THE MIGHTY CREATIVES

England & Wales · Charity number 1129006

Details

Other names	YOUNG PEOPLES CREATIVE AGENCY
Status	Registered
Legal form	Charitable company
Company number	06652046
Registered	2009-04-03
Register	View on the Charity Commission register

Contact

Address	Lcb Depot 31 Rutland Street Leicester LE1 1RE
Phone	01162616834
Email	info@themightycreatives.com
Website	www.themightycreatives.com

Activities

Objects: TO PROMOTE SUCH CHARITABLE OBJECTS AND PURPOSES FOR THE PUBLIC BENEFIT AS THE TRUSTEES THINK FIT, IN PARTICULAR AND WITHOUT LIMITATION TO THE GENERALITY OF THE FOREGOING WORDS TO ADVANCE THE EDUCATION OF CHILDREN AND YOUNG PEOPLE AND THOSE WHO WORK WITH THEM IN A CREATIVE CONTEXT.

Activities: The Mighty Creatives is the children and young people's creative development agency. Our work involves finding creative solutions to the opportunities and challenges in young lives. We do this by helping children and young people (age 0 to 25) use their creativity to: Realise their rights; Reach their potential; Make a difference.

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Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, LOCAL.
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£743,725	£820,540	£1,087,670	11
2024-03-31	£1,005,515	£693,038	£1,164,485	10
2023-03-31	£2,253,248	£2,368,367	£852,008	16
2022-03-31	£4,096,805	£3,913,589	£966,948	16
2021-03-31	£1,465,771	£1,141,987	£783,673	18

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Trustees

Name	Role	Appointed
Charlotte Robey-Turner		2024-07-31
Christopher Mellies		2025-04-23
Dr Christine White PhD		2023-06-01
Emma Leaman		2025-04-23
Jack Farnhill-Bain		2024-07-31
Jaysika Dennis		2023-05-14
Melanie Robinson		2024-07-31
Rebecca Bradshaw		2025-04-23
Thyll Dammer		2025-04-23
Wiktoria Jeglinska		2025-04-23

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THE MIGHTY CREATIVES

England & Wales - Charity number 1129006

Accounts

the mighty creatives

social justice for young people through arts, culture and creativity

Annual report and financial statements

for the year ended

31 March 2025

Company number 06652046
Charity number 1129006

Annual report and financial statements

FOR THE YEAR ENDED 31 MARCH 2025

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CONSTITUTION

The Mighty Creatives ("TMC") is a company limited by guarantee and a registered charity governed by its memorandum and articles of association dated 27 October 2021. In the event of the organisation being wound up each trustee agrees to contribute £1 towards the costs of dissolution. The company is also registered with the Charity Commission for England & Wales. Charity number 1129006. Company number 06652046.

DIRECTORS

The directors of the charitable company are its trustees for the purposes of charity law. The directors serving during the year and since the year end were as follows:

Prof C White (Chair)
Mr E Robinson-Green (Vice-Chair)
Ms V Kelly
Ms J Hallas (resigned 30th October 2024)
Ms N Charlesworth (resigned 1st October 2024)
Ms J Dennis
Ms C Robey-Turner (appointed 31st July 2024)
Mr J Farnhill-Bain (appointed 31st July 2024)
Ms M Robinson (appointed 31st July 2024)
Mr K Tennant (appointed 23rd April 2025)
Mr C Mellies (appointed 23rd April 2025)
Ms E Leaman (appointed 23rd April 2025)
Ms R Bradshaw (appointed 23rd April 2025)
Mr T Dammer (appointed 23rd April 2025)
Ms W Jeglinska (appointed 23rd April 2025)

SECRETARY

Dr R N Owen MBE

SENIOR LEADERSHIP TEAM (Management positions rather than Directors in company law)

Chief Executive Officer - Dr R N Owen MBE

REGISTERED OFFICE AND OPERATIONAL ADDRESS

LCB Depot
31 Rutland Street
Leicester
LE1 1RE

INDEPENDENT EXAMINER

RWB CA Limited
Northgate House
North Gate
New Basford
Nottingham
NG7 7BQ

Forward from our Chair of Trustees

As Chair of Trustees for The Mighty Creatives, I am honoured to present this year's reflections—both a celebration of our achievements and a resolute look toward the future.

This past year has been nothing short of transformative. Amidst ongoing challenges across the cultural and education sectors, The Mighty Creatives has remained steadfast in its mission: to champion the creativity, voice, and agency of children and young people across the UK. Our work has empowered thousands of young people—particularly those who are underrepresented or experiencing disadvantage—to unlock their potential and imagine brighter, bolder futures.

We are proud of the progress we've made. From nurturing youth leadership through to developing innovative partnerships with schools, local authorities, and cultural organisations, our team has continued to push boundaries with imagination, courage, and compassion. Our role as a change-maker and connector has never been more crucial.

This year, we have made bold strides forward. Central among them was our engagement with dynamic consortia bid led by De Montfort University to Arts Council England for the Creative People and Places programme, with Youth Voice central to its function. This bid marks a milestone moment—not only as a strategic opportunity to embed creativity deeper within our communities, but also as a statement of belief in the transformative power of co-creation with a Youth Board.

If successful, this programme will place decision-making into the hands of young people, empowering them to shape the cultural life they want and deserve. If not successful, the stronger partnerships brought about by this initiative will endure…
Our vision also reached beyond national borders. Through our developing partnership with the city of Krefeld in Germany, we have begun to build an exciting European alliance focused on the rights and creative empowerment of children and young people. At a time when global connections feel more vital than ever, this collaboration offers enormous potential: for international learning, for shared advocacy, and for reimagining how cultural education can thrive across borders.

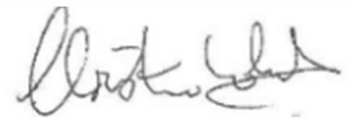
Yet, we are not blind to the challenges that lie ahead. The landscape remains uncertain, with continued underfunding, widening inequalities, and systemic barriers limiting access to creativity for many young people. But we remain hopeful. We believe in the power of collaboration, advocacy, and creativity as vehicles for change. And we are more determined than ever to ensure that every child and young person has the right—and the opportunity—to live creatively.

In April 2025 I attended the London Trustee Exchange, Association of Chairs, and I have brought back insights from the collective to share with the board and staff team. In preparing for the future, we have reviewed our risks as a board and strengthened the number of Board members with diverse skills. Do we need to be agile and future looking? Yes. Do we have the skills in the board to scope out new prospects? Definitely.

As we look ahead, our strategic priorities will focus on amplifying youth voice, deepening impact, and forging alliances that make sustainable, systemic change possible. This is not work we do alone. It is made possible by a passionate team, a dedicated network of partners, generous supporters, and above all, by the young people who inspire us every day with their resilience, ideas, and imagination.

Thank you for standing with us on this journey. Together, we are building a creative movement for equity, for justice, and for joy.

With gratitude,



Prof Christine White
Chair of Trustees
Signed on behalf of the Trustees

INTRODUCTION

> *"The importance of providing a safe space for under-represented young people to access the arts, develop their skills and to shine is something that has been evident in all the work I have taken part in during my time as part of the Youth Board for TMC." Maisie Wright, TMC Youth Board member*

The Mighty Creatives (TMC) is an award-winning charity whose mission is to fight for social justice through the power of arts, culture and creativity. Selected as one of 25 KPMG Foundation Anniversary Partners in 2025, winning the Children and Young People Now Arts and Culture Award in 2024 and the Third Sector Award for Service Innovation in September 2023, we offer our unique approach to the most under-represented young people in society through creative experiences that make lasting personal and social change including those who are care-experienced, facing adversity, challenges or disadvantage.

Whilst our home base has continued to be in Leicester, we have worked across the Midlands for over 16 years and have now become a nationally recognised champion and campaigner of youth-led practice in the process. We are uniquely placed to provide arts, cultural and creative experiences which counter social injustice due to our impressive track record and expertise in:

- delivering robust, evidenced best practice.
- co-creating artistic and cultural interventions with children and young people and other stakeholders that can be scaled up, demonstrate reach and result in significant and measurable impact.
- Investing in children and young people's creative skills, knowledge and practice
- Leading strategic partnerships, engaging stakeholders, designing and managing programmes of arts, cultural and creative activities.
- Co-creating artistic and cultural interventions with children and young people and other stakeholders that can be scaled up, demonstrate reach and result in significant and measurable impact.
- Investing in children and young people's creative skills, knowledge and practice
- Leading strategic partnerships, engaging stakeholders, designing and managing programmes of arts, cultural and creative activities.

THE LAST TWELVE MONTHS

2024 / 25 has marked the beginning of a new phase for The Mighty Creatives. It's been the first year of our 2024 – 2029 Year Business Plan and demonstrated the ongoing good health of the organisation at a time when many previous cultural organisations have gone to the wall due to an ever increasingly hostile economic climate. We have continued to deliver our vision of striving for Social Justice for Young People through Arts, Culture and Creativity through a period of managed growth which saw us reaching more young people across more communities with support from a greater range of investors, partners and other stakeholders.

But this is not a time to be complacent: the economic climate shows no sign of significantly improving and what previously might have been seen as reliable sources of investment are themselves under increasing pressure to support increased demands from the people and communities who need their support.

We are acutely aware on a daily basis of the pressure our investors face from the education, health and social services sectors and so actively pursue new partnerships, new ways of working and new sources of support in order to support the people who are at heart of our mission: the most under-represented young people in society including those who are care-experienced, facing adversity, challenges or disadvantage. This includes partnerships with:

- University College London, Great Ormand Street Hospital, WellChild and Mencap, North Central London, Integrated Care Board on the SPROCKET (Systems and Process Redesign and Optimisation at Childhood Key Events and Transitions) project funded by the National Institute for Health and Care Research and Engineering and Physical Sciences Research Council.
- The Midlands Arts Partnership for Virtual Schools on the Collaborate & Innovate project supported by Arts Council England.
- Voluntary Action Leicester and Highfields Centre on the Creative Futures project supported by Leicester's Shared Prosperity Fund.
- Werkhaus e.V and JugendRing in Krefeld, Germany on the Culture Bridge project, funded by Arts Council England and the Goethe Institute.

Our enterprise, driven by a strong social mission, is constantly looking at ways of innovating our services and operations in order to keep delivering our vision and mission: and we would like to extend our heartfelt thanks to all our funders who continue to believe in and support our work.

The Case for Support

The social injustices our beneficiaries face have disproportionate effects on their social, emotional and educational outcomes, although they are complex and neither easily diagnosed nor predictable. Young people are individuals after all, and any intervention planned to support them must be bespoke, personalised and involve those young people themselves at the heart of their design, implementation and evaluation. Personalised interventions require a pedagogical approach which values 'youth voice' at its heart. TMC has had youth voice in its organisational DNA since it was established in 2009. Since developing our unique social pedagogical model driven by artistic, creative and cultural practice, this makes us leaders in this field across the UK and in a strong position to address and challenge the social injustices our beneficiaries face.

There is a wealth of evidence that demonstrates how the arts, culture and creativity can support young people in need by providing access to personal development, social connectivity, education, social mobility, community cohesion and employment. Learning through arts and culture develops skills and behaviour that contributes to young people doing better in their education journeys. Engagement with arts and culture at a young age also contributes to improved social connectivity and mobility: and in these pandemic-infused

times, the health and well-being benefits of young people's participation in the arts and culture are well documented.

3. Our Vision and Mission

It is crystal clear that the arts, creativity and cultural education have a fundamental role in supporting young people in countering the impact of social injustice. That need has become more demanding in recent years, and we now need to ensure that this is expressed at the heart of our refreshed and reinvigorated vision:

Social Justice for young people through arts, culture and creativity

To achieve this vision, our mission has four strategic objectives (SO) and associated SMART outputs over the five years of this business plan as follows:

SO No.	Strategic Objectives
SO1	To transform the lives of our beneficiaries through one-to-one and group-based **Creative Mentoring services.**
SO2	To provide support, advice and opportunities to employers which assist our beneficiaries' employment prospects and enterprise opportunities through our **Creative Futures Services.**
SO3	To inspire our beneficiaries to express themselves through the power of creativity and to work with other stakeholders to support best practice, youth-led approaches which foster meaningful cultures that place youth voice at the heart through our **Youth Voice services.**
SO4	To sustain and grow investment in our work from across the UK and internationally.

SMO No.	SMART Outputs
SMO1	Engage with 10,000 children and young people in need engaging across all our services and campaigns
SMO2	Sustain and grow our pool of Creative Mentors through targeted recruitment supporting 500 creative practitioners.
SMO3	National adoption and delivery of CM: the service will be delivered across all 9 regions across the country
SMO4	Recruit 200 Employers to the Mighty Employers employability services
SMO5	Deliver 300 CPD sessions including training and development opportunities, workshops and networking sessions for educators and creative practitioners to develop their child / youth-led creative practice.
SMO6	Support and grow the TMC Youth Board with YP drawn from all 9 regions across the country.
SMO7	Support the Youth Board to deliver 5 youth-voice focused projects
SMO8	Diversify and sustain our income sources so no one funder is more that 50% on our overall income

SMO9	Maintain our reserves policy at six months running costs
SMO10	Build a £10m Endowment Fund to see us through 2030 onwards

OPERATIONAL REVIEW

Between April 2023 and March 2024, we achieved the following results against our organisational Key Performance Indicators (KPIs):

KPI Number	Organisational KPI	2024-25 Target	Total to date	% Delivered
1	Engage with 10,000 children and young people in need engaging across all our services and campaigns.	1,200	**2,164**	**180%**
2	Sustain and grow our pool of Creative Mentors through targeted recruitment supporting 500 creative practitioners.	100	**95**	**95%**
3	National adoption and delivery of CM: the service will be delivered across all 9 regions across the country.	3	**3**	**100%**
4	Recruit 200 Employers to the Mighty Employers employability services.	20	**12**	**60%**
5	Deliver 300 CPD sessions including training and development opportunities, workshops and networking sessions for educators and creative practitioners to develop their child / youth-led creative practice.	60	**82**	**137%**
6	Support and grow the TMC Youth Board with YP drawn from all 9 regions across the country.	2	**4**	**200%**
7	Support the Youth Board to deliver 5 youth-voice focused projects.	1	**1**	**100%**
8	Diversify and sustain our income sources so no one funder is more that 50% on our overall income.	90%	**31%**	On track
9	Maintain our reserves policy at six months running costs.	Yes	**Yes**	On track

Financial Sustainability

We continue to operate on a sound financial footing, ensuring we are a sustainable ongoing financial concern. Our prudent income generation strategy and financial planning means that we have established a fund of designated reserves which allow for continuity of service in the short - medium term, contributing to our on-going resilience. Whilst it is reassuring to know that those reserves are there 'for a rainy day', the prospects for a brighter economic climate continues have not yet appeared and so it is essential that we continue to seek additional investment to enable us to continue to support our beneficiaries whilst maintaining the financial stability of the organisation.

The following table compares our performance in 2024/25 with that in 2023/24 and shows some important trends:

Value of applications per Quarter	Q1	Q2	Q3	Q4	Total
Value of funds applied for 2023/24	191,905	1,528,646	1,572,753	219,465	3,512,769
Value of funds applied for 2024/25	27,150	219,535	818,130	576,357	1,641,172
Total number of applications in 2023/24	7	7	4	3	21
Total number of applications in 2024/25	3	3	5	7	18
Total value of successful bids in 2023/ 24	589,500	38,394	491,250	60,471	1,179,615
Total value of successful bids in 2024/25	53,689	11,700	15,000	92,118	172,507
Total value of unsuccessful bids in 2023/ 24	42,076	70,003	26,339	80,000	218,418
Total value of unsuccessful bids in 2024/25	193,500	124,535	283,723	397,975	999,733
Ratio of successful: unsuccessful bids in 2023/24	14.01	0.55	18.65	0.76	14.01
Ratio of successful: unsuccessful bids in 2024/25	0.28	0.09	0.05	0.23	0.28

This table highlights the extent of the difficult economic climate we have been operating in over the last twelve months: a combination of a reduction in available funding (shown in the value of funds applied for), successful funding bids and the ratio of successful: unsuccessful bids all point to a significant financial pressure on the organisation. These results are echoed in our traded income[1] figures as follows:

Traded income per Quarter	Q1	Q2	Q3	Q4	Total
Traded income, 2023/24	35,026	54,370	33,515	100,345	223,256
Traded income, 2024/25	36,437	49,014	31,849	39,261	156,562

The impact of these results have been offset by drawing on our designated reserves which enable us to keep the organisation operating as a going concern: but this is not a financial model we are able to continue on a sustainable basis and organisational reviews during

[1] Traded income refers to sales of Creative Mentoring places, consultancies and other earned income.

2025 / 26 will be undertaken to ensure that our financial stability can be maintained in the long term.

Youth Board

We had a very successful recruitment round for Youth Board recruitment this year. They are now thinking about how they can adapt, change and review their recruitment processes to make it more inclusive and youth-friendly for the children and young people we serve.

