will be agreed in September 2021.

This strategic plan will build on the organisation's acknowledged reputation and experience gained from the many year of involvement in the Creative Partnerships programme, in offering consultancy support, programme design and training to those interested in developing creative learning programmes for the benefit of children and young people around the world. CCE has developed significant expertise in the design and delivery of digital training in the field of creative learning which it intends to continue to exploit and develop as a core part of its future strategy providing potential reach for its work nationally and internationally at a significantly reduced cost.

The delivery of the strategic plan will be supported by the charity's unrestricted funds.

COVID-19 will continue to impact on CCE's finances and delivery model for the foreseeable future. The Board will continue to receive regular reports from Rathbones, CCE's investment managers as to the performance and value of the charity's investment portfolio. It will also continue to review the ongoing financial performance of the organisation against the budget agreed by the Trustees.

In the light of the changed nature of our financial and operational environment as a result of COVID-19 our Key Performance Indicators for 2021/22 are to have:

- Developed and begin the implementation of a long term strategic plan
- Secured at least one major new contract or programme
- Increased our reach in the UK
- Reviewed and developed as appropriate the capacity of the organisation to deliver its objectives
- Controlled costs within the budget agreed by the Board.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

Going Concern

We, as Trustees, have considered and approved a business model and budget and have agreed a long-term strategic plan. We believe that the plan is robust and that sufficient Reserves remain to meet any costs and liabilities arising.

We, as Trustees, have always taken steps to ensure that, throughout the life of CCE, the charity only makes financial commitments which can be met from within agreed existing funding, reserves or within a level of earned income which is realistically likely to be generated.

In addition, we have continued to adopt a prudent approach to generate a level of Reserves which ensures that all potential liabilities which might arise (including redundancy liabilities) can be met, even in the unlikely event that no further income can be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

Auditors

In line with CCE practice, Members approved the intention to undertake a tendering process for an 'Independent Examination' of the accounts to 31 March 2022.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
TRUSTEES' REPORT (including Directors' Report)**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

As the Trustees (who are also directors of Creativity, Culture and Education for the purposes of company law), we are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

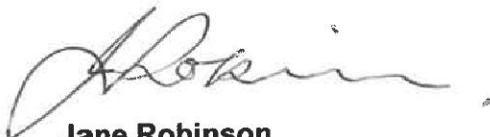
As Trustees, we are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. We are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we, as Trustees, are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- we have taken all steps that we ought to have taken to make ourselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

This report was approved by the Board of Trustees on 27 September 2021 and signed on its behalf by:



**Jane Robinson
Trustee**

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
Independent Auditor's Report to the Members of Creativity Culture and Education

Opinion

We have audited the financial statements of Creativity Culture and Education (the 'charity') for the year ended 31 March 2021, which comprise the Statement of Financial Activities, Balance Sheet, and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements were authorised for issue.

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

Other information

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

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

We have nothing to report in this regard.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
Independent Auditor's Report to the Members of Creativity Culture and Education**

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees Responsibilities [set out on page 17] the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing board minutes;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Review financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

**CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
YEAR ENDED 31 MARCH 2021
Independent Auditor's Report to the Members of Creativity Culture and Education**

Because of the field in which the client operates, we identified the following areas as those most likely to have a material impact on the financial statements: Health and Safety; employment law (including the Working Time Directive); and compliance with the UK Companies Act and Charities Act.

Owing to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

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

Use of our report

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



Simon Brown BA ACA DChA (Senior Statutory Auditor) For
and on behalf of MHA Tait Walker, Statutory Auditor
Bulman House
Regent Centre
Gosforth
Newcastle upon Tyne
NE3 3LS

Date: 4/10/2021

MHA Tait Walker is a trading name of Tait Walker LLP.