Highlights:

- Hannah and Janah have been working alongside drama practitioner and Creative Mentor Mary Bonam in partnership with Rutland County Council's SEND service. They have been contributing to planning of workshops in mainstream school settings, using drama-based philosophies and approaches to discuss the discrimination that pupils with SEND face in education settings.
- We are excited by the potential in supporting of working collaboratively on fundraising efforts, involving all members of the Youth Board should they wish to be involved. The Youth Board have offered their tenacity, ambition and dynamism to our ideas generation process and open up possibilities for exploration. From an organisational perspective, we hope that this will also support them individually to continue their development independently outside of the sphere of TMC.
- Hannah has been working alongside Bee to suggest ways to create a more youth focussed social media presence. This has involved Hannah pitching different ideas and creating content to be shared on social media.
- There will be opportunities for the Youth Board to get involved in various roles during the project planning and delivery of the 'Creative community for young people'. More on this in Q1 of 25-26.

5. PLANS FOR 2025/26

Our operational targets for the year continue to be ambitious:

KPI Number	Organisational KPI	2025-26 Targets
1	Engage with 10,000 children and young people in need engaging across all our services and campaigns.	2,500
2	Sustain and grow our pool of Creative Mentors through targeted recruitment supporting 500 creative practitioners.	200
3	National adoption and delivery of CM: the service will be delivered across all 10 regions across the country	4
4	Recruit 200 Employers to the Mighty Employers employability services	50
5	Deliver 300 CPD sessions including training and development opportunities, workshops and networking sessions for educators	120

	and creative practitioners to develop their child / youth-led creative practice.	
6	Support and grow the TMC Youth Board with YP drawn from all 10 regions across the country.	2
7	Support the Youth Boards to deliver 5 youth-voice focused projects	2
8	Diversify and sustain our income sources so no one funder is more that 50% on our overall income	80%

We shall continue to maintain our reserves policy at six months running costs in order to prepare for any financial shocks to the organisation; and with the longer term in view, we will be preparing a strategy to build a £10m Endowment Fund which would support us from 2030 onwards.

The Immediate Future

Whilst developing a long-term strategy for the business post 2030 is important, of more immediate concern is how we navigate the challenges that are facing us in the present. Our economic results for 2024 / 25 have been described earlier in this report, and it is in the light of those results that we are taking the following steps in our Growth Plan to ensure a successful 2025/26. These include:

- Balancing our programme portfolio by developing new programmes such as our Creative Futures services (Strategic Objective 2) and refocusing our Youth Voice services into a more focused programme of Creative Social Action programme (Strategic Objective 3)
- Expanding our Creative Mentoring services into further national and international markets
- Implement our Change Campaign which will identify the key concerns, challenges and issues facing TMC's young beneficiaries, provide recommendations for potential "change/policy campaign" purposes that we can deliver, and which create long-lasting social change for children and young people in response to their needs.
- Continuing to win national awards which recognise the impact of our work and which support our case for further investment
- Transitioning our social media communications to become better youth-led and youth-focused by growing an audience of young people on social media channels who can be targeted with future campaigns
- Implementing an International programme of activity specifically with partners in Krefeld, Germany
- Strengthening strategic relationships with both existing and new funders and strategic partners such as Arts Council England, the Department of Education, the Home Office, the National Centre for Youth Voice, the National Association of Virtual School Headteachers.

The early signs of this Growth Plan are encouraging. In early 2025 /26 we have:

- Secured an 18-month contract with the National Arts in Education service in Ireland to research and evaluate the Creative Connections Programme - Creative Learning Communities on a Shared Island pilot initiative supported by the Department of Education in Northern Ireland and the Department of Education, Ireland. This creative partnership programme for children and young people, teachers, creative practitioners and school communities in Northern Ireland and Ireland will utilise our knowledge and expertise in cultural education and will focus on schools in designated RAISE areas and DEIS schools.
- Strengthened our partnership in the SPROCKET consortium, composed of University of Central London (UCL) Institute of Child Health, Great Ormond Street Hospital, Cranfield University, Haringey SEND parent forum and the Global Disability Innovations Hub. The consortium has successfully secured a £5m bid to the SEISMIC Innovation Hub, funded by the National Institute for Health and Care Research and Engineering and Physical Sciences Research Council to fund a five year programme which seeks to improve the lives of children and young people with complex needs and their caregivers, focusing on two priority transitions: i) special needs education and transitioning between primary and secondary education and ii) from hospital to community.
- Planned a year-long co-funded pilot Creative Mentoring programme with strategic and operational partners in Krefeld, Germany including JugendRing, Werkhaus e.V. and Krefeld City Council.

Marketing Strategy

Our marketing strategy responds directly to the objectives outlined in our business plan. It details our approach to strategic positioning, using a range of models and frameworks, and how it aims to enable us to realise our vision. A detailed Marketing Strategy is available upon request. Our aims for the year are to:

Key Performance Area	Anticipated indicators of success
Public Relations	Build our brand awareness by securing at least one sector award win this year. Develop a plan to maximise “good news” stories through press releases outreached to media. Create regular blog posts announcing news and updates (e.g. new funding awarded, new projects launched/completed, events etc) and share on social media and e-news) to support funding applications and highlight relevant work for potential funders.
Youth Campaign	Execute the five-stage plan to campaign launch as a way to platform young voices and raise our profile.

Impact storytelling	Work with Impact and Data Manager to grow the website's "our impact" page, creating infographics and mini reports which showcase the quantitative and qualitative impact of our work.
Content – Youth Voice	Create a plan to work with Youth Board members (long-standing and new) to create engaging youth-led and youth-focused content for our Instagram, Facebook and Tik Tok platforms, building on existing work with current social media consultancy contract. Launch the new e-news series to grow engagement with key stakeholders and maximise our brand awareness. Target any new opportunities through Creative Futures programme development. Launch the Mighty Gallery to provide an alternative approach to storytelling beyond written case studies.

Who's the team?

We are governed by a Board of Trustees, who are also the directors of the limited company. Trustees can serve from the age of sixteen. The Board is responsible for the scrutiny and examination of organisational performance. Trustees meet quarterly to monitor risk, agree strategic direction, approve budgets and finance reports and endorse new and review existing policies. The Board ensures The Mighty Creatives reporting obligations to the Charity Commission and Companies House are met.

Sub-Committees, Policies and Processes

Our policies and processes are reviewed in line with our policy matrix and signed off by the Board. We have a measured and thorough approach to safeguarding, ensuring all staff and Board receive training from NSPCC and regular briefings.

Safeguarding and EDI (equality, diversity and inclusion) are standing items on our agenda and are overseen by a designated member of the Board, as is our assessment of risks.

The Mighty Creatives Operations and Finance sub-committee scrutinises the charity's approach to finance, staffing and operations. The committee meets separately, feeding into the main Board for sign off on a quarterly basis.

Led by Professor Christine White, Chair of Trustees and Emrys Robinson-Green, Vice Chair and Chair of Finance, our trustees have extensive experience and expertise in the arts and cultural sector, education, local authorities and private sector and bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy, innovation, cultural educational practice, artist development,

collective impact modelling, heritage, theatre and product development. They also reflect the geographical diversity of the region which the company serves.

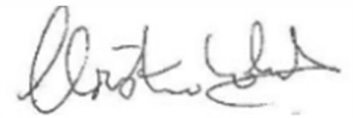
The Trustees delegate the authority of running the company to the senior leadership team of Chief Executive, Dr. Nick Owen MBE. He leads the Business Development Team of Business Manager, Head of Programmes and Marketing & Communications Manager.

Conclusion

As we look ahead to 2026, The Mighty Creatives remains steadfast in its mission to create positive, lasting change in the lives of children and young people. The immediate future presents both significant challenges and valuable opportunities, and our Growth Plan lays a clear and confident path forward. By refining and expanding our programmes, entering new markets, amplifying youth voice, and strengthening strategic partnerships, we are positioning the organisation for impact at both a national and international level.

Early progress already reflects the strength of our strategy and the commitment of our team, with key partnerships secured and innovative projects underway. Our marketing strategy further supports this growth by increasing visibility, deepening engagement, and ensuring our impact is both seen and understood.

With robust governance, a dedicated leadership team, and the unwavering support of our Board of Trustees, The Mighty Creatives is well-equipped to navigate the complexities of the present while building the foundation for a resilient and thriving future.



Prof Christine White
Chair of the Board of Trustees
Signed on behalf of the Trustees on 9th July 2025

DIRECTORS' REPORT

The directors, who are also the trustees, present their report and accounts for the year ended 31 March 2025.

LEGAL AND ADMINISTRATIVE INFORMATION

TMC is a company limited by guarantee, without share capital and incorporated on 1st July 2008. We were also granted charitable status on 3rd April 2009 as an educational charity registered in England and Wales. Our governing documents are included within our Memorandum and Articles of Association.

The company is led by a strong group of Trustees who have extensive experience and expertise in the cultural, education and commercial sectors and together bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy and innovation. They also reflect the geographical diversity of the region which the company aims to serve The Trustees are led by the Chair, Christine White, Vice Chair, Emrys Robinson-Green and Chair of Operations & Finance, Melanie Robinson.

We are grateful to all the Trustees, listed on page 3, who held office during the year.

Our Trustees meet quarterly to agree strategic direction, receive reports from staff, approve budgets and finance reports and endorse and review policies.

The Operations and Finance Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise budgets and finance reports in detail to safeguard the finances of the organisation, manage and review risks. The Committee also deals with issues such as pay levels and child protection. The Committee reports to, and makes recommendations to, the Board of Trustees.

At the end of March 2025, there were 7 serving Trustees on the Board.

Under the terms of the articles of association, Trustees may serve for two terms of three years, with the Board having discretion to agree to a further three-year term, bringing the maximum term to three terms of three years duration.

Trustees regularly address skills and knowledge gaps with appointments open to any suitably qualified member of the public. Trustees are appointed through Board recommendation or a formal recruitment process comprising advertising and awareness through social media, similar to that used for the recruitment of staff. All newly appointed Trustees receive instruction on the activities of the charity and their responsibilities as a Trustee. They also have opportunities to see work in the field and we have proactively built this into the meetings structure.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 8 of the annual accounts. Trustees are

required to disclose all relevant interests and register them with the Company Secretary and, in accordance with our policy, withdraw from decisions where a conflict of interest arises.

STATEMENT OF PUBLIC BENEFIT

Our Trustees and senior staff are responsible for making sure everything we do is focused on achieving lasting public benefit, as defined by the Charity Commission. Our governing documents define our core objectives as

> *To promote such charitable objects and purposes for the public benefit as the Trustees think fit, in particular and without limitation, to the generality of the forgoing words to advance the education of children and young people and those who work with them through creative and cultural activities.*

We review our public benefit and charitable purpose on an annual basis.

RESERVES POLICY

Our Trustees review our reserves policy and levels on an annual basis, in the context of an ever-changing organisation and its working capital requirements. The policy states that a minimum of three month's staffing and infrastructure costs should be held in reserve.

We have limited scope to put money to reserves, with most of our income coming from restricted funding. This year TMC surpassed its minimum reserves target and at 31 March 2025 holds £858,451 of unrestricted funds (2024 - £925,869).

The Board of Trustees allocated £428,939 of these unrestricted funds to be designated funds to support the organisation until 31st March 2026 as part of it's transition plan following the unsuccessful NPO Arts Council England bid.

GRANT MAKING POLICY

TMC makes grants to schools and other organisations working in the field of culture, creativity and enterprise. The nature and size of the grant is solely dependent on the size and nature of the funding that TMC received from funding bodies to distribute.

MANAGEMENT AND ORGANISATION

The daily responsibility for leadership of The Mighty Creatives rests with our Chief Executive Dr R N Owen MBE

The Chief Executive is supported by the Business Development Team, which is made up to Business Manager: Caroline Frankland, Head of Programmes: Emily York and Marketing & Communications Manager: Bethany Patience.

Key management personnel remuneration is determined with reference to the marketplace. It is also determined by assessing the overall salary costs of the organisation and ensuring that salaries reflect the nature of the work, the organisational structure, and sectoral expectations. Remuneration is agreed at Board level.

RISK MANAGEMENT

The Trustees have a risk register in place which addresses the major governance, operational, financial, reputational, legal and regulatory risks that might impact up the core purposes and key objectives. These risks are managed by a comprehensive set of policies (subject to review) and long standing practices, set out in our Employee Handbook.

The most significant risks we faced in 2024/25 were of a financial or operational nature. They are summarised, along with the relevant mitigation measures, below:

Risk Type	Risk description	Proposed Mitigation	Impact	Likelihood	Impact	Overall risk rating
Operational	**Business Continuity**: An incident occurs that impedes or ceases the organisation's ability to function. Example: cyber system issue/s or not able to access the office for a sustained period of time.	Ensuring that standard checks are carried out on the organisation's key IT systems and equipment at regular intervals. ie. IT is protected with correct cyber protection software, updates are initiated as needed. Cyber Essentials Plus Certification achieved on 6th February 2024. All Staff have laptops and TMC mobile phones to enable remote working. All key systems, e.g. CRM, Shared Folders, Accounting and banking software are online.	Potentially substantial depending on the scale of impact and length of time systems are not in workable or safe service. Ie. damage may be data protection breaches, organisation's financial details at risk.	2	4	6
Operational/HR	**Resourcing and Capacity:** Challenges with resourcing requirements and capacity issues which may impede business functions, ability to fulfil contracts and affect staff wellbeing.	HR considerations – Staff capacity and workloads are routinely monitored by line managers to ensure staff are not overloaded and wellbeing is prioritised. Job openings are considered a priority to fill by senior managers and are actioned as such.	Can range from minimal to severe depending on the members of staff unavailable or number of open vacancies at any one time.	2	1	3
Operational	**Non Compliance with key legislation**: for example: Safeguarding and Data Protection	Regular review of relevant policies; regular staff and mentor training in safeguarding provided; named safeguarding officers on staff team and on Board of Trustees. Regular data protection training/updates provided to staff	Potentially substantial depending on the scale of any non compliance. Could be reputational and impact on future funding.	2	4	6
Operational/HR	**Staff Absence:** Unplanned absence of key staff	Ensure Business Continuity policy is up to date. Identify key functions in the organisation and ensure cover in place, for example finance/payroll/bank processes, website and social media, reporting and key stakeholder relationships	Lack of skills and knowledge to ensure the ongoing operations of the organisation. Could lead to issues with making payments.	2	2	4
Governance	Poor or irregular attendance of trustees at meetings	Adhere to Memorandum and Articles of Association; trustee induction process established and reviewed; monitoring attendance at meetings	Poor decision making; low 'buy-in' to the charity's vision and business plan	3	3	6
Financial	Lack of Financial Controls and Systems	Financial controls and procedures are reviewed regularly with auditors; regular project reports are produced for funders; financial controls are a shared responsibility for appropriate members of staff	Projects overspend; inappropriate reporting of expenditure by budget holders; loss of contracts with funders; fraud leading to legal investigations	1	4	5
Financial	Lower than anticipated referral levels from Derbyshire County Council - Virtual School	Regular monitoring of referral levels including termly meetings with referral partner; review staffing levels and core budgets	Loss of income to cover staffing and core costs	2	4	6
Financial	Income generation success rates continue to fall	Income generation reviewed on a monthly basis at BDM. Income Generation team meet regularly to identify key priorities and progress. Progress reviewed at Board meetings on a quarterly basis.	Loss of income to cover charitable activities	3	5	8
International	Challenges of working internationally	Project Plan to be developed with progress monitored by BDM on a monthly basis	Reputational damange to TMC UK	2	4	6

STRATEGIC REPORT

TMC receives income through grants and contracts for services which are based on funding agreements for variable lengths of time. Activities are planned over the life of the individual project which ensure that all anticipated income is spent, except for retaining a prudent amount in reserves if the grant permits this.

In order to preserve the liquidity of the organisation we do not currently invest income for more than one year. The strategy therefore is to retain funds as cash and place them in bonds or other bank deposits at the best rate obtainable.

Having been through an intensive period of organisational development over the last 12 months, the charity has determined that it is currently in a strong position to develop its income generation activities to direct the future growth and sustainability of work in the region.

The charities Income Generation Strategy is a fundamental component of The Mighty Creative's ongoing strategic development. The key aims of the Income Generation Strategy are to diversify the charity's income, to improve its financial sustainability; and to put procedures in place for effective long-term fundraising management.

4 core strands of income generation activity have been identified as the key areas to focus the Charity's income generation efforts:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Traded Services (Sales)

TRUSTEES' RESPONSIBILITIES FOR THE ACCOUNTS

The trustees (who are also the directors of Ruddington Framework Knitters Museum Limited for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

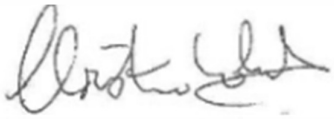
The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in note 1 of the financial statements.

Approved by the Trustees of the Charity on 9th July 2025 and signed on its behalf by:



Prof. C White
Director

INDEPENDENT EXAMINER'S REPORT to the trustees of The Mighty Creatives

I report to the Charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your Charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 201 1 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 201 1 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 Mighty Creatives as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

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

.....

N W Bonnello FCA

Northgate House

North Gate

New Basford

Nottingham

NG7 7BQ

9 July 2025

Statement of financial activities
Including Income and Expenditure Account
for the year ended 31 March 2025

	Notes	Unrestricted funds £	Restricted funds £	**Total 2025 £**	Total 2024 £
INCOME					
Income from charitable activities	3	247,948	454,624	**702,572**	985,511
Income from other					
Consultancy & Fundraising		12,303	-	**12,303**	4,643
Investment income		28,850	-	**28,850**	15,361
Total income		289,101	454,624	**743,725**	1,005,515
EXPENDITURE	5				
Charitable activities					
Grants made & activities undertaken directly		351,733	414,190	**765,923**	658,217
Support costs		2,653	49,831	**52,484**	33,856
Governance		2,133	-	**2,133**	965
Total expenditure		356,519	464,021	**820,540**	693,038
Net income		(67,418)	(9,397)	**(76,815)**	312,477
Net transfers between funds		-	-	**-**	-
NET MOVEMENT IN FUNDS		(67,418)	(9,397)	**(76,815)**	312,477
Fund balances brought forward	14	925,869	238,616	**1,164,485**	852,008
FUND BALANCES CARRIED FORWARD	14	858,451	229,219	**1,087,670**	1,164,485

BALANCE SHEET
as at 31 March 2025

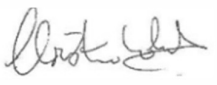
	Notes	2025 £	2024 £
Fixed assets			
Tangible assets	9	**1,118**	617
CURRENT ASSETS			
Debtors	10	**109,416**	241,836
Bank and cash balances		**1,031,848**	1,015,138
		1,141,264	1,256,974
CREDITORS: amounts falling due within one year	11	**(54,712)**	(93,106)
NET CURRENT ASSETS		**1,086,552**	1,163,868
Total assets less current liabilities		**1,087,670**	1,164,485
CREDITORS: amounts falling due after more than one year	12	**-**	-
		1,087,670	1,164,485
INCOME FUNDS			
Unrestricted general funds	14	**155,055**	164,018
Designated funds	14	**428,939**	571,357
Reserves	14	**274,458**	190,494
Restricted funds	14	**229,219**	238,616
		1,087,670	1,164,485

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.

Directors' responsibilities: -

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the act with respect to accounting records and the preparation of accounts

The financial statements were approved by the Trustees, and authorised for issue on 9th July 2025 and signed on their behalf by:



Christine White
Director
9th July 2025

Statement of cashflows
for the year ended 31 March 2025

	2025 £	2024 £
Reconciliation of net movement in funds to net cashflow from operating activities		
Net movement in funds	**(76,815)**	312,477
Depreciation	**785**	996
Profit on disposal of fixed assets	**-**	-
Interest received	**(28,850)**	(15,361)
(Increase)/decrease in debtors	**132,420**	(91.212)
Increase/(decrease) in creditors	**(38,394)**	79,568
Net cash inflow/(outflow) from operating activities	**(10,854)**	127,332
Cashflows from investing activities		
Purchase of tangible fixed assets	**(1,286)**	(1,392)
Interest received	**28,850**	15,361
Net cash inflow/(outflow) from investing activities	**27,564**	13,969
Increase/(decrease) in cash in the year	**16,710**	141,301
Cash at the beginning of the year	**1,015,138**	873,837
Cash at the end of the year	**1,031,848**	1,015,138

NOTES TO THE FINANCIAL STATEMENTS
at 31 March 2025

1 ACCOUNTING POLICIES

Company and charitable status

The Mighty Creatives, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The company is a registered charity. The registered office is given on page 3.

Basis of preparation and assessment of going concern

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (issued in October 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Directors consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Free unrestricted reserves of TMC at the year-end amount to £155,055. After consideration of the current business plan and with a balanced budget planned for the next two financial years, the Trustees consider there is a reasonable expectation that TMC has adequate resources to continue in operational existence for the foreseeable future. The Trustees are also satisfied with the controls in place for monitoring and flexing the budget throughout the year. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Funds

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds set aside by the Directors out of unrestricted general funds for specific future purposes or projects. Reserves are funds designated to ensure the charity can meet it's 6 months reserves policy. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Incoming resources

Incoming resources are included in the Statement of Financial Activities when receivable and when the amount can be quantified with reasonable accuracy. Grants received for specific purposes are accounted for as restricted funds.

Resources expended

Resources expended are recognised in the period in which they are incurred under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to

particular headings they are allocated to activities on a basis consistent with use of the resources. Resources expended include attributable VAT which cannot be recovered.

Taxation
TMC is a registered charity and is not subject to taxation on its income so long as this is used for its charitable activities.

Fixed assets and depreciation
All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the date of acquisition, of each asset evenly over its expected useful life as follows:

Office equipment - 3 years straight line

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
In the application of the charity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Directors do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 INCOME FROM CHARITABLE ACTIVITIES

	General Unrestricted £	Restricted £	**2025 £**	2024 £
Grants received (see note 4)	247,948	454,624	**702,572**	985,511
Donations	85	-	**85**	389
Fundraising	294	-	**294**	167
Other	11,924	-	**11,924**	4,087
	260,251	454,624	**714,875**	990,154

4 GRANTS RECEIVED

	General Unrestricted £	Restricted £	**2025 £**	2024 £
Children in Need – main grant	-	-	**-**	38,943
Erasmus Well-Be	-	-	**-**	(357)
Rutland Council – Virtual School	-	14,674	**14,674**	23,927
ACE Virtual Schools Project	-	1,610	**1,610**	7,200
Leicester Heritage Action Zone	-	-	**-**	2,000
Creative Mentoring	117,958	-	**117,958**	91,563
Staffordshire County Council – Virtual School – AA Project	-	-	**-**	17,046
ACE Transition Funding	-	-	**-**	461,595
ACE Artsmark Support	-	-	**-**	25,000
Nottingham City Council – Include	-	10,285	**10,285**	41,142
Staffordshire County Council – Residential Homes Project	-	-	**-**	19,670
Nottingham City Council – Short Breaks	-	-	**-**	4,680
Derbyshire County Council – Group CM In Schools	-	-	**-**	9,192
Derbyshire County Council – Creative Mentoring	129,990	-	**129,990**	75,808
Leicestershire County Council – Youth Voice Project	-	6,291	**6,291**	4,596
Rutland Council – DfE Project	-	142,769	**142,769**	55,961
Staffordshire Council – DfE Project	-	174,865	**174,865**	97,157
Goethe Institute – Cultural Bridge	-	13,995	**13,995**	4,500
Youth Justice Board	-	-	**-**	5,888
Arts Connect	-	16,223	**16,223**	-
Voluntary Action Leicester	-	53,689	**53,689**	-
Letchworth Garden City	-	14,994	**14,994**	-
Historic England – Our Home, Our Stories	-	3,750	**3,750**	-
Young Lives vs Cancer	-	1,479	**1,479**	-
	247,948	454,624	**702,572**	985,511

5 EXPENDITURE

Charitable activities	Unrestricted Funds £	Restricted Funds £	**2025 £**	2024 £
Grants made & activities undertaken directly				
(note relates expenditure to source of funds as shown below)				
Children in Need – main grant	-	-	**-**	23,820
Erasmus Well-Be	-	-	**-**	50
D Stewart – SEND 50th Anniversary	-	368	**368**	-
Erasmus DiARC	-	-	**-**	(1,469)
DWP – Kickstart	-	-	**-**	-
Charities Aid Foundation	-	-	**-**	-
Rutland Council – Virtual School	-	16,598	**16,598**	6,663
Creative Mentoring	75,525	-	**75,525**	70,957
The World Reimagined	-	-	**-**	-
ACE Virtual Schools Project	-	3,033	**3,033**	1,807
Staffordshire County Council – Virtual School – AA Project	-	3,027	**3,027**	4,039
ACE Transition Funding	-	-	**-**	190,145
ACE Artsmark Support	-	-	**-**	22,334
Nottingham City Council – Include	-	18,733	**18,733**	26,270
Staffordshire County Council – Residential Homes Project	-	6,628	**6,628**	1,243
Nottingham City Council – Short Breaks	-	4,649	**4,649**	32
Derbyshire County Council – Creative Mentoring	86,049	-	**86,049**	3,994
Rutland Council – DfE Project	-	83,766	**83,766**	6,875
Staffordshire County Council – DfE Project	-	63,601	**63,601**	9,112
Goethe Institute – Cultural Bridge	-	1,453	**1,453**	2,198
Youth Justice Board	-	2,200	**2,200**	-
Leicestershire County Council – Projects	-	2,975	**2,975**	-
Arts Connect	-	3,452	**3,452**	-
Voluntary Action Leicester	-	35,050	**35,050**	-
Letchworth Garden City	-	1,896	**1,896**	-
Historic England	-	87	**87**	-
Young Lives vs Cancer	-	1,045	**1,045**	-
Investment & Growth Plan	21,937	-	**21,937**	
Other Programme	1,695	-	**1,695**	738
Total	185,206	248,561	**433,767**	368,808
Staff costs associated with above expenditure	166,527	165,629	**332,156**	289,409
	351,733	414,190	**765,923**	658,217
Support costs				
Contributions to Support Costs	(49,831)	49,831	**-**	-
Training	3,580	-	**3,580**	60
Staff welfare	2,825	-	**2,825**	419
Recruitment	-	-	**-**	-
Travel	1,646	-	**1,646**	-
Telephones & IT	14,273	-	**14,273**	11,866
Legal & professional	69	-	**69**	48
Bank charges	686	-	**686**	763
Depreciation	785	-	**785**	996
Income generation	1,737	-	**1,737**	262
Business Development	1,322	-	**1,322**	-

Rent	11,453	-	**11,453**	9,089
PR and communications	8,170	-	**8,170**	7,920
Local office administration	2,050	-	**2,050**	(855)
Insurance	888	-	**888**	828
Audit and Examination Fees	3,000	-	**3,000**	2,460
Total	2,653	49,831	**52,484**	33,856

	Unrestricted Funds £	Restricted Funds £	**2025 £**	2024 £
Governance				
Trustee travel costs	215	-	**215**	-
Trustee meeting costs	960	-	**960**	965
Trustee Insurance	957	-	**957**	-
	2,133	-	**2,133**	965
Total expenditure	**356,519**	**464,021**	**820,540**	693,038

6 STAFF COSTS

	2025 £	2024 £
Wages and salaries	**292,743**	264,201
Social security costs	**29,909**	19,254
Other pension costs	**9,504**	5,954
	332,156	289,409

The average number of employees, including part-time, during the year was 11 (2024: 10).

One employee earned in excess of £60,000 (2024 - Nil).

The company operates a defined contribution pension scheme. The charge for the period was £9,504 (2024 – £5,954). There were outstanding contributions of £Nil at the year end (2024 - £Nil).

7 NET INCOME FOR THE YEAR

This is stated after charging:	**2025 £**	2024 £
Operating lease costs – property	**11,289**	8,273
Auditors' remuneration		
As auditors	**-**	4,000
Examiner fees	**3,000**	-
Depreciation	**785**	996

8 DIRECTORS' REMUNERATION

No remuneration was paid to Directors for their services.

9 TANGIBLE FIXED ASSETS

	Office equipment £
Cost or valuation:	
At 1 April 2024	64,152
Additions	1,286
Disposals	-
At 31 March 2025	65,438
Depreciation:	
At 1 April 2024	63,535
Charge for the year	785
Eliminated on disposals	-
At 31 March 2025	64,320
Net book value	
At 31 March 2025	**1,118**
At 1 April 2024	617

10 Debtors

	2025 £	2024 £
Amounts falling due within one year		
Trade debtors	**107,952**	240,372
Prepayments and accrued income	**-**	-
Other debtors	**1,464**	1,464
	109,416	241,836

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	**39,480**	31,787
Other taxes and social security	**7,694**	5,569
Other creditors	**-**	-
Deferred income (see also Note 12)	**-**	-
Accrued expenses	**7,538**	55,750
	54,712	93,106

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025 £	2024 £
Deferred income	**-**	-

DEFERRED INCOME	**£**
At 1 April 2024	**-**
Income deferred in year – for release within one year	**-**
Income deferred in year – for release after more than one year	**-**
Amount released in year	**-**
At 31 March 2025	**-**

13 FUNDS ANALYSIS

	General Unrestricted fund £	Restricted fund £	**2025 £**	2024 £
Tangible fixed assets	1118	-	**1118**	617
Current assets	871,280	269,984	**1,141,264**	1,256,974
Liabilities	(13,947)	(40,765)	**(54,712)**	(93,106)
Net assets	858,451	229,219	**1,087,670**	1,164,485

14 MOVEMENT IN FUNDS

	At 1 April 2024 £	Incoming resources £	Outgoing resources £	Transfers £	**At 31 March 2025 £**
Restricted funds					
CAF Resilience Fund	335	-	(335)	-	**-**
D Stewart – SEND 50th Anniversary	368	-	(368)	-	**-**
Rutland Council Virtual School	19,162	14,674	(19,375)	-	**14,461**
ACE Virtual Schools Project	12,683	1,610	(14,293)	-	**-**
Staffordshire County Council – Virtual School	13,007	-	(13,007)	-	**-**
Staffordshire County Council – Residential Home	18,427	-	(9,308)	-	**9,119**
Nottingham City Council – Include	14,871	10,285	(25,156)	-	**-**
Nottingham City Council – Short Breaks	4,649	-	(4,649)	-	**-**
Derbyshire County Council – CM in Schools	5,198	-	(5,198)	-	**-**
Staffordshire County Council – DfE project	88,045	174,865	(137,043)	-	**125,867**
Rutland Council – DFE	49,086	142,769	(137,194)	-	**54,661**
Goethe Institute – Cultural Bridge	2,301	13,995	(2,301)	-	**13,995**
Leicestershire County Council – Youth Voice	4,596	6,291	(7,737)	-	**3,150**
Youth Justice Board	5,888	-	(5,888)	-	**-**
Arts Connect	-	16,223	(13,637)	-	**2,586**
Voluntary Action Leicester	-	53,689	(53,689)	-	**-**
Letchworth Garden City	-	14,994	(11,540)	-	**3,454**
Historic England	-	3,750	(1,825)	-	**1,925**
Young Lives vs Cancer	-	1,479	(1,479)	-	**-**
Restricted Balance	238,616	454,624	(464,021)	-	**229,219**
Unrestricted funds					
General	354,512	289,101	(214,101)	-	**429,512**
Designated Funds – Transition	571,357	-	(142,418)	-	**428,939**
	1,164,485	743,725	(820,540)	-	**1,087,670**

15 DESCRIPTION OF FUNDS

Charities Aid Foundation - to support the sustainability and development of our Creative Mentoring programme which supports YP in Need who are transitioning into employment.

D Stewart - SEND 50th Anniversary - a donation to support SEND schools across the East Midlands and to mark the 50th anniversary of SEND provision within schools.

Rutland Virtual School – To support the Council with development of young people's stories to help communicate the different services available to young people.

ACE Virtual Schools Project - To support 3 Virtual Schools with piloting the delivery of Artsmark in a virtual school's context.

Staffordshire County Council – Virtual School – funding to support the delivery of Arts Award within the Virtual School.

Staffordshire County Council – Residential Home Project - a project to deliver creative mentoring within residential homes.

Nottingham City Council – Include – a pilot project to reduce the risk of educational exclusion.

Nottingham City Council – Short Breaks - a project providing support to children and young people with disabilities.

Derbyshire County Council – CM in Schools - a pilot project to explore group mentoring in schools.

Staffordshire County Council – DfE Project - To deliver 1:1 Creative Mentoring for Looked After Children in Staffordshire.

Rutland Council – DfE Project – To deliver 1:1 Creative Mentoring to Unaccompanied Asylum-Seeking Children in the Rutland area.

Goethe Institute – Cultural Bridge - an exchange programme with Werkhaus, an organisation based in Krefeld, Germany to share expertise and knowledge.

Leicestershire County Council – Youth Voice - a project to explore and demonstrate the arts and cultural offer that LCC's Virtual School has to offer for their children and young people, advocate for engagement in these activities, and also advocating for the arts as a means to work meaningfully with them.

Youth Justice Board - to lead a youth-voice consultation project as part of their training developments for professionals who are working with children and young people going through the Youth Justice and Youth Offending systems

Arts Connect – to lead a range of action research activities with East and West Midlands Virtual Schools and cultural partners to develop arts and cultural activity for children in care.

Voluntary Action Leicester – to work with young people in the Highfields Community Centre to develop their arts skills and experiences to improve access to creative careers.

Letchworth Garden City - to work alongside the Letchworth Garden City Heritage Foundation to develop a youth engagement and consultation plan, that inspires young people and families and makes Letchworth a Great Place to Grow Up.

Historic England - to work with Un Accompanied Asylum Seeking Children and young people in Staffordshire, using creativity as a way to connect to their surroundings to develop a sense of belonging through local history.

Young Lives vs Cancer - to co-create a visual artwork capturing the experiences and achievements of the Young Lives vs Cancer Voice Board in 2024.

Designated Funds - To support the organisation until 31st March 2026 as part of it's transition plan following the unsuccessful NPO Arts Council England bid.

THE MIGHTY CREATIVES

England & Wales - Charity number 1129006

Accounts

the mighty creatives

social justice for young people through arts, culture and creativity

Annual report and financial statements

for the year ended

31 March 2024

Company number 06652046
Charity number 1129006

Annual report and financial statements

FOR THE YEAR ENDED **31 MARCH 2024**

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CONSTITUTION
The Mighty Creatives ("TMC") is a company limited by guarantee and a registered charity governed by its memorandum and articles of association dated 27 October 2021. In the event of the organisation being wound up each trustee agrees to contribute £1 towards the costs of dissolution. The company is also registered with the Charity Commission for England & Wales. Charity number 1129006. Company number 06652046.