CREATIVITY, CULTURE AND EDUCATION (A Company Limited By Guarantee)
STATEMENT OF FINANCIAL ACTIVITIES
(incorporating a summarised Income & Expenditure Account)
YEAR TO 31 MARCH 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
Income					
Income from Charitable Activities	3	167,248	-	167,248	233,761
Income from Investments	4	73,704	-	73,704	117,991
Income from Grants, Donations & Legacies	5	9,497	-	9,497	-
Other Income	6	14,487	-	14,487	70
Total Income		264,936	-	264,936	351,822
Expenditure					
Expenditure on Raising Funds	7	13,657	-	13,657	18,343
Expenditure on Charitable Activities	8	332,280	1,383,873	1,716,153	538,981
Total Expenditure		345,937	1,383,873	1,729,810	557,324
Net Income/(Expenditure) before Gains/(Losses) on Investments		(81,001)	(1,383,873)	(1,464,874)	(205,502)
Transfers between Funds		1,050,927	(1,050,927)	-	-
Net Gains/(Losses) on Investments		478,338	-	478,338	(297,745)
Net movement in funds	9	1,448,264	(2,434,800)	(986,536)	(503,247)
Balance brought forward		669,749	2,434,800	3,104,549	3,607,796
Balance carried forward	17	£2,118,013	£-	£2,118,013	£3,104,549

The notes on pages 23 to 35 form part of the financial statements.

There are no recognised gains and losses during the year other than as shown above.

All the activities for the year are continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income & Expenditure Account under the Companies Act 2006.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
BALANCE SHEET
At 31 MARCH 2021

	Notes	2021		2020	
		£	£	£	£
Fixed Assets					
Tangible Fixed Assets	12	-		1,554	
Fixed Asset Investments	13	<u>2,024,659</u>		<u>3,145,321</u>	
			2,024,659		3,146,875
Current Assets					
Debtors	14	23,979		82,151	
Cash at Bank and In Hand		<u>107,413</u>		<u>148,546</u>	
		131,392		230,697	
Creditors:					
Amounts Falling Due Within 1 Year	15	<u>(38,038)</u>		<u>(57,896)</u>	
Net Current Assets			93,354		172,801
Creditors:					
Provision for Liabilities & Charges	16		-		(215,127)
Total Net Assets			<u>£2,118,013</u>		<u>£3,104,549</u>
Represented By:					
Unrestricted Funds	17		2,118,013		669,749
Restricted Funds	17		-		<u>2,434,800</u>
			<u>£2,118,013</u>		<u>£3,104,549</u>

The notes on pages 23 to 35 form part of the financial statements.

The financial statements were approved by the Board, and authorized for issue, on 27 September 2021 and signed on its behalf by:



Jane Robinson
Trustee
Company Registration Number: 06600739

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

1. Accounting Policies

Charity Information

Creativity, Culture and Education is a private company, limited by guarantee, incorporated in England and Wales. The registered office is 20 Portland Terrace, Jesmond, Newcastle upon Tyne NE2 1QQ.

The charity is a public benefit entity.

Basis of Accounting

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities" and the Charities Act 2011.

The financial statements have been prepared on the historical cost basis, modified to include certain financial instruments at fair value.

Advantage has been taken of the provisions in the SORP for Charities applying FRS 102 Update Bulletin 2 not to prepare a statement of cashflows.

The financial statements are prepared in sterling, which is the functional currency of the charity.

Going Concern

Having reached a resolution to the potential liability arising from CCE's last employee leaving the Arts Council Retirement Plan (1994) (ACRP) with effect from 30 September 2020, the charity's Trustees have concluded that there is no associated material uncertainty in respect of Going Concern.

Consequently, we, as Trustees, have considered and approved a business model and budget through which the charity is seeking to develop new income streams to support its planned activities in 2021/22 and beyond.

We believe that the plans are robust, but also that, in the events of the plans for income generation not coming to fruition, sufficient Reserves remain to meet any costs and liabilities arising.