DIRECTORS
The directors of the charitable company are its trustees for the purposes of charity law. The directors serving during the year and since the year end were as follows:

Prof C White (Chair) appointed 1st June 2023
Mr E Robinson-Green (Vice-Chair)
Ms V Kelly
Ms J Hallas
Ms N Charlesworth
Ms J Dennis appointed 14th May 2023
Mr P Fielding resigned 2nd October 2023
Mr V Malhotra (Vice-Chair) resigned 17th January 2024
Ms M Maripise resigned 28th February 2024
Mr J White resigned 4th October 2023
Ms R Thomas-Smith resigned 21st September 2023

SECRETARY
Dr R N Owen MBE

SENIOR LEADERSHIP TEAM (Management positions rather than Directors in company law)
Chief Executive Officer - Dr R N Owen MBE

REGISTERED OFFICE AND OPERATIONAL ADDRESS
LCB Depot
31 Rutland Street
Leicester, LE1 1RE

AUDITORS
RWB Chartered Accountants
Northgate House, Northgate
New Basford, Nottingham, NG7 7BQ

Forward from our Chair of Trustees

Over the last year I am extremely proud of the work of TMC. The staff team has worked with ambition and purpose to develop opportunities for children and young people and their efforts have borne fruit. I would like to take this opportunity to thank them on behalf of the board.

Whilst we have waved some Trustees bon voyage and in particular our Vice Chair Vivek Malhotra we are aware of the history of the organisation and what Vivek in particular wisely counselled at the time, to bring the organisation into rude health.

This year we have emboldened the board with new members and skills and focussed the work of board members to support the staff team with their work so that we work as one team.

We live in challenging times and the children and young people we support require the work of TMC more and more. Our mission and purpose require a step change to include seeking out new opportunities, partnerships and delivery mechanisms and fits with the vision of TMC as both a national and international organisation. We are on the pathway to this impact.

The work of TMC is led by Creative Mentoring and we want to develop the other arms of activity – our Mighty Employers and Youth Voice programmes - to achieve the reach and extent that Creative Mentoring has been successful in providing.

As is evidenced by this report, I can confirm that TMC is currently in a strong position, both financially and in terms of its staff team which we have also been able to expand due to the successful awards and reach and complexity of our delivery.

We have moved to maintaining six months of unrestricted reserves and can look forward with confidence in providing the ambitious programmes of support, awareness and employment for our clients and partners.

I am confident that we can grow the reach of activity and demonstrate the value of the work of the organisation.



Prof Christine White
Chair of Trustees
Signed on behalf of the Trustees

INTRODUCTION

> *The disproportionality for young people in this country in terms of opportunities and life chances are far too vast. There are far too many young people falling through the gaps and we are getting to a stage where just listening to the voices of these young people is not enough.* (Hannah, Youth Board member)

2023/2024 marked a critical turning point for our charity. Shorn of Arts Council England National Portfolio investment in late 2022 for the first time in its history, we had a stark choice to make: curl up and fade away or regather our energies, strike out and make our work as vital and compelling as ever. Fortunately, we chose the latter option and with the support of our stakeholders, the wider TMC team and most critically the young people for whom we exist, we carved out new paths for ourselves over the year and are now able to look forward positively for not just 2024/2025 but for the next five years.

This is reflected in a new 5 Year Business Plan which was ratified by the Board of Trustees in January 2024. This Annual Report reflects the changes we made in 2023/24 and demonstrates the rude good health of the organisation at a time when many previous cultural organisations have gone to the wall due to an ever increasingly hostile economic climate[1].

But this report about our work is not merely about us as an organisation. It's also about the young people we serve who continue to be front and centre of all that we do; so let's start there.

The Case for Support: the inequities of social injustice

Significant social injustice haunts the young people who are the beneficiaries of our charity as much as it did for previous generations. The lucky ones will be confident in their use of the Internet, portable digital technology and Artificial Intelligence (AI); their shadow peers are not necessarily digitally literate and may have found themselves on the wrong side of the Digital Education Divide, especially if they live in more rural or economically disadvantaged areas.

Current generations of young people – referred to as Gen Z and Gen Alpha - tend to show a greater awareness and diagnosis of mental health conditions[2] and sleep deprivation is more frequently reported[3] . They are also more likely to be diagnosed with intellectual disabilities and psychiatric disorders than older generations.[4]

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[1] https://www.artsprofessional.co.uk/news/nearly-50-former-npos-have-closed-2018
[2] https://www.resolutionfoundation.org/publications/weve-only-just-begun/

[3] Sleep Disorders in Adolescents". Pediatrics. American Academy of Pediatrics. 145 (Supplement 2): S204–S209. doi:10.1542/peds.2019-2056I. PMID 32358212.

[4] Maulik, Pallab K.; Mascarenhas, Maya N.; Mathers, Colin D.; Dua, Tarun; Saxena, Shekhar (2011). "Prevalence of intellectual disability: A meta-analysis of population-based studies". Research in Developmental Disabilities. 32 (2): 419–436.

Our beneficiaries have experienced more than their fair share of social deprivation and poverty in recent years: our Stakeholder Engagement Strategy in 2023 for example demonstrates that 44% of organisations we have worked with are in areas of the first to the third deciles of the index of multiple deprivation.[5] Whilst the phrase 'Children in Need'[6] is a useful shorthand, our beneficiaries come from a wider constituency than that term affords . They experience significant disproportionate disadvantage, including heightened isolation, compromised mental health, lower attainment and lack of opportunities.

These social injustices have disproportionate effects on the social, emotional and educational outcomes of our beneficiaries, although they are complex and neither easily diagnosed nor predictable. Young people are individuals after all, and any intervention planned to support them must be bespoke, personalised and involve those young people themselves at the heart of their design, implementation and evaluation.

Personalised interventions require a pedagogical approach which values 'youth voice' at its heart. TMC has had youth voice in its organisational DNA since it was established in 2009. Since developing our unique social pedagogical model driven by artistic, creative and cultural practice, this makes us leaders in this field across the UK and in a strong position to address and challenge the social injustices our beneficiaries face.

There is a wealth of evidence that demonstrates how culture[7] can support young people in need by providing access to personal development, social connectivity, education, social mobility, community cohesion and employment.

Learning through arts and culture develops skills and behaviour that contributes to young people doing better in their education journeys.[8] Engagement with arts and culture at a young age also contributes to improved social connectivity and mobility: and in these pandemic-infused times, the health and well-being benefits of young people's participation in the arts and culture are well documented: those who take part in the arts are:

- 38% more likely to report good health.

[5] 68% of organisations we work with are located in areas of the first to the fifth deciles of the index of multiple deprivation.

[6] 1 in 7 young people aged between 5 and 16 experience one episode of need across the UK: with 30% more young people in care in 2020 than there were in 2015. (Berridge, D. et al. (2020, Apr 27). Children in Need and Children in Care: Educational Attainment and Progress, School for Policy Studies Bristol Poverty Institute, University of Bristol.)

[7] When referencing creativity, we use Arts Council England's definition: 'Creativity' describes the process through which people apply their knowledge, skill and intuition to imagine, conceive, express or make something that wasn't there before. 'Culture' means all those areas of activity associated with the artforms and organisations: collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts.

[8] [8] Imagine Nation – The Case for Cultural Learning, Cultural Learning Alliance, 2017

- feel that engagement with the arts promotes a sense of personal wellbeing. Nearly half of young people surveyed (45%) say that the arts help them relax and reduce stress[9]
- Covid-19 has shown that creativity and cultural experiences are fundamental to the lives of young people and to the culture of schools and should be an essential part of the return to in-school education.[10]

TMC is uniquely placed to provide arts, cultural and creative experiences which counter social injustice due to our impressive track record and expertise in:

- Co-creating artistic and cultural interventions with children and young people and other stakeholders that can be scaled up, demonstrate reach and result in significant and measurable impact.
- Investing in children and young people's creative skills, knowledge and practice
- Leading strategic partnerships, engaging stakeholders, designing and managing programmes of arts, cultural and creative activities.

3. Our Vision and Mission

It is crystal clear that the arts, creativity and cultural education have a fundamental role in supporting young people in countering the impact of social injustice. That need has become more demanding in recent years, and we now need to ensure that this is expressed at the heart of our refreshed and reinvigorated vision:

Social Justice for young people through arts, culture and creativity

To achieve this vision, our mission has four strategic objectives (SO) and associated SMART outputs over the five years of this business plan as follows:

SO No.	Strategic Objectives
SO1	To transform the lives of our beneficiaries through one-to-one and group-based **Creative Mentoring services.**
SO2	To provide support, advice and opportunities to employers which assist our beneficiaries' employment prospects and enterprise opportunities through our **Mighty Employers Services.**
SO3	To inspire our beneficiaries to express themselves through the power of creativity and to work with other stakeholders to support best practice, youth-led approaches

[9] The TALE (Tracking Arts Learning and Engagement) study: a three-year research programme which analysed 6,000 responses from young people aged 14–18 2018, produced by the Royal Shakespeare Company, Tate and the University of Nottingham

[10] 2nd Report, Durham Commission on Creativity and Education, Durham University, 2021

	which foster meaningful cultures that place youth voice at the heart through our **Youth Voice services.**
SO4	To sustain and grow investment in our work from across the UK and internationally.

SMO No.	SMART Outputs
SMO1	Engage with 10,000 children and young people in need engaging across all our services and campaigns
SMO2	Sustain and grow our pool of Creative Mentors through targeted recruitment supporting 500 creative practitioners.
SMO3	National adoption and delivery of CM: the service will be delivered across all 10 regions across the country
SMO4	Recruit 200 Employers to the Mighty Employers employability services
SMO5	Deliver 300 CPD sessions including training and development opportunities, workshops and networking sessions for educators and creative practitioners to develop their child / youth-led creative practice.
SMO6	Support and grow the TMC Youth Board with YP drawn from all 10 regions across the country.
SMO7	Support the Youth Board to deliver 5 youth-voice focused projects
SMO8	Diversify and sustain our income sources so no one funder is more that 50% on our overall income
SMO9	Maintain our reserves policy at six months running costs
SMO10	Build a £10m Endowment Fund to see us through 2030 onwards

OPERATIONAL REVIEW

"I am honoured to be able to be a part of such an important movement alongside a charity who truly understand what it means to be in the shadows and want to work with these young people to help them to find the light." - Hannah, TMC Youth Board

The highlight 2023/24 has been the winning the Third Sector Award for Service Innovation in September 2023. This was awarded because we:

- Remodelled the charity to secure our longer-term sustainability and to reach a greater number of beneficiaries both geographically and demographically. We placed even greater focus on supporting children and young people experiencing disadvantage through our core Creative Mentoring, Youth Voice work and Mighty Employment services.
- Responded to demand from other sectors, e.g.
    - the Home Office Prevent Programme to apply for the Preventing Radicalisation Grant Initiative for our Creative Mentoring service
    - the Great Ormond Street Hospital / UCL initiative, SPROCKET, which is engaging with our Youth Voice expertise to hear the experiences of

children with complex health needs in order to improve their experiences of the Health Sector
    - The Careers and Enteprise Company and Leicestershire Local Enterprise Partnership to inform regional and national practice on inclusive employment
- Commissioned research into our Creative Mentoring service: the model, the impact, and young mentees' voices. This was supported by a comprehensive market research project which identified stakeholder perceptions of our Creative Mentoring service; explored the market opportunity nationally in line with our business plan; and analysed the competitor landscape.
- Launched two recruitment rounds to grow our pool of Creative Mentors by 24 to meet increased demand. We have extended our reach of CYP beyond the East Midlands and are now delivering the service nationally.
- Extended our reach by delivering to beneficiaries with a broader definition of need, e.g. those referred to Prevent services, NHS CAHMS services, and children from overseas.
- Grew our Mighty Employers network to empower employers to provide high-quality opportunities for young people aged 16-25 (who are care-experienced/have experienced episodes of need). Our free pre-employability service, Employ ME, is a flexible, interactive, and personalised online course for those young people to support their future lives in education and work.

We have also remodelled our entire organisation since April 2023 by:

- Appointing a new Chair of Trustees, Prof. Christine White, Deputy Dean of De Montfort University.
- Writing a new business plan which places a greater focus on beneficiaries who experience disadvantage and other social injustices
- Relocating our office to a smaller space in the LCB Depot to reduce our costs and accommodate a smaller team, offering hybrid working for staff, while maintaining a base for meetings and to accommodate our business administration needs.
- Designing and implementing a new referral portal, built within our CRM, which enables referral partners to submit referrals for their young people. Here, they can also access evaluations, status updates and session tracking, via a digital system.
- Executing a brand refresh to help reposition the charity and communicate its new direction. A new marketing strategy, developed in response to the business plan and strategic objectives, featured revised messaging and objectives with a focus on storytelling of young peoples' voices to support brand awareness on a wider national scale.
- Through our stakeholder research project cwe identified that stakeholders are highly likely to recommend our creative mentoring service to other organisations/services that work with young people, giving an average rating of 4.9 out of 5. The research agency expressed these were the highest scores they had ever encountered.

Between April 2023 and March 2024, we have recorded the following against our organisation KPIs:

KPI Number	5 Year Organisational KPI	2023-24 Target	Total to date	% Delivered
1	Engaged 3,500 CYP as audience members and participants, in line with commitments set out in our ED&I Policy.	**400**	1,199	300%
2	Of those 3,500, 40% (1,400) young people who are NEET (not in education employment or training) move from NEET to EET (being in education employment or training).	**160**	7	4%
3	Of those 3,500, 20% (700) will be empowered to lead cultural change in their lives, using their creative leadership skills to improve their life chances.	**80**	23	29%
4	100% of our engagements will be with children and young people in need by 2028 as defined in our 2023-2028 Business Plan.	**320**	619	193%
5	60 CPD sessions developed and delivered per year. Including training and development opportunities, CM Supervisions, workshops and networking sessions for educators and creative practitioners to develop their child/youth-led creative practice.	**60**	84	140%
6	Sustained and grown our pool of Creative Mentors through targeted recruitment supporting 130 creative practitioners to develop their practice working specifically with CYP in need.	**90**	82	91%
7	Grow a youth voice community of practice network, with 18 active partners, delivering high-quality child/youth-led approaches across the region, resulting in an increase of youth-led interventions.	**10**	20	200%
8	Delivered 3 youth-led events in partnership with the youth voice network, embedding youth voice practice through partnership.	**0**	0	100%

9	Diversify our income sources so no one funder is more that 50% of our overall income.	**90%**	**46%**	**100%**

We achieved or overachieved in 7 out of our 9 KPI's for the year. KPI 2 and 3 were not as successful and this is due to us focussing predominantely on our Creative Mentoring programme through the year, whilst we continue to explore and develop our Creative Futures work.

Financial Sustainability

For the charity to continue serving the most unheard and disadvantaged CYP in society, we learnt from our previous ACE funding experience and introduced a key organisation KPI to ensure the charity's long-term sustainability: to diversify our incomes sources so that no one funder contributes more than 50% of our overall income.

The charity's income is received from 72 separate sources. Of those 72, the highest individual funder contributes 46% of our total income. In the year 2022/2023, the highest individual funder contributed more than 90% of our total income.

As part of our rebuilding strategy, the charity has a healthy level of reserves that will secure our operational costs and service delivery for the future. Currently, we are exploring sustainable methods with our Board of Trustees to potentially invest some of these reserves to develop our Mighty Employers Network and Youth Voice offerings, alongside bids for Trusts and Foundations funding opportunities.

The following table compares our performance in 2022/23 with that in 2023/24 and shows some important trends:

- **Institutional, Trusts and Foundations:** Whilst the value of bids made in 2023/24 was less than in 2022/23, the success rates of those bids was significantly higher. This reflects the more focused nature of the business and the demand by funders for our work
- **Individual Giving:** 2023/24 saw a significant reduction on the rates and levels of individual giving were seen this year. The lack of any larger scale campaigns. (eg Mighty UnMute, 2.6. Campaigns, Creative Heroes, the reduction in the number of participating staff and the loss of the Income Generation role contributed to this decline.
- **Corporate Donations:** a significant decline was seen in this year, reflecting the focus shifting to grant applications and traded services.
- **Traded Services**: this area has grown 36% this year, accounting for approx. 16% of our annual income for the year. This also reflects the more focused nature of the business and demonstrates that we are providing vital services to our beneficiaries.

	1: Institutional, Trusts and Foundations			
	a) Total applied for	b) No. of bids:	c) Value of succesful bids:	d) Success rate (c/a) * 100%
In 2023/24	£3,152,769	21	£1,179,615	37.4%
In 2022/23	£5,928,853	25	£463,417	9.6%
2: Individual Giving				
In 2023/24	£312			
In 2022/23	£8,146			
3: Corporate donations				
In 2023/24	£480			
In 2022/23	£9,150			
4: Traded services (Creative Mentoring referrals, Youth Voice Consultancies etc.)				
In 2023/24	£223,257			
In 2022/23	£163,731			

Youth Board

In 2023, we welcomed 3 new Youth Board members with lived experience of the children and young people we serve, including those with mental health illnesses, neurodiversity and social deprivation. We support our Youth Board members with opportunities for learning and career development. One original Youth Board member is now working as a full-time member of TMC's staff team in a Youth Programme Coordinator role, while another has been supported to develop their creative practice and has recently been accepted for the freelance role of Creative Mentor.

National Partnerships

As part of a joint project with Arts Connect in the West Midlands, we are providing a free training programme for 25 cultural organisations across the Midlands to aid and embed a deeper understanding of how to authentically engage care-experienced CYP in their work. Training will provide sessions on Trauma-Informed Practice and Attachment Theory, Understanding the Care Experience, Safeguarding Best Practice and Empowering Youth Voice Through Creative Practice.

European partnerships

Following a successful application to Culture Bridge, we have secured funding for an exchange programme with Werkhaus, an organisation based in Krefeld, Germany. This programme will see the sharing of both organisation's expertise and best practice approaches in developing cultural and creative programmes for disadvantaged children and young people in our respective countries.

Both organisations have long-standing experience in supporting skills and personal development through cultural programmes. We want to explore the differences in our working practices through direct encounters with each other. Each partner will get to know each other's work and will be able to incorporate new cultural approaches into their own practice for the benefit of our communities of children and young people.

5. PLANS FOR 2024/25

Our operational plan for 2024/25 can be summarised as follows:

Programme	Activity
Creative Mentoring	1. Continue to advocate nationally for the programme by attending conferences 2. Marketing and promotion of Creative Mentoring to new partners nationally and internationally 3. Research licencing and franchise options
Mighty Employers	1. Research "Employability" – what do young people need? 2. Establish connections to between our Employ ME programme, our Mighty Employers Network and Youth Voice Network 3. Implement Actions and recommendations from Research
Youth Voice	1. Annual Youth Board event
Organisational	Implement recommendations from EUCLID - Exploring Europe report by researching three potential new market places in Europe.

Further details can be seen here:

Operational Plan

	Q1	Q2	Q3	Q4	Strategic Development
Creative Mentoring	Cultivate current Creative Mentoring 1:1 service through grant support and traded income – throughout year ** Cultivate means only new partners where the funding is sufficient to bring in additional resource				Advocating and raising profile of Creative Mentoring / person-centred practice.

	Promote My Creative Track				Review Creative Mentoring group work in Schools and best ways to approach following pilot.
	CM – Virtual Schools Cultural Partnership Project with Arts Connect				
Mighty Employers	Sustain Mighty Employers network				Research "Employability" – what do young people need? Connections to Employ Me
Youth Voice	Youth Board Event in May				Review Youth Voice Network including how it links to Mighty Employers Network.
	Youth Voice Projects				
	Let's Craft – May 24	Let's Craft – Summer 24	Let's Craft – Dec 24	Explore options for continuing with Let's Craft?	
	UCL Sprocket				
Organisational	Cultural Bridge visit – Apr 24		Cultural Bridge visit – Nov 24		Implement Actions and recommendations from EUCLID Report – Year 1

Impact and Data Strategy

Our Theory of Change explains how we work strategically and collaboratively to deliver our strategic outcomes for our beneficiaries. It provides a summary of the changes that will occur and provides the context for our service development and delivery plans and is available upon request.

Our values are inspired by the work of Munira Thobani and her work on the Thobani 6C Self Audit Tool. We strive for these values to be evident in all aspects of our organisation: governance, leadership, programmes, income generation and operations and processes. Our Youth Voice strategy is available upon request.

Measuring and communicating our impact enables us to:

- Demonstrate our commitment to change our service users and stakeholders.
- Better engage with our funders and stakeholders by clearly showing how their investment in our activities and services is driving positive outcomes.
- Attract new sources of income by demonstrating and evidencing our effectiveness and impact.
- Engage new and existing partners whose vision of impact align with our own.

Marketing Strategy

Our marketing strategy responds directly to the objectives outlined in this business plan and to the insight gained through our 2023/2024 market research project. It details our approach to strategic positioning, using a range of models and frameworks, and how it aims to enable us to realise our vision. A detailed Marketing Strategy is available upon request.

Income Strategy

Our income generation strategy is built upon four strands of activity:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Traded Services (Sales)

The budget for 2024/25 is as follows:

Income	
Confirmed Income	657,413
Investment Income	21,000
Fundraising target	263,451
Total Income	941,864
Expenditure	
Programme Delivery (Confirmed)	487,006
Programme Delivery (Unconfirmed)	40,000

Operational Costs (Staffing & Overheads)	414,858
Total Expenditure	941,864

What's the team?

We are governed by a Board of Trustees, who are also the directors of the limited company. Trustees can serve from the age of sixteen. The Board is responsible for the scrutiny and examination of organisational performance. Trustees meet quarterly to monitor risk, agree strategic direction, approve budgets and finance reports and endorse new and review existing policies. The Board ensures The Mighty Creatives reporting obligations to the Charity Commission and Companies House are met.

Sub-Committees, Policies and Processes

Our policies and processes are reviewed in line with our policy matrix and signed off by the Board. We have a measured and thorough approach to safeguarding, ensuring all staff and Board receive training from NSPCC and regular briefings.

Safeguarding and EDI (equality, diversity and inclusion) are standing items on our agenda and are overseen by a designated member of the Board, as is our assessment of risks.

The Mighty Creatives Operations and Finance sub-committee scrutinises the charity's approach to finance, staffing and operations. The committee meets separately, feeding into the main Board for sign off on a quarterly basis.

Led by Professor Christine White, Chair of Trustees and Emrys Robinson-Green, Vicey Chair and Chair of Finance, our trustees have extensive experience and expertise in the arts and cultural sector, education, local authorities and private sector and bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy, innovation, cultural educational practice, artist development, collective impact modelling, heritage, theatre and product development. They also reflect the geographical diversity of the region which the company serves.

The Trustees delegate the authority of running the company to the senior leadership team of Chief Executive, Dr. Nick Owen MBE. He leads the Business Development Team of Business Manager, Head of Programmes and Marketing & Communications Manager.

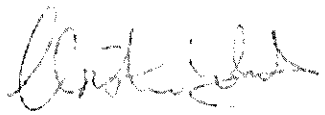
Conclusion

Whatever aspect of civic life we consider, the fact is that the lucky ones will survive and thrive in the challenges that they're facing. For those in the shadows, however, it's tough

enough to survive and thriving is a luxury. This is not to say they are passive victims in life's battles: they survive and thrive because of their lived experiences which give them strengths and powers that they may not yet be fully aware of and which are essential in combating the impact that social injustice is having on them.

So, if there ever was a time for The Mighty Creatives to step up and rebalance those social justice inequalities with them, then that time is now.

Through arts, culture and your creativity, we can help unlock their personal strengths and powers and in doing so, help improve their health and wellbeing, their cognitive abilities, their social connectivity and their life chances in general. We want to work with them to enable them to step out of the shadows into the sunshine of a civic society in which their lives become witnessed, visible, audible and valuable; and enable them to equitably access the wealth and opportunity they are entitled to.



Prof Christine White
Chair of the Board of Trustees
Signed on behalf of the Trustees on 31st July 2024

DIRECTORS' REPORT

The directors, who are also the trustees, present their report and accounts for the year ended 31 March 2024

LEGAL AND ADMINISTRATIVE INFORMATION

TMC is a company limited by guarantee, without share capital and incorporated on 1st July 2008. We were also granted charitable status on 3rd April 2009 as an educational charity registered in England and Wales. Our governing documents are included within our Memorandum and Articles of Association.

The company is led by a strong group of Trustees who have extensive experience and expertise in the cultural, education and commercial sectors and together bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy and innovation. They also reflect the geographical diversity of the region which the company aims to serve The Trustees are led by the Chair, Christine White and Vice Chair and Chair of Operations & Finance, Emrys Robinson-Green.

We are grateful to all the Trustees, listed on page 3, who held office during the year.

Our Trustees meet quarterly to agree strategic direction, receive reports from staff, approve budgets and finance reports and endorse and review policies.

The Operations and Finance Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise budgets and finance reports in detail to safeguard the finances of the organisation, manage and review risks. The Committee also deals with issues such as pay levels and child protection. The Committee reports to, and makes recommendations to, the Board of Trustees.

At the end of March 2024, there were 6 serving Trustees on the Board.

Under the terms of the articles of association, Trustees may serve for two terms of three years, with the Board having discretion to agree to a further three year term, bringing the maximum term to three terms of three years duration.

Trustees regularly address skills and knowledge gaps with appointments open to any suitably qualified member of the public. Trustees are appointed through Board recommendation or a formal recruitment process comprising advertising and awareness through social media, similar to that used for the recruitment of staff. All newly appointed Trustees receive instruction on the activities of the charity and their responsibilities as a Trustee. They also have opportunities to see work in the field and we have proactively built this into the meetings structure.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 8 of the annual accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and, in accordance with our policy, withdraw from decisions where a conflict of interest arises.

STATEMENT OF PUBLIC BENEFIT

Our Trustees and senior staff are responsible for making sure everything we do is focused on achieving lasting public benefit, as defined by the Charity Commission. Our governing documents define our core objectives as

> *To promote such charitable objects and purposes for the public benefit as the Trustees think fit, in particular and without limitation, to the generality of the forgoing words to advance the education of children and young people and those who work with them through creative and cultural activities.*

We review our public benefit and charitable purpose on an annual basis.

RESERVES POLICY

Our Trustees review our reserves policy and levels on an annual basis, in the context of an ever-changing organisation and its working capital requirements. The policy states that a minimum of three month's staffing and infrastructure costs should be held in reserve.

We have limited scope to put money to reserves, with most of our income coming from restricted funding. This year TMC surpassed its minimum reserves target and at 31 March 2024 holds £925,869 of unrestricted funds (2023 - £778,817).

The Board of Trustees allocated £571,357 of these unrestricted funds to be designated funds to support the organisation until 31st March 2026 as part of it's transition plan following the unsuccessful NPO Arts Council England bid.

GRANT MAKING POLICY

TMC makes grants to schools and other organisations working in the field of culture, creativity and enterprise. The nature and size of the grant is solely dependent on the size and nature of the funding that TMC received from funding bodies to distribute.

MANAGEMENT AND ORGANISATION

The daily responsibility for leadership of The Mighty Creatives rests with our Chief Executive Dr R N Owen MBE

The Chief Executive is supported by the Business Development Team, which is made up to Business Manager: Caroline Frankland, Head of Programmes: Emily York and Marketing & Communications Manager: Bethany Patience.

Key management personnel remuneration is determined with reference to the market place. It is also determined by assessing the overall salary costs of the company and ensuring that salaries reflect the nature of the work, the company structure, and sectoral expectations. Remuneration is agreed at Board level.

RISK MANAGEMENT

The Trustees have a risk register in place which addresses the major governance, operational, financial, reputational, legal and regulatory risks that might impact up the core

purposes and key objectives. These risks are managed by a comprehensive set of policies (subject to review) and long standing practices, set out in our Employee Handbook.

The most significant risks we faced in 2023/24 were of a financial or operational nature. They are summarised, along with the relevant mitigation measures, below:

Risk Type	Risk description	Proposed Mitigation	Impact	Who's responsible for implementation	Likelihood	Impact	Overall risk rating
Operational	**Business Continuity:** An incident occurs that impedes or ceases the organisation's ability to function. Example: cyber system issue/s or not able to access the office for a sustained period of time.	Ensuring that standard checks are carried out on the organisation's key IT systems and equipment at regular intervals. ie. IT is protected with correct cyber protection software, updates are initiated as needed. Cyber Essentials Plus Certification achieved on 6th February 2024. All Staff have laptops and TMC mobile phones to enable remote working. All key systems, e.g. CRM, Shared Folders, Accounting and banking software are online.	Potentially substantial depending on the scale of impact and length of time systems are not in workable or safe service. Ie. damage may be data protection breaches, organisation's financial details at risk.	Business Manager	2	4	6
Operational/HR	**Resourcing and Capacity:** Challenges with resourcing requirements and capacity issues which may impede business functions, ability to fulfil contracts and affect staff wellbeing.	HR considerations – Staff capacity and workloads are routinely monitored by line managers to ensure staff are not overloaded and wellbeing is prioritised. Job openings are considered a priority to fill by senior managers and are actioned as such.	Can range from minimal to severe depending on the members of staff unavailable or number of open vacancies at any one time.	Business Manager/CEO	2	1	3
Operational	**Non Compliance with key legilsation:** for example: Safeguarding and Data Protection	Regular review of relevant policies; regular staff and mentor training in safeguarding provided; named safeguarding officers on staff team and on Board of Trustees. Regular data protection training/updates provided to staff	Potentially substantial depending on the scale of any non compliance. Could be reputational and impact on future funding.	Business Manager	2	4	6
Operational/HR	**Staff Absence:** Unplanned absence of key staff	Ensure Business Continuity policy is up to date. Identify key functions in the organisation and ensure cover in place, for example finance/payroll/bank processes, website and social media, reporting and key stakeholder relationships	Lack of skills and knowledge to ensure the ongoing operations of the organisation. Could lead to issues with making payments.	Business Development Team	2	2	4
Governance	Poor or irregular attendance of trustees at meetings	Adhere to Memorandum and Articles of Association; trustee induction process established and reviewed; monitoring attendance at meetings	Poor decision making; low 'buy-in' to the charity's vision and business plan	Chair/CEO	2	1	3
Financial	Lack of Financial Controls and Systems	Financial controls and procedures are reviewed regularly with auditors; regular project reports are produced for funders; financial controls are a shared responsibility for appropriate members of staff	Projects overspend; inappropriate reporting of expenditure by budget holders; loss of contracts with funders; fraud leading to legal investigations	Business Manager/CEO	1	4	5

STRATEGIC REPORT

TMC receives income through grants and contracts for services which are based on funding agreements for variable lengths of time. Activities are planned over the life of the individual project which ensure that all anticipated income is spent, except for retaining a prudent amount in reserves if the grant permits this.

In order to preserve the liquidity of the organisation we do not currently invest income for more than one year. The strategy therefore is to retain funds as cash and place them in bonds or other bank deposits at the best rate obtainable.

Having been through an intensive period of organisational development over the last 12 months, the charity has determined that it is currently in a strong position to develop its income generation activities to direct the future growth and sustainability of work in the region.

The charities Income Generation Strategy is a fundamental component of The Mighty Creative's ongoing strategic development. The key aims of the Income Generation Strategy are to diversify the charity's income, to improve its financial sustainability; and to put procedures in place for effective long-term fundraising management.

4 core strands of income generation activity have been identified as the key areas to focus the Charity's income generation efforts:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Traded Services (Sales)

DIRECTORS' RESPONSIBILITIES FOR THE ACCOUNTS

The Directors are required to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit for that period. In preparing those accounts the Directors 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 departures disclosed and explained in the financial statements; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and other applicable law and regulations. They are also responsible for safeguarding the

assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

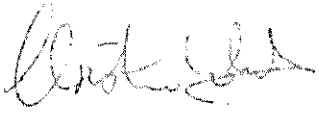
GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in note 1 of the financial statements.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed on behalf of the Directors on 31st July 2024.



Prof. C White
Director

INDEPENDENT AUDITOR'S REPORT
to the members of The Mighty Creatives

Opinion
We have audited the financial statements of The Mighty Creatives (the 'company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, and Statement of Cashflows 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).*

In our opinion, the financial statements:
- give a true and fair view of the state of the company's affairs as at 31 March 2024 and of its surplus 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 company 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
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:
- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The directors 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.

Opinions 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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement set out on page 25, the directors 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 directors 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company 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.

Extent to which the audit was capable of detecting irregularities, including fraud

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:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our experience through discussion with the Officers and other management (as required by auditing standards)
- We had regard to laws and regulations in areas that directly affect the financial statements including financial reporting (including related trade union legislation) and taxation legislation. We considered that extent of compliance with those laws and regulations as part of our procedures on the related financial statement items.
- Except for any known or possible non-compliance, and as required by auditing standards, our work in respect of these was limited to enquiry of the Officers.
- We communicated identified relevant laws and regulations to the business throughout our audit team and remained vigilant to any indications of non-compliance throughout the audit.
- We addressed the risk of fraud through management override of controls, by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

- Identify and assess the risks of material misstatement of the financial statements,

whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the company audit. We remain solely responsible for our audit opinion.