Since its inception, we, as Trustees, have taken care to ensure that the organisation has not entered into any material commitments beyond the end date of whatever funding has been in place or in excess of the income realistically likely to be generated, whilst a prudent approach has been taken to generate a level of Reserves which ensures that all potential liabilities which might arise at that date (including pension and redundancy liabilities) can be met should no further income be secured.

Consequently, the Trustees believe that it is appropriate for the financial statements to be drawn up on a going concern basis.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

1. Accounting Policies (Continued)

Estimation Uncertainty and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported.

Management have approved depreciation, prepayments, accruals and other cut-off adjustments. Whilst management believe that these estimates and judgements are accurate, there is every likelihood that they will not be exact.

The Trustees include an investment portfolio at market value and annually consider the market value.

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

Income

All income, including grant income, is included in the Statement of Financial Activities (SOFA), net of VAT, when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Such income is only deferred when the donor or funder has specified that the grant or donation can only be used in future accounting periods or where the donor or funder has imposed conditions which must be met before the charity has unconditional entitlement.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

Income from Investments

Dividends are included on a receivable basis. Interest receivable on fixed interest securities and bank deposits is included on an accruals basis.

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Costs of Raising Funds are those costs of seeking potential funders and applying for funding.
- Charitable activities include expenditure associated with the provision of grant funding, research, advocacy and the direct provision of creative learning-related activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with constitutional and statutory requirements.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

1. Accounting Policies (Continued)

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Operating Leases

The charity classifies the lease of certain printing equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

Tangible Fixed Assets and Depreciation

Depreciation is provided on the fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

Office Equipment	- 20% per annum straight line
Computer Equipment	- 33% per annum straight line
Furniture & Fittings	- 25% per annum straight line

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

Impairment of Fixed Assets

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

Cash and Cash Equivalents

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

Fixed Asset Investments

Fixed asset investments are initially measured at transaction price excluding transaction costs, and are subsequently measured at fair value at each reporting date. Changes in fair value are recognised in net income/(expenditure) for the year. Transaction costs are expensed as incurred.

Fund Accounting

The charity has a number of restricted income funds to account for situations in which a funder requires that a grant must be spent on a particular purpose or where funds have been raised for a specific purpose. The aim and use of each restricted fund is set out in Note 17 to the financial statements.

All other funds are considered Unrestricted Funds and are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

1. Accounting Policies (Cont.)

Pensions

CCE contributes to two pension schemes; one is a multi-employer defined benefit final salary scheme and the other is a defined contribution scheme, as detailed in Note 11.

The assets of the multi-employer scheme are held separately from those of the company in a separately administered fund. However, it is not possible to identify CCE's specific share of the underlying assets and liabilities. Consequently, the scheme has been accounted for as if it were a defined contribution scheme; and in accordance with the Charities SORP (FRS102).

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

Taxation

Creativity, Culture and Education is a registered charity and, as such, is not liable to taxation on its income in the current year.

Foreign Currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the date of the transaction. Exchange differences are taken into account in arriving at the surplus/deficit.

Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' of FRS102 to all its financial instruments.

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees for the time being.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

3. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Programme Design & Consultancy	162,549	-	162,549	216,697
Speaking Fees	4,699	-	4,699	17,064
	167,248	-	167,248	233,761

The 2020 total of £233,761 was wholly attributable to Unrestricted Funds.

4. Income from Investments

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Interest on cash deposits	114	-	114	445
Interest on / Dividends from Investments under fund management	73,590	-	73,590	117,546
	73,704	-	73,704	117,991

The 2020 total of £117,991 was wholly attributable to Unrestricted Funds.

5. Income from Grants, Donations & Legacies

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Coronavirus Job Retention Scheme	9,497	-	9,497	-
	9,497	-	9,497	-

6. Other Income

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Grant Fall-In	14,309	-	14,309	-
Other Income	178	-	178	70
	14,487	-	14,487	70

The 2020 total of £70 was wholly attributable to Unrestricted Funds.