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

Use of our report

This report is made solely to the company's members, 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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Neil Coupland FCA (Senior Statutory Auditor)
For and on behalf of RWB CA Limited, Statutory Auditor
Northgate House
North Gate
New Basford Nottingham
NG7 7BQ

Date: 31/07/2024

Statement of financial activities
Including Income and Expenditure Account
for the year ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	**Total 2024 £**	Total 2023 £
INCOME					
Income from charitable activities	3	169,371	816,140	**985,511**	2,223,556
Income from other					
Consultancy & Fundraising		4,643	-	**4,643**	24,751
Investment income		15,361	-	**15,361**	5,121
Total income		189,375	816,140	**1,005,515**	2,253,428
EXPENDITURE	5				
Charitable activities					
Grants made & activities undertaken directly		41,358	616,859	**658,217**	2,295,803
Support costs		-	33,856	**33,856**	71,126
Governance		965	-	**965**	1,438
Total expenditure		42,323	650,715	**693,038**	2,368,367
Net income		147,052	165,425	**312,477**	(114,490)
Net transfers between funds		-	-	-	-
NET MOVEMENT IN FUNDS		147,052	165,425	**312,477**	(114,490)
Fund balances brought forward	14	778,817	73,191	**852,008**	966,948
FUND BALANCES CARRIED FORWARD	14	925,869	238,616	**1,164,485**	852,008

BALANCE SHEET
as at 31 March 2024

	Notes	2024 £	2023 £
Fixed assets			
Tangible assets	9	617	220
CURRENT ASSETS			
Debtors	10	241,836	150,624
Bank and cash balances		1,015,138	873,837
		1,256,974	1,024,461
CREDITORS: amounts falling due within one year	11	(93,106)	(172,673)
NET CURRENT ASSETS		1,163,858	851,788
Total assets less current liabilities		1,164,485	852,008
CREDITORS: amounts falling due after more than one year	12	-	-
		1,164,485	852,008
INCOME FUNDS			
Unrestricted general funds	14	354,512	207,460
Designated funds	14	571,357	571,357
Restricted funds	14	238,616	73,191
		1,164,485	852,008

The Directors have acknowledged their responsibilities for: selecting suitable accounting policies and then applying them consistently; observing the methods and principles in the Charities SORP; making judgements and estimates that are reasonable and prudent; stating whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and preparing the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The financial statements were approved by the Directors on 31st July 2024 and signed on their behalf by:

Prof. Christine White, Director
31st July 2024

Statement of cashflows
for the year ended 31 March 2024

	2024	2023
	£	
Reconciliation of net movement in funds to net cashflow from operating activities		
Net movement in funds	312,477	(114,940)
Depreciation	996	4,805
Profit on disposal of fixed assets	-	-
Interest received	(15,361)	(5,121)
(Increase)/decrease in debtors	(91,212)	(116,483)
Increase/(decrease) in creditors	(79,568)	(44,145)
Net cash inflow/(outflow) from operating activities	127,332	(275,884)
Cashflows from investing activities		
Purchase of tangible fixed assets	(1,392)	-
Interest received	15,361	5,121
Net cash inflow/(outflow) from investing activities	13,969	5,121
Increase/(decrease) in cash in the year	141,301	(270,763)
Cash at the beginning of the year	873,837	1,144,600
Cash at the end of the year	1,015,138	873,837

NOTES TO THE FINANCIAL STATEMENTS
at 31 March 2024

1 ACCOUNTING POLICIES

Company and charitable status

The Mighty Creatives, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The company is a registered charity. The registered office is given on page 2.

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The Directors consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Free unrestricted reserves of TMC at the year-end amount to £354,512. After consideration of the current business plan and with a balanced budget planned for the next two financial years, the Trustees consider there is a reasonable expectation that TMC has adequate resources to continue in operational existence for the foreseeable future. The Trustees are also satisfied with the controls in place for monitoring and flexing the budget throughout the year. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Funds

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds set aside by the Directors out of unrestricted general funds for specific future purposes or projects. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Incoming resources

Incoming resources are included in the Statement of Financial Activities when receivable and when the amount can be quantified with reasonable accuracy. Grants received for specific purposes are accounted for as restricted funds.

Resources expended

Resources expended are recognised in the period in which they are incurred under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they are allocated to activities on a basis consistent with use of the resources. Resources expended include attributable VAT which cannot be recovered.

Taxation
TMC is a registered charity and is not subject to taxation on its income so long as this is used for its charitable activities.

Fixed assets and depreciation
All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the date of acquisition, of each asset evenly over its expected useful life as follows:

Office equipment - 3 years straight line

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
In the application of the charity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Directors do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 INCOME FROM CHARITABLE ACTIVITIES	General Unrestricted £	Restricted £	2024 £	2023 £
Grants received (see note 4)	169,371	816,140	**985,511**	2,223,557
Donations	389	-	**389**	-
Fundraising	167	-	**167**	-
Other	4,088	-	**4,088**	-
	174,015	816,140	**990,155**	2,223,557

4 GRANTS RECEIVED	General Unrestricted £	Restricted £	2024 £	2023 £
ACE Bridge Extension	-	-	-	53,359
ACE National Portfolio Funding	-	-	-	878,347
Children in Need – main grant	-	38,943	**38,943**	39,243
Erasmus Well-Be	-	(357)	**(357)**	22,158
Erasmus DiARC	-	-	-	42,728
DWP – Kickstart	-	-	-	937,818
Charities Aid Foundation	-	-	-	62,825
Rutland Council – Virtual School	-	23,927	**23,927**	8,437
The World Reimagined	-	-	-	2,500
ACE Virtual Schools Project	-	7,200	**7,200**	7,290
Leicester Heritage Action Zone	2,000	-	**2,000**	5,122
Creative Mentoring	91,563	-	**91,563**	163,731
Staffordshire County Council – Virtual School – AA Project		17,046	**17,046**	-
ACE Transition Funding		461,595	**461,595**	-
ACE Artsmark Support		25,000	**25,000**	-
Nottingham City Council – Include		41,142	**41,142**	-
Staffordshire County Council – Residential Homes Project		19,670	**19,670**	-
Nottingham City Council – Short Breaks		4,680	**4,680**	-
Derbyshire County Council – Group CM In Schools		9,192	**9,192**	
Derbyshire County Council – Creative Mentoring	75,808	-	**75,808**	-
Leicestershire County Council – Youth Voice Project		4,596	**4,596**	-
Rutland Council – DfE Project		55,961	**55,961**	-
Staffordshire Council – DfE Project		97,157	**97,157**	-
Goethe Institute – Cultural Bridge		4,500	**4,500**	-
Youth Justice Board		5,888	**5,888**	-
	169,371	816,140	**985,511**	2,223,558

5 EXPENDITURE

Charitable activities	Unrestricted Funds £	Restricted Funds £	2024 £	2023 £
Grants made & activities undertaken directly (note relates expenditure to source of funds as shown below)				
ACE National Portfolio funding	-	-	-	543,349
Bridge Extension	-	-	-	28,893
Children in Need – main grant	-	23,850	**23,850**	6,476
Erasmus Well-Be	-	50	**50**	39,482
D Stewart – SEND 50th Anniversary	-	-	-	882
Erasmus DiARC	-	(1,469)	**(1,469)**	33,795
DWP – Kickstart	-	-	-	937,866
Charities Aid Foundation	-	-	-	123,483
Rutland Council – Virtual School	-	6,633	**6,663**	3,662
Creative Mentoring	70,957	-	**70,957**	63,557
The World Reimagined	-	-	-	2,500
ACE Virtual Schools Project	-	1,807	**1,807**	-
Staffordshire County Council – Virtual School – AA Project	-	4,039	**4,039**	-
ACE Transition Funding	-	190,145	**190,145**	-
ACE Artsmark Support	-	22,334	**22,334**	-
Nottingham City Council – Include	-	26,270	**26,270**	-
Staffordshire County Council – Residential Homes Project	-	1,243	**1,243**	-
Nottingham City Council – Short Breaks	-	32	**32**	-
Derbyshire County Council – Creative Mentoring in Schools	-	3,994	**3,994**	-
Rutland Council – DfE Project	-	6,875	**6,875**	-
Staffordshire County Council – DfE Project	-	9,112	**9,112**	-
Goethe Institute – Cultural Bridge	-	2,198	**2,198**	-
Other Programme	738	-	**738**	-
	71,695	297,113	**368,808**	1,783,945
Staff costs associated with above expenditure	(30,337)	319,746	**289,409**	511,857
	41,358	616,859	**658,217**	2,295,802
Support costs				
Contributions to Support Costs	(33,856)	33,856	-	-
Training	60	-	**60**	3,795
Staff welfare	419	-	**419**	785
Recruitment	-	-	-	325
Travel	-	-	-	-
Telephones & IT	11,866	-	**11,866**	23,646
Legal & professional	48	-	**48**	48
Bank charges	763	-	**763**	1,201
Depreciation	996	-	**996**	4,805
Income generation	262	-	**262**	376
Business Development	-	-	-	-
Rent	9,089	-	**9,089**	28,992
PR and communications	7,920	-	**7,920**	91
Local office administration	(855)	-	**(855)**	2,399
Insurance	828	-	**828**	789
Audit and Accountancy Fees	2,460	-	**2,460**	3,873
	-	33,856	**33,856**	71,125

	Unrestricted Funds £	Restricted Funds £	2024 £	2023 £
Governance				
Trustee travel costs	-	-	-	-
Trustee meeting costs	965	-	965	807
Trustee Insurance	-	-	-	632
	965	-	965	1,439
Total expenditure	**42,323**	**650,715**	**693,038**	2,368,366

6 STAFF COSTS

	2024 £	2023 £
Wages and salaries	**264,201**	448,164
Social security costs	**19,254**	45,444
Other pension costs	**5,954**	18,249
	289,409	511,857

The average number of employees, including part-time, during the year was 10 (2023: 16.5).

No employee earned in excess of £60,000 (2020 - Nil).

The company operates a defined contribution pension scheme. The charge for the period was £5,954 (2023 – £18,249). There were outstanding contributions of £Nil at the year end (2023 - £Nil).

7 NET INCOME FOR THE YEAR

This is stated after charging:	2024 £	2023 £
Operating lease costs - property	**8,273**	28,992
Auditors' remuneration		
As auditors	**4,000**	3,873
Other services	**-**	-
Depreciation	**996**	4,805

8 DIRECTORS' REMUNERATION

No remuneration was paid to Directors for their services.

9 TANGIBLE FIXED ASSETS

	Office equipment £
Cost or valuation:	
At 1 April 2023	69,629
Additions	1,393
Disposals	(6,870)
At 31 March 2024	64,152
Depreciation:	
At 1 April 2023	69,409
Charge for the year	996
Eliminated on disposals	(6,870)
At 31 March 2024	63,535
Net book value	
At 31 March 2024	**617**
At 1 April 2023	220

10 Debtors

	2024 £	2023 £
Amounts falling due within one year		
Trade debtors	**240,372**	149,160
Prepayments and accrued income	**-**	-
Other debtors	**1,464**	1,464
	241,836	150,624

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade creditors	**31,787**	40,497
Other taxes and social security	**5,569**	9,183
Other creditors	**-**	-
Deferred income (see also Note 12)	**-**	-
Accrued expenses	**55,750**	122,994
	93,106	172,674

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024 £	2023 £
Deferred income	**-**	-

DEFERRED INCOME	£
At 1 April 2023	-
Income deferred in year – for release within one year	-
Income deferred in year – for release after more than one year	-
Amount released in year	-
At 31 March 2024	-

13 FUNDS ANALYSIS

	General Unrestricted fund £	Restricted fund £	2024 £	2023 £
Tangible fixed assets	617	-	**617**	220
Current assets	935,463	320,911	**1,256,974**	1,024,461
Liabilities	(10,211)	(82,295)	**(93,106)**	(172,673)
Net assets	925,869	238,616	**1,164,485**	852,008

14 MOVEMENT IN FUNDS

	At 1 April 2023 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2024 £
Restricted funds					
Children in Need – main grant	20,985	38,943	(59,928)	-	-
Erasmus Well-Be	6,526	(356)	(6,171)	-	-
CAF Resilience Fund	335	-	-	-	**335**
D Stewart – SEND 50th Anniversary	368	-	-	-	**368**
Erasmus DiARC	28,626	-	(28,626)	-	-
Rutland Council Virtual School	9,063	23,927	(13,825)	-	**19,165**
ACE Virtual Schools Project	7,290	7,200	(1,807)	-	**12,683**
ACE Artsmark Support	-	25,000	(25,000)	-	-
ACE Transition	-	461,595	(461,595)	-	-
Staffordshire County Council – Virtual School	-	17,046	(4,039)	-	**13,007**
Staffordshire County Council – Residential Home	-	19,670	(1,243)	-	**18,427**
Nottingham City Council – Include	-	41,142	(26,270)	-	**14,871**
Nottingham City Council – Short Breaks	-	4,680	(32)	-	**4,649**
Derbyshire County Council – CM in Schools	-	9,192	(3,994)	-	**5,198**
Staffordshire County Council – DfE project	-	97,157	(9,112)	-	**88,045**
Rutland Council – DFE	-	55,691	(6,875)	-	**49,086**
Goethe Institute – Cultural Bridge	-	4,500	(2,199)	-	**2,301**
Leicestershire County Council – Youth Voice	-	4,596	-	-	**4,596**
Youth Justice Board	-	5,888	-	-	**5,888**
	73,191	816,140	(650,715)	-	**238,616**
Unrestricted funds					
General	207,460	189,375	(42,323)	-	**354,512**
Designated Funds – Transition	571,357	-	-	-	**571,357**
	852,008	1,005,515	(693,038)	-	**1,164,485**

15 DESCRIPTION OF FUNDS

Children in Need Main Grant – To deliver 1:1 Creative Mentoring for Looked After Children in the East Midlands. The aim is to increase emotional resilience and the confidence to make positive decisions, and to improve relationships with friends and others.

Erasmus Well-Be – funding to work with international partners to support students emotional health, well-being and resilience in times of global crisis.

Charities Aid Foundation - to support the sustainability and development of our Creative Mentoring programme which supports YP in Need who are transitioning into employment.

D Stewart - SEND 50th Anniversary - a donation to support SEND schools across the East Midlands and to mark the 50th anniversary of SEND provision within schools.

Erasmus DiARC – funding to work with international partners to build the resilience of young people and art communities to the negative financial consequences of the covid-19 pandemic.

Rutland Virtual School – To support a 6-week project exploring young people's stories of coming into care, to influence and advocate for more support for Children in Need.

ACE Virtual Schools Project - To support 3 Virtual Schools with piloting the delivery of Artsmark in a virtual schools context.

ACE Artsmark Support - funding to support the Artsmark transition programme to a new provider.

ACE Transition – funding to support the organisation as we transitioned from our SSO/Bridge funding.

Staffordshire County Council – Virtual School – funding to support the delivery of Arts Award within the Virtual School.

Staffordshire County Council – Residential Home Project - a project to deliver creative mentoring within residential homes.

Nottingham City Council – Include – a pilot project to reduce the risk of educational exclusion.

Nottingham City Council – Short Breaks - a project providing support to children and young people with disabilities.

Derbyshire County Council – CM in Schools - a pilot project to explore group mentoring in schools.

Staffordshire County Council – DfE Project - To deliver 1:1 Creative Mentoring for Looked After Children in Staffordshire.

Rutland Council – DfE Project – To deliver 1:1 Creative Mentoring to Unaccompanied Asylum-Seeking Children in the Rutland area.

Goethe Institute – Cultural Bridge - an exchange programme with Werkhaus, an organisation based in Krefeld, Germany to share expertise and knowledge.

Leicestershire County Council – Youth Voice - a project to explore and demonstrate the arts and cultural offer that LCC's Virtual School has to offer for their children and young people, advocate for engagement in these activities, and also advocating for the arts as a means to work meaningfully with them.

Youth Justice Board - to lead a youth-voice consultation project as part of their training developments for professionals who are working with children and young people going through the Youth Justice and Youth Offending systems

Designated Funds - To support the organisation until 31st March 2026 as part of it's transition plan following the unsuccessful NPO Arts Council England bid.

THE MIGHTY CREATIVES

England & Wales - Charity number 1129006

Accounts

the mighty creatives

fighting for the creative voices of children and young people

Annual report and financial statements

for the year ended

31 March 2023

Company number 06652046
Charity number 1129006

Annual report and financial statements

FOR THE YEAR ENDED 31 MARCH 2023

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CONSTITUTION

The Mighty Creatives ("TMC") is a company limited by guarantee and a registered charity governed by its memorandum and articles of association dated 27 October 2021. In the event of the organisation being wound up each trustee agrees to contribute £1 towards the costs of dissolution. The company is also registered with the Charity Commission for England & Wales. Charity number 1129006. Company number 06652046.

DIRECTORS

The directors of the charitable company are its trustees for the purposes of charity law. The directors serving during the year and since the year end were as follows:

Ms F A Woolf (Chair) resigned 31st March 2023
Prof C White (Chair) appointed 1st June 2023
Mr V Malhotra (Vice-Chair)
Mr E P Boott resigned 27th October 2022
Mr A J Butler resigned 27th October 2022
Mr J White resigned 4th October 2023
Ms V Kelly
Ms M Maripise
Mr E Robinson-Green
Mr L Wolmarans resigned 8th February 2023
Ms R Thomas-Smith resigned 21st September 2023
Ms J Hallas
Ms N Charlesworth
Mr P Fielding resigned 2nd October 2023
Mr J Simmonds resigned 27th October 2022
Ms J Dennis appointed 14th May 2023

PATRONS

MR M BATT
MR M BAZ

SECRETARY

Dr R N Owen MBE

SENIOR LEADERSHIP TEAM (Management positions rather than Directors in company law)

Chief Executive Officer	-	Dr R N Owen MBE
Deputy Chief Executive Officer	-	Ms E Bowman resigned 31st March 2023

REGISTERED OFFICE AND OPERATIONAL ADDRESS

LCB Depot
31 Rutland Street
Leicester, LE1 1RE

AUDITORS

RWB Chartered Accountants
Northgate House, Northgate, New Basford, Nottingham, NG7 7BQ

Forward from our outgoing Chair of Trustees

As I come to the end of my six-year tenure as Chair of The Mighty Creatives, this is an opportune moment to celebrate what the charity has achieved over the last 13 years.