Other income includes £14,309 which is the write back of the remaining, unclaimed proportion of a historic grant awarded by Creativity Culture and Education, which was only ever partially drawn down by the recipient and is no longer required.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

7. Expenditure on Raising Funds

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Investment Management Costs	13,657	-	13,657	18,343
	13,657	-	13,657	18,343

The 2020 total of £18,343 was wholly attributable to Unrestricted Funds.

8. Expenditure on Charitable Activities

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Cultural & Creative Learning Programmes				
Associates, Travel & Subsistence	22,648	-	22,648	66,759
Staff Costs (see Note 10)	246,216	1,383,873	1,630,089	368,954
	268,864	1,383,873	1,652,737	435,713
Support Costs				
Legal & Other Professional Costs	10,774	-	10,774	1,250
Depreciation	1,554	-	1,554	3,713
Other Overhead Costs	37,668	-	37,668	64,555
	49,996	-	49,996	69,518
Governance Costs				
Staff Costs (see Note 10)	-	-	-	28,102
External Audit Fees	3,500	-	3,500	3,500
Other Accountancy Services	9,920	-	9,920	2,148
	13,420	-	13,420	33,750
	332,280	1,383,873	1,716,153	538,981

Of the 2020 total of £538,981, £513,169 was attributable to Unrestricted Funds and £25,812 to Restricted Funds.

9. Net Income/(Expenditure)

	2021	2020
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Auditors' Remuneration – current year	3,500	3,500
Operating Lease payments in the year	9,332	9,332
Depreciation of Owned Fixed Assets	1,554	3,713

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

10. Staff Costs

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Gross Salary Costs	181,564	-	181,564	296,511
Redundancy Costs	-	-	-	10,945
Social Security Costs	16,744	-	16,744	31,158
Employer's Pension Contributions – Defined Contribution Scheme	12,817	-	12,817	20,372
Pension Deficit Underpinning Payment - Arts Council Retirement Plan Defined Benefit Scheme	20,001	-	20,001	24,220
Employer's Pension Contributions – Defined Benefit Scheme	15,090	-	15,090	29,880
Pension Provision Release – Defined Benefit Scheme (Note 16)	-	(215,127)	(215,127)	(16,030)
Section 75 Settlement - Defined Benefit Scheme	-	1,599,000	1,599,000	-
	246,216	1,383,873	1,630,089	397,056

The average monthly number of staff employed during the year, was as follows:

	2021	2020
	No.	No.

Cultural & Creative Learning Programmes	4	6
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The number of the above staff expressed as full-time equivalents was 3.2 (2020: 5.1)

	2021	2020
	No.	No.
The following employees received remuneration, including employer's pension contributions, in excess of £60,000 in the year.		
£70,001 to £80,000	1	-
£80,001 to £90,000	-	1
£120,001 to £130,000	-	1

The total paid to key management personnel, defined as the members of the Senior Management Team, was £129,809 (2020: £265,802).

The Senior Management Team during the year to 31 March 2021 comprised:

- Paul Collard - Chief Executive (to 30 September 2020)
- Diane Fisher-Naylor - Director (from 30 September 2020)/Director of Programmes (to 30 September 2020)

Contributions totalling £7,984 (2020: £20,372) were paid during the year into the defined contribution pension scheme operated by CCE in respect of the above staff. No pension contributions were outstanding at 31 March 2021 (2020: £Nil).

Contributions totalling £35,091 (2020: £54,100) were paid during the year into the Arts Council Retirement Plan defined benefit pension scheme in respect of the above staff. No pension contributions were outstanding at 31 March 2021 (2020: £3,575).

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

10. Staff Costs (Cont.)

No remuneration was paid to or waived by Trustees/Directors in the year, but Trustees are able to claim re-imbusement at cost for any out-of-pocket expenses they incur in the course of their Trustee duties. No travel and subsistence expenses (2020: £2,279) were reimbursed to (2020: 5) Trustees in respect of their attendance at meetings of the charity.

The charity has purchased third party insurance for all serving Trustees and Officers of the charity against liability arising for wrongful acts in relation to the charity.

11. Pension Scheme

CCE operated two pension schemes in the period.

For staff who joined CCE on 1 April 2009 via a TUPE transfer from Arts Council England, pension benefits are provided on a voluntary basis through the Arts Council Retirement Plan (1994), which is a defined benefit scheme based upon final salary.

The scheme is financed by payments by CCE and employees into a Trustee-administered fund held separately from those of the company. These contributions are invested by leading fund management companies. Other employers contributing to the scheme are Arts Council England, the Arts Council of Wales, Creative Scotland, Ty Cerdd (Music Centre Wales) and the Crafts Council.

As this is a multi-employer scheme, it is not possible to identify CCE's specific share of the underlying assets and liabilities. Consequently, the scheme has been accounted for as if it were a defined contribution scheme, in accordance with the Charities SORP (FRS102), with the costs of the scheme charged to the Statement of Financial Activities.

Contributions made are in accordance with the most recent actuarial valuation of the Plan, which takes place approximately every three years. At the last valuation on 31 March 2019 the actuarial value of the assets using the projected unit method was sufficient to cover 89% of the value accrued to members, a deficit of £21.7 million (reduced from the 31 March 2016 valuation of £25.5 million).

In the year to 31 March 2021, on the advice of the actuary, CCE made an employer's contribution equivalent to 29.9% (2020: 29.9%) of pensionable salary. This contribution level included 11.3% (2020: 11.3%) intended to make up the deficit identified within the Plan at the last actuarial valuation. These amounts were paid over to the Fund on a monthly basis.

In addition, in the year to 31 March 2021 CCE made an annual 'underpinning' contribution of £24,220 (2020: £24,220) as part of a 13 year repayment plan intended to make up the deficit identified within the Plan at the last actuarial valuation by 31 March 2029, with a further £11,520 (2020: £11,520) paid in relation to Plan expenses via additional monthly employer's contributions.

CCE's participation in the scheme ended on 30 September 2020 when the last remaining eligible employee retired. CCE settled its remaining liabilities to the scheme in January 2021.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

11. Pension Scheme (Cont.)

For other staff, pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. CCE make an employer's contribution of 10% of pensionable pay, provided that the employee makes a minimum contribution of 3%. These amounts are paid over to the Fund on a monthly basis.

12. Tangible Fixed Assets

	Fixtures & Fittings	Office Equipment	ICT Equipment	Total Fixed Assets
Cost	£	£	£	£
At 1 April 2020	13,654	2,300	26,363	42,317
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 March 2021	13,654	2,300	26,363	42,317
Depreciation				
At 1 April 2020	13,654	2,300	24,809	40,763
Charge for year	-	-	1,554	1,554
Disposals	-	-	-	-
At 31 March 2021	13,654	2,300	26,363	42,317
Net Book Value				
At 31 March 2021	£-	£-	£-	£-
At 1 April 2020	£-	£-	£1,554	£1,554

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

13. Fixed Assets - Investments under Fund Management

	2021	2020
	£	£
Market Value at 1 April	3,031,629	3,630,845
Cost of Investments Purchased	683,871	966,919
Market Value of Investments Sold	(1,966,191)	(1,268,390)
Unrealised Gain/(Loss)	234,454	(297,745)
	<u>1,983,763</u>	<u>3,031,629</u>
Cash	40,896	113,692
Market Value at 31 March	2,024,659	3,145,321

The market value has been provided by the charity's investment managers.