In my time, we have pushed forward with a universal offer for children and young people in the East Midlands and delivered many specific programmes and projects focused on more specific needs – especially for the most disadvantaged.

The end of our role as a Bridge Organisation for Arts Council England and their subsequent disinvestment in the charity in November 2022 has brought us many challenges: we have had to make many roles redundant, refocus our business model and ask searching questions about what our purpose is and what our new destiny is. We have had to see many staff move onto new roles, although it is of credit to the charity that everyone who has moved on, has moved on to excellent opportunities in their own right. I thank you all for your passion, commitment and enthusiasm and wish you every success in your new roles and trust that you will take a little bit of The Mighty Creatives with you wherever you go.

However, as with much of life, the threat of Arts Council disinvestment has generated a range of new opportunities for the charity which will be explored and developed in the future. We remain committed to basing our operations in Leicester but repositioning the charity as a national organisation due in no small part to the interest being shown in our innovative Creative Mentoring programme, which pairs young people in need with a creative practitioner as part of a structured and supported approach to improving those young peoples' lives. This programme continues to go from strength to strength and our plans to become a national centre for creative mentoring are continuing apace.

I would like to especially thank our CEO, Nick Owen and his senior team. Nick has been unfailingly positive throughout the time I've known him, sometimes in the most difficult circumstances. He has often seen and acted upon opportunities that have proved very successful and it's been so special to have worked together.

As is evidenced by this report, I can confirm that the charity continues to remain in a strong financial position, and we can be confident that a bright new future lies ahead.

I'm proud to have been able to lead the Board for 6 years, but now it's time to handover: and I'm delighted that Professor Christine White has agreed to take up the challenge to help shape a brand-new era for the charity.

Felicity Woolf
Chair of Trustees, 2017 – 2023

Forward from our incoming Chair of Trustees

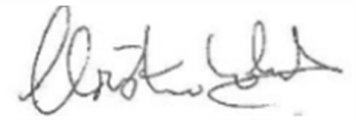
I am delighted to be taking over as Chair and wanted to take this opportunity to thank the outgoing Chair and the other Trustees who have more recently stepped down.

I have been welcomed by the team and the Trustees who I have met remotely before my first Board meeting 31st July 2023.

Each Trustee has provided me with an understanding of their work, their commitment to the vision for TMC and to an emboldened future, working as a national and potentially international charity.

The work of TMC is of ever greater importance and the activities will need to be forward thinking, working in partnership, considering what works and has the greatest impact for the benefit of young people.

I am confident that we can grow the reach of activity and demonstrate the value of the work of the organisation.



Prof Christine White
Chair of Trustees

OPERATIONAL REVIEW

1. Introduction: a substantial and significant track record

The Mighty Creatives was funded by Arts Council England (ACE) as one of national network of ten Bridge Organisations since 2012. This status has been conferred every three years in a contract with ACE which charged us with delivering a range of ACE products including Artsmark, Arts Award, Local Education Partnerships and Partnership Investment Programmes.

This contract has meant that since 2018, we delivered an ambitious and stretching set of nineteen key performance indicators (KPIs). The table below outlines the indicators, targets and total activity delivered. 16 of the 19 targets were achieved and 14 were exceeded.

No	Strategic Outcomes	Target	Total to date	% Delivered
1	Engage 50% of the region's schools (2220 in total).	1,110	1,193	107%
2	Meaningful engagement with 30% of cultural organisations in the region - including Freelancers.	735	1,143	156%
3	Support 10 partnership that support Cultural Education.	10	9	90%
4	Oversee 20,000 creative qualifications awarded through the Arts Award programme.	20,000	23,192	116%
5	Support the development and delivery of 200 creative projects (the projects that can be counted must have produced a creative output).	200	208	104%
6	Support 50 emerging artists.	50	164	328%
7	Develop 50 creative enterprises.	50	87	174%
8	Create 100 new jobs.	100	545	545%
	With 50% of participants moving from NEET to EET.	50	530	1060%
9	Deliver 26,000 hours of mentoring and coaching for children and young people.	26,000	5,485	21%
10	Support 2 creative apprenticeships.	2	2	100%
11	Develop and deliver 300 training, events, workshops and networking opportunities.	300	850	283%
12	Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after.	20	20	100%
13	Deliver 6 conferences.	6	6	100%
14	Invest £1.2m from the Cultural Life Fund.	£1,200,000	£1,081,477	90%

15	Issue 200 bursaries and 150 project grants.	350	517	**148%**
16	Achieve 80% match for Cultural Life Fund investments.	£865,182	£1,418,918	**164%**
17	Develop 10 resources which offer access to a directory of assets, advice and support.	10	11	**110%**
18	Engage 2000 CYP through direct delivery.	2,000	2,402	**120%**
19	Reach 10,000 attendees through our largescale events and conferences.	10,000	10,342	**103%**

Our success stems from our unique expertise in championing, developing, delivering and growing:

- Co-created services with children and young people and other stakeholders that can be scaled up, demonstrate reach and result in significant and measurable impact
- Investment in children and young people's creative skills, knowledge and practice
- Capacity in the cultural and education sectors to support the infrastructure of the region.

We have become renowned for leading strategic partnerships, engaging stakeholders, designing and managing programmes of work, undertaking research and evaluation directly and as a commissioner.

We developed a skilled and knowledgeable board and staff team who have considerable expertise and experience in the fields of education, culture, youth engagement and co-production.

We now hold strong partnerships across the region and beyond and are able to deliver tried and tested, scalable programmes that contribute to positive and lasting transformation for children and young people.

2. How The Mighty Creatives provides support for Children and Young People in Need

Our work with children and young people is supported by our Youth Voice Strategy, which sits at the heart of our organisational development. We aim to:

- Diversify, develop and support our young audiences, and be inclusive of a variety of ages, abilities, genders, sexualities, religions and backgrounds.
- Challenge discrimination against children and young people and champion their beliefs, opinions, thoughts, needs and abilities.

- Provide the opportunities and training to nurture and empower children and young people to realise their potential, become their own leaders and influence real change within their lives, The Mighty Creatives and the wider world.
- Ensure all staff are committed and have the skills to respect, listen and act upon the views of children and young people, where appropriate.
- Support and advocate to other organisations and partners to improve and embed Youth Voice within their organisations and the work they do.
- The Mighty Creatives follow a person-centred practice based on social pedagogy and our delivery is influenced by the following three models:
- Lundy's *Model of Child Participation* to understand best practice when it comes to creating the space for Youth Voice initiatives.[1]
- Treseder's *Model of Youth Participation* to understand the importance of the non-hierarchical nature of varying levels of Youth Voice initiatives.[2]
- The Mighty Creatives *Creative Mentoring Model*©, specifically how working in the *Third Space* helps a child or young person work towards self-actualisation.[3]

Working in *The Third Space* means working flexibly and in a person-centred way as well as being adaptive, reflective, experimental and nurturing. This way of working enables the development of an authentic and meaningful relationship with children and young people, that facilitates them to develop the skills to exercise their own voice, make their own decisions and empower them towards realising their own potential.

The combination of the three models provides the basis for creating an open and inclusive environment for children and young people to be facilitated and empowered to share their voice, needs, opinions and thoughts to make change.

They also provide a foundation in understanding the complexities of the varying levels of Youth Voice initiatives and how these can be embedded.

These will be used by The Mighty Creatives' team to help shape future Youth Voice initiatives and ensure that children and young people are provided with the adequate support, resources and environments to enable authentic engagement.

All our work is supported by a diverse and dedicated Youth Board (18–25) each with their lived experience aligned to our work. They are encouraged to reflect on our past, examine the present, and help shape our future and will be an important part of our development in the coming years.

[1] Laura Lundy 2007, *The Lundy Model of Child Participation,* British Education Research Journal, Volume 3, Issue 6 p.927-942 (https://ec.europa.eu/info/sites/default/files/lundy_model_of_participation.pdf)
[2] Phil Treseder 1997, *Degrees of Participation,* Empowering Children and Young People: Promoting Involvement in Decision Maker (https://www.nonformality.org/wp-content/uploads/2012/11/Participation_Models_20121118.pdf)
[3] Johnson and Ali, *The Third Space.*

3. 2022 / 2023 Challenges and Achievements

The bulk of the year was taken up with preparing for the ACE announcement of our application to become an NPO in the 2023 / 26 funding round. This entailed bringing several of our programmes to a close: Artsmark, Arts Award, Partnership Investment, and support for Local Cultural Education Partnerships. However, this did not prevent us continuing to deliver on our Key Performance Indicators which are summarised for the year below:

KPI Number	Organisational KPI	Target 22/23	Total to date	% Delivered
1	Engaged 15k CYP as audience members and participants, in line with commitments set out in our ED&I Policy.	1,000	6,345	635%
1.a	*Of those 15k, 900 will be empowered to lead cultural change in their communities, using their creative leadership skills to improve their life chances.*	40	154	385%
1.b	*Of the 900, 20% will access career pathways and progression routes.*	14	74	529%
1.c	*160 young people who are NEET (not in education employment or training) move from NEET to EET (being in education employment or training).*	20	0	0%
2	75% of our engagements will be with children and young people in need by 2026 as defined in our 2022-26 Business Plan.	170	138	81%
3	Developed and delivered 300 CPD, training and development opportunities, workshops and networking sessions for educators and creative practitioners to develop their creative practice.	60	87	145%
4	Sustained and grown our pool of Creative Mentors through targeted recruitment supporting 100 creative practitioners to develop their practice working specifically with CYP in need.	70	84	120%
5	Increased and deepended our engagement with 200 arts practitioners and 480 educators to improve understanding, practice and advocacy for creativity as a tool for learning.	70	512	731%
		120	683	569%
6	Developed 5 Creative Youth Hubs (CYH) in priority places, to build and embed youth-led practice within the East Midlands.	2	0	0%
7	Establish partnership agreements with 50 strategic regional and national partners to strengthen local creative and cultural access, progression and leadership opportunities for CYP through CYHs.	20	5	25%
8	Grown 7 networks of community practice focused on youth voice, teaching for creativity and leadership.	2	4	200%
9	Delivered 3 regional youth-led events through the Young Leadership Collective, embedding youth voice practice across the region.	0	1	200%
10	Diversify our income sources so no one funder is more that 70% on our overall income.	95%	63%	

As the year progressed however, it became clear that our status as Bridge Organisation was under threat. This came to a head in November 2022 when we were informed that our application to ACE to become a National Portfolio Organisation (NPO) was unsuccessful. This indicated a projected loss of over £2.3m ACE investment over 3 years and meant that TMC faced one of its most difficult challenges in its 13-year history.

However, the loss of NPO status has brought not only many challenges but also many opportunities, albeit played out within a climate of hostile social and economic crises which are being felt not only across the region, but nationally and internationally.

Reimagining our Business Plan

Whilst the reduction of ACE support was regrettable, it did not signal the end of the line for TMC. We had built up our own unrestricted resources to draw upon; Creative Mentoring emerged as a strong programme which generates income, has the potential for growth and is not offered by any other organisations thus giving us market advantage.

The task we faced at the end of the financial year was to identify a clear transition process between the 'old' TMC and its new reincarnation. This process was supported in part by a successful application to ACE for 'Transition Funding', intended to support NPOs who have been removed from the national portfolio with their transition process up to November 2023.

The TMC Transition Process

The first step in the TMC transition process was to reimagine the 2023- 26 Business Plan.

This involved two processes: confirming our ongoing priorities and planning for fundamental changes.

Our ongoing priorities were agreed as:

- Maintaining our vision and mission
- Serving children and young people in need and those experiencing most disadvantage
- Using the arts, culture and creativity for positive change for those young people
- Providing a personalised, person centre pedagogy in which mentoring and coaching play a fundamental role in generating personal change
- Fighting for the creative voices of children and young people
- Maintaining our guiding principles, values and underpinning strategies
- Informing all partners and stakeholders of our new business plan
- Implementing a realistic financial strategy with manageable diverse income streams

The changes we implemented were:

- Refocus our emphasis of delivering our work within the East Midlands. Whilst our base will still be in the region, the scope for our work can extend pan-regionally and eventually nationally
- Place children and young people first by meeting them where they are (e.g. schools, communities, institutions)
- Removal of Creative Education, Creative Communities and Creative Futures from the current programme structure
- Focus on the growth of the Creative Mentoring programme / service area
- De-prioritise the ambition to establish 5 Creative Youth Hubs in the East Midlands
- Recruit a new Chair of the Board and extend the skills base of the trustees which reflects this new era
- Implement a staffing restructure to ensure the new TMC is fit for purpose, agile and sustainable.
- Use our unrestricted reserves to underwrite any annual fundraising shortfall between November 2023 and March 2026.

As a result of this transition process, we have begun the 2023 / 24 financial year with a renewed sense of vigour, purpose and optimism. This has a generated a new 2023 – 2028 Business Plan, a summary of which is presented below.

5. PLANS FOR 2023 / 2024

Our Vision, Mission and Theory of Change

Our vision is to inspire children and young people to harness the power of arts, creativity and culture for positive change.

Our Mission

To achieve this vision, our mission has five strategic objectives which all focus on improving the cultural lives of young people, especially those who are most disadvantaged:

SOC1. Children and young people living in need will have experienced a cultural intervention designed to improve their life chances.

SOC2. Children and young people are visible and audible in the leadership of services that impact them.

SOC3. Creative practitioners, educators and employers have a deeper understanding of the' lived life of a child in need' and have developed the skills to support their development needs.

SOC4. Investment in our work has increased to support the sustainability and growth of the charity.

SOC5. Adoption and delivery of Creative Mentoring practice has been embraced nationally and internationally through the leadership of the National Centre for Creative Mentoring.

Our guiding principles

1. **We will listen and act:** embedding children and young people's voices throughout our work from conception of programme to delivery and governance and we will encourage others to do the same.
2. **We will work collaboratively:** partnership working is central to the work we develop to improve creative outcomes and cultural opportunities for our region's children and young people.
3. **We will respond to need:** we focus on nurturing and supporting the creativity of children in need and those working for them to promote high quality cultural practice.
4. **We will champion Equality, Diversity and Inclusion:** we stand in solidarity with the Black Lives Matter Campaign and all marginalised communities across the world and will use our voice to speak out against injustice. We commit to listening, learning and taking action to improve access to creative opportunities for our region's children and young people.
5. **Engagement with artists and educators** is driven by a personalised, person centre pedagogy in which mentoring, and coaching play a fundamental role in generating personal change.
6. The **creative voices of young people** will be at the heart of the creative or cultural experience.

Delivering Our Mission: our Theory of Change

Our Theory of Change explains how we will work strategically and collaboratively to achieve and demonstrate our strategic outcomes for children and young people in need. It provides a summary of the changes that will occur and provides the context for our programme development and delivery plans and is available in Appendix 1.

Starting with the problem statement, *"Children and young people living in challenging circumstances experience significant disproportionate disadvantage, including heightened isolation, lack of stability, compromised mental health, lower attainment and lack of opportunities and do not have equitable access to experience the social, educational and economic benefits of the arts, culture and creativity".*

Our desired long-term goal is to inspire children and young people to harness the power of arts, creativity and culture for positive change, transforming their lives using creativity and culture as the tool for change.

This will result in children and young people feeling more confident and resilient; empowering them to influence decision making that effects their lives, speak out against injustice, and build aspirations that will shape successful futures.

Our definition of need

As highlighted in section 2, there are 28,820 children and young people registered in need in the East Midlands[4].

There are also additional children and young people living below the poverty line, in areas of deprivation and with high support needs who are not registered with the Local Authority and are therefore not included in the above figures but would still be eligible for our services.

When we identify children and young people 'in need' we mean children and young people who are:

- Are care experienced (this includes Looked After Children, Care Leavers or Previously Looked After Children)
- Are experiencing abuse or neglect (including those under a Child Protection Plan)
- Are a registered Child in Need
- Have Special Educational Needs (SEN)
- Have an Education, Health and Care Plan (EHCP)
- Have a disability or life restricting illness
- Are experiencing poverty/low income
- Are living as a young carer
- Are seeking asylum
- Are in refuge
- Are in an Alternative Education Provision
- Are on Free School Meals
- Are receiving Pupil Premium
- Have been excluded or at risk of exclusion

In addition to the needs identified above, we will also target our work in areas of high deprivation and need due to lack of infrastructure, support and opportunity.

Programme Development Plans

The following section seeks to present an overview of the direction for programme development in the next five years to support the re-growth of The Mighty Creatives and development of the Creative Mentoring Programme.

[4] This figure is taken from 2021-22 Characteristics of children in need and refers to Children in need at 31 March by primary need and local authority' in East Midlands between 2021 and 2022

Our programme development plans will build on the success of our last 13-years and the strength of our Creative Mentoring programme to support children and young people where they are. All programme development will focus on the needs and priorities of the children and young people we serve and build services and support where they need them most. Our future work will be designed to be flexible to ensure our services remains relevant and responsive. We will hold regular development conversations with children and young people and those working with them to feed our direction of travel.