Geographical analysis of investments under fund management:	2021	2020
	£	£
Fixed Interest	187,877	515,285
UK Equities	614,407	1,009,422
Overseas Equities	862,641	1,090,988
Alternatives	318,838	415,934
Cash	40,896	113,692
	<u>2,024,659</u>	<u>3,145,321</u>

The Historic Cost of Investments held is £1,719,180 (2020: £3,060,903)

The following holdings are greater than 5% of the portfolio:

Link Fund Solutions Trojan S Inc - £148,434
 JP Morgan Asset Mgrs (UK) - £169,391

14. Debtors

	2021	2020
	£	£
Trade Debtors	12,046	48,283
Prepayments & Accrued Income	10,274	31,125
Value Added Tax Debtor	1,659	2,743
	<u>23,979</u>	<u>82,151</u>

All sums are due within 1 year.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

15. Creditors - Amounts Falling Due Within One Year

	2021	2020
	£	£
Grant Creditor	-	14,309
Trade Creditors	20,367	10,575
Deferred Income (see below)	-	-
Other Creditors	2,029	11,928
Other Taxes & Social Security Costs	3,451	9,962
Accruals	12,191	11,122
	38,038	57,896
Deferred Income		
Deferred Income brought forward	-	2,944
Income deferred in the year	-	-
Income released in the year	-	(2,944)
Deferred Income carried forward	-	-

16. Creditors - Provision for Liabilities & Charges

	2021	2020
	£	£
Provision for Pension Scheme Deficit Contributions	-	215,127
	-	215,127
	2021	2020
	£	£
Increase/(Decrease) in Provision in year	(215,127)	(16,030)

The 2020 liability is shown having been discounted to Net Present Value from a present-day liability of £253,060.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

17. Analysis of Charitable Funds

	Fund at 1 April 2020	Income for Period & Gain on Investments	Expenditure for Period	Transfers between Funds	Fund at 31 March 2021
	£	£	£	£	£
Movement on Unrestricted Funds					
Unrestricted General Fund	669,749	743,274	(345,937)	1,050,927	2,118,013
Movement on Restricted Funds					
ACE - Reserves	2,434,800	-	(1,383,873)	(1,050,927)	-
Coronavirus Job Retention Scheme	-	-	-	-	-
Total Restricted Funds	2,434,800	-	(1,383,873)	-	-
Total Funds	3,104,549	743,274	(1,729,810)	-	2,118,013

Name of Restricted Fund	Description, Nature & Purpose of the Restricted Fund
ACE - Reserves	To cover pension and redundancy liabilities arising from the original TUPE transfer of staff from Arts Council England

18. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Fixed Assets	2,024,659	-	2,024,659	3,146,875
Debtors	23,979	-	23,979	82,151
Cash at Bank and In Hand	107,413	-	107,413	148,546
Creditors – Amounts Falling Due Within 1 Year	(38,038)	-	(38,038)	(57,896)
Provision for Liabilities & Charges	-	-	-	(215,127)
	2,118,013	-	2,118,013	3,104,549

19. Operating Lease Commitments

At 31 March 2021 the charity had total commitments under non-cancellable operating leases as follows

Category	Property	Equipment
	£	£
Operating leases which expire:		
Within one year	4,740	-
	4,740	-

20. Financial Commitments

No material financial commitments have been made in respect of future financial periods, other than the operating leases disclosed in Note 19.

CREATIVITY CULTURE AND EDUCATION (A Company Limited By Guarantee)
NOTES TO THE ACCOUNTS
At 31 MARCH 2021

21. Related Party Transactions

During the year to 31 March 2021, the charity worked upon a research project with the Organisation for Economic Co-operation and Development (OECD) who are conducting an international exploration of how to measure progress in creativity. CCE Trustee Stephan Vincent-Lancrin is employed as a Senior Analyst and Project Leader in the Directorate for Education & Skills at the OECD and works upon the research project.

The charity has received no income from OECD in the period. Stephan Vincent-Lancrin is not involved in the allocation of any funds from OECD to CCE.