Our model of Creative Mentoring and youth voice and leadership will sit at the centre of our development, and we will work with schools, social services, community partners and creatives to enhance our collective offer for children and young people.

Our Vision
To inspire children and young people to harness the power of the arts for positive change.

Our Strategic Objectives

SOC1. Children and young people living in need will have experienced a cultural intervention designed to improve their life chances.

SOC2. Children and young people are visible and audible in the leadership of services that impact them.

SOC3. Creative practitioners, educator and employers have a deeper understanding of the' lived life of a child in need' and have developed the skills to support their development needs.

SOC4. Investment in our work has increased to support the sustainability and growth of the charity.

SOC5. Adoption and delivery of Creative Mentoring practice has been embraced nationally and internationally through the leadership of the National Centre for Creative Mentoring.

Our Programme Development Areas

Youth Voice and leadership
- TMC Youth Board
- Youth Voice Consultation / Tenders
- Youth Voice regional Network in partnership with Youth Music
- Virtual Schools Network – My Creative Track

National Centre for Creative Mentoring
- Training and support for Creative Practitioners and artists, educators and employers
- Research
- Advocacy

Creative Mentoring 1:1 service
Person-centred practice

Creative Mentoring group work in Schools – Creativity and wellbeing

Employ Me
Supporting care experienced CYP into work

Creative Mentoring group work in community spaces – creativity and wellbeing

Tracking and Measuring Impact

We will follow an impact measurement framework that builds on our theory of change by first identifying the data we will collect. This will help us understand, evaluate and demonstrate our impact. Through our Impact and Data strategy and action plan we will have the tools needed to help us understand whether we are driving positive change and working towards our intended outcomes and organisational vision.

By better understanding our impact, we will be able to make decisions about the work we deliver now and into the future, guiding our decision-making around which activities to start, enhance, stop or change.

Through the delivery of our strategy, we will be able to:

- Demonstrate our commitment to change to our service users and stakeholders.
- Better engage with our funders and stakeholders by clearly showing how their investment in our activities and services is driving positive outcomes.
- Attract new sources of funding by demonstrating and evidencing our effectiveness and impact.
- Engage new and existing partners whose vision of impact align with our own.
- Strengthen our reputation as impactful, honest and effective through taking an evidence-based, transparent approach.

Financial Strategy

Our financial ambition is built upon achieving the following goals:

1. Regrow the charity within a financially sound and sustainable framework.
2. Achievable, realistic diversification of investment base.
3. Maintain our reserves policy at three months running costs.

We will be focusing on four strands of income generation:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Traded Services (Sales)

After an intensive period of organisational development over the past five years, we are now in a strong position to develop our income generation activities to support our future growth and sustainability.

Our Income Generation Strategy is a fundamental component of our development. The principle aims of the strategy are to diversify the charity's income in order to improve its financial sustainability; and put procedures in place for effective long-term fundraising management.

Growth of the charity is not a matter of increasing turnover and profitability although these 'bottom lines' are important factors to consider when planning for growth.

A five-year forecast has been prepared to align with the delivery of this Business Plan as well as an action plan aligned to our Income Generation Strategy.

What's the team?

We are governed by a Board of Trustees, who are also the directors of the limited company. Trustees can serve from the age of sixteen. The Board is responsible for the scrutiny and examination of organisational performance. Trustees meet quarterly to monitor risk, agree strategic direction, approve budgets and finance reports and endorse new and review existing policies. The Board ensures The Mighty Creatives reporting obligations to the Charity Commission and Companies House are met.

Sub-Committees, Policies and Processes

Our policies and processes are reviewed in line with our policy matrix and signed off by the Board. We have a measured and thorough approach to safeguarding, ensuring all staff and Board receive training from NSPCC and regular briefings.

Safeguarding and EDI (equality, diversity and inclusion) are standing items on our agenda and are overseen by a designated member of the Board, as is our assessment of risks.

The Mighty Creatives Operations and Finance sub-committee scrutinises the charity's approach to finance, staffing and operations. The committee meets separately, feeding into the main Board for sign off on a quarterly basis.

A Programme sub-committee was launched in 2022 and follows the same approach. It will be expanded in 2023 to include expertise from the Health and Social services sectors to reflect the vision and mission of the organisation.

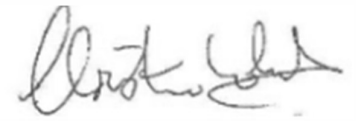
Led by Professor Christine White, Chair of Trustees and Vivek Malhotra, Deputy Chair and Chair of Finance, our trustees have extensive experience and expertise in the arts and cultural sector, education, local authorities and private sector and bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy, innovation, cultural educational practice, artist development, collective impact modelling, heritage, theatre and product development. They also reflect the geographical diversity of the region which the company serves.

The Trustees delegate the authority of running the company to the senior leadership team of Chief Executive, Dr. Nick Owen MBE. He leads the Business Development Team of Business Manager, Communications/Marketing Manager and Youth Programme Manager.

Conclusion

It has been vital we remember that we exist not for our own sake but to serve the needs of our beneficiaries; those children and young people who are most disadvantaged and most in need and who are all too frequently on the receiving end of the crises generated by the adults around them. The Covid-19 pandemic; the effects of the war in Ukraine; the state of funding for schools and the downgrading of arts education in schools; a weakened youth sector and the chronic economic state of the UK will all continue to wreak havoc with young people's lives for some considerable time.

If there ever was a time for The Mighty Creatives to step up and support young people using the power of arts, culture and creativity then that time is now.



Prof Christine White
Chair of the Board of Trustees

DIRECTORS' REPORT

The directors, who are also the trustees, present their report and accounts for the year ended 31 March 2023.

LEGAL AND ADMINISTRATIVE INFORMATION

TMC is a company limited by guarantee, without share capital and incorporated on 1st July 2008. We were also granted charitable status on 3rd April 2009 as an educational charity registered in England and Wales. Our governing documents are included within our Memorandum and Articles of Association.

The company is led by a strong group of Trustees who have extensive experience and expertise in the cultural, education and commercial sectors and together bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy and innovation. They also reflect the geographical diversity of the region which the company aims to serve. The Trustees are led by the Chair, Christine White and Vice Chair and Chair of Operations & Finance, Vivek Malhotra.

We are grateful to all the Trustees, listed on page 3, who held office during the year.

Our Trustees meet quarterly to agree strategic direction, receive reports from staff, approve budgets and finance reports and endorse and review policies.

The Operations and Finance Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise budgets and finance reports in detail to safeguard the finances of the organisation, manage and review risks. The Committee also deals with issues such as pay levels and child protection. The Committee reports to, and makes recommendations to, the Board of Trustees.

The Programme Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise our performance against our Business plan activities. The committee reports to, and makes recommendations to the Board of Trustees

At the end of March 2023, there were 11 serving Trustees on the Board.

Under the terms of the articles of association, Trustees may serve for two terms of three years, with the Board having discretion to agree to a further three year term, bringing the maximum term to three terms of three years duration.

Trustees regularly address skills and knowledge gaps with appointments open to any suitably qualified member of the public. Trustees are appointed through Board recommendation or a formal recruitment process comprising advertising and awareness through social media, similar to that used for the recruitment of staff. All newly appointed Trustees receive instruction on the activities of the charity and their responsibilities as a Trustee. They also have opportunities to see work in the field and we have proactively built this into the meetings structure.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 8 of the annual accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and, in accordance with our policy, withdraw from decisions where a conflict of interest arises.

STATEMENT OF PUBLIC BENEFIT

Our Trustees and senior staff are responsible for making sure everything we do is focused on achieving lasting public benefit, as defined by the Charity Commission. Our governing documents define our core objectives as

> *To promote such charitable objects and purposes for the public benefit as the Trustees think fit, in particular and without limitation, to the generality of the forgoing words to advance the education of children and young people and those who work with them through creative and cultural activities.*

We review our public benefit and charitable purpose on an annual basis.

RESERVES POLICY

Our Trustees review our reserves policy and levels on an annual basis, in the context of an ever-changing organisation and its working capital requirements. The policy states that a minimum of three month's staffing and infrastructure costs should be held in reserve.

We have limited scope to put money to reserves, with most of our income coming from restricted funding. This year TMC surpassed its minimum reserves target and at 31 March 2023 holds £778,817 of unrestricted funds (2022 - £552,033).

The Board of Trustees have allocated £571,357 as designated funds to support the organisation until 31st March 2026 as part of it's transition plan following the unsuccessful NPO Arts Council England bid.

GRANT MAKING POLICY

TMC makes grants to schools and other organisations working in the field of culture, creativity and enterprise. The nature and size of the grant is solely dependent on the size and nature of the funding that TMC received from funding bodies to distribute.

MANAGEMENT AND ORGANISATION

The daily responsibility for leadership of The Mighty Creatives rests with our Chief Executive and Deputy Chief Executive.

During 2022/23 the following senior leadership team was in place:

- Chief Executive: Dr R N Owen MBE
- Deputy Chief Executive: Emily Bowman resigned 31st March 2023

With effect from 1st April 2023 the Chief Executive is supported by the Business Development Team, which is made up to Business Manager: Caroline Frankland, Marketing

& Communications Manager: Bethany Patience and Youth Programme Manager: Emily York.

Key management personnel remuneration is determined with reference to the market place and what is recognised as acceptable practice by our core funder, Arts Council England. It is also determined by assessing the overall salary costs of the company and ensuring that salaries reflect the nature of the work, the company structure, and sectoral expectations. Remuneration is agreed at Board level.

RISK MANAGEMENT

The Trustees have a risk register in place which addresses the major governance, operational, financial, reputational, legal and regulatory risks that might impact up the core purposes and key objectives. These risks are managed by a comprehensive set of policies (subject to review) and long standing practices, set out in our Employee Handbook.

The most significant risks we faced in 2022/2023 were of a financial or operational nature. They are summarised, along with the relevant mitigation measures, below:

OF RISK	NUMBER	POTENTIAL RISK	Consequence of risk	INHERENT ASSESSMENT		OVERALL LEVEL OF RISK	How to mitigate the Risk			
				Pre-Mitigation impact	Pre-Mitigation Probability	Pre-mitigation		Post-Mitigation Impact	Post-Mitigation Likelihood	Post-Mitigation
rational	1.1.	Lack of consideration for staff health and well being	Poor staff retention rates	2	2	4	Performance management systems in place which are reviewed annually. Training and Development plan reviewed annually along with regular 1:1s	1	2	3
rational	1.2.	Lack of capacity	Lack of inappropriate resources to deliver activities as required. Inappropriate recruitment to roles	2	3	5	Ensure projects are fully costed and funded adequately and appropriate staff are consulted. New jobs adhere to recruitment and selection procedures and Equality Policy	2	2	4
rational	1.3.	Poor working environment	Inappropriate office space; ICT equipment.	2	2	4	Replacement policy of ICT equipment is in place; regular review of usage of office space Introduction of a Hybrid working model Move of office.	2	1	3
rational	1.4.	Not delivering contracts	Loss of funding; reputational damage; long term sustainability of the charity	3	3	6	Regular monitoring of project performance against contract KPIs and outputs; regular reporting to funders on project performance	2	1	3
rational	1.5.	Lack of diversity in the workforce	Unable to engage beneficiaries; unable to deliver charity's mission	3	2	5	Regular review of Equality Policy and Action Plan. Diversity Working group in place Training programme has been introduced for all staff and the 6C's framework embedded into new Business Plan.	2	1	3
rational	1.6.	Lack of Safeguarding policy	Unable to deliver charity's vision or meet legislation Children and young people in danger of harm	3	3	6	Regular review of Safeguarding Policy and Action Plan; regular staff training in safeguarding provided; named safeguarding officers on staff team and on Board of Trustees All Trustees and staff receive basic training at induction. New log created to monitor safeguarding disclosures by DSLs	2	1	3
rational	1.7	Return to office working increases risk of staff contracting COVID.	Staff are off for prolonged periods of time.	2	3	5	Keep WFH option and develop flexible working policy in consultation with staff. Close office if there is a COVID outbreak and revert to virtual meetings.	2	1	3
rational	1.8	Exposure from others due to: 1) Living with someone with a confirmed case of COVID-19. 2) Have come into close contact with a confirmed case of COVID-19.	Staff contract virus and as a result are off for a prolonged period of time. Programmes not delivered to time.	2	3	5	●Update Human Resources with absence identifying Covid-19 and manage absence in line with company HR policies / procedures ADVISE STAFF OF THE FOLLOWING: ●Do not come into the office where someone you live with has been diagnosed ●Follow NHS / 111 advice as required. Do not attend GP surgery or public places if confirmed to help reduce spread of the disease ●Company to ensure vulnerable persons (elderly, pre-existing health condition, lower immunity) employed are individually assessed ●Follow good hygiene measures at all times ●Ask friends, family members or delivery services to do errands for you ●Do not take any antibiotics as they do not work against viruses.	2	1	3
rational	1.9	Lack of stability through transition to new business model impacting programme development and delivery		2	3	5	Successfully secured ACE Transition Funding Clear transition plans in place to support delivery and strategic development. To include: - Revised Business Plan - Revised Income Generation Strategy and activity plan for the next 12-18 months - Revised Programme Development Plan - Revised Comms plan	2	1	3
rational	2	Reputational damage from unclear messaging/understanding of Creative Mentoring	Partners, benficiaries and other stakeholders not clear regarding difference between creative mentoring and other support that CYP may receive such as counselling, art therapy etc.	2	3	5	Clear messaging in all publications, websites, agreements and documentation about the role of Creative Mentoring. Ongoing training and support for creative mentors and staff to be able to identify the differences and deal with disclosures/incidences as appropriate	3	1	4
ncial	2.1.	Lack of income available to deliver programmes	Sustained lack of income from a range of sources	3	3	6	Implementation and monitoring of income generation strategy Restructure of team to help manage budgets	3	1	4
ncial	2.2.	Lack of Financial controls and systems	Projects overspend; inappropriate reporting of expenditure by budget holders; loss of contracts with funders; fraud leading to legal investigations	3	3	6	Financial controls and procedures are reviewed regularly with auditors; regular project reports are produced for funders; financial controls are a shared responsibility for appropriate members of staff	2	1	3
rnance	3.1.	Insufficient skill base of trustees	Trustees unable to support vision; trustees become unrepresentative of the sectors we work with; lack of income generation and financial control capabilities; lack of cultural diversity	2	3	5	Regular audit of skills base against the charity's needs; relevant recruitment procedures as required	2	2	4
rnance	3.2.	Poor or irregular attendance at Trustees meetings	Poor decision making; low 'buy-in' to the charity's vision and business plan	2	2	4	Adhere to Memorandum and Articles of Association; trustee induction process established and reviewed; monitoring attendance at meetings	2	1	3
rnance	3.3.	Inappropriate governance structure	Inability to generate income from a wider range of sources	3	3	6	Regular review of fitness for purpose of the charity's legal structure	2	2	4
rnance	3.4.	Lack of knowledge by trustees of the charitable sector	Trustees make inappropriate decisions; are unable to inform charity's vision or contribute to advocating for it	2	3	5	Induction procedures for new trustees; regular training and development plan for all trustees	2	1	3
Business Continuity	4.1.	Major office disruption	Lack of access to offices or equipment	2	2	4	All staff provided with laptops; emergency comms strategy is in place; use of Cloud based computing technologies	2	1	3
Business Continuity	4.2.	Cyberattack	IT systems are hacked into and fail	3	2	5	All systems are regularly back up by external provider	3	1	4
Business Continuity	4.3.	Unplanned key staff absences	Lack of knowledge and skills for projects; funding bids not being submitted on time	3	3	6	Major project strategies are shared amongst key staff; processes for recruitment for new staff are in place A business continuity plan is in place to cover these eventualities	2	2	4
Business Continuity	4.4	Reputational damage	Adverse PR; loss of contracts and income; damaged operations due to stakeholder withdrawal	3	3	6	Implementation of crisis management policy including comms strategies for both staff, trustees and external partners	2	2	4
egic	5.1.	Adverse political climate for arts and education	Withdrawal of funding for the sector	3	3	6	Regular, targeted and strategic advocacy and lobbying by key personnel and trustees	2	2	4

STRATEGIC REPORT

TMC receives income through grants and contracts for services which are based on funding agreements for variable lengths of time. Activities are planned over the life of the individual project which ensure that all anticipated income is spent, except for retaining a prudent amount in reserves if the grant permits this.

In order to preserve the liquidity of the organisation we do not currently invest income for more than one year. The strategy therefore is to retain funds as cash and place them in bonds or other bank deposits at the best rate obtainable.

Having been through an intensive period of organisational development over the last 12 months, the charity has determined that it is currently in a strong position to develop its income generation activities to direct the future growth and sustainability of work in the region.

The charities Income Generation Strategy is a fundamental component of The Mighty Creative's ongoing strategic development. The key aims of the Income Generation Strategy are to diversify the charity's income, in order to improve its financial sustainability; and to put procedures in place for effective long-term fundraising management.

4 core strands of income generation activity have been identified as the key areas to focus the Charity's income generation efforts:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Traded Services (Sales)

DIRECTORS' RESPONSIBILITIES FOR THE ACCOUNTS

The Directors are required to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit for that period. In preparing those accounts the Directors 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 departures disclosed and explained in the financial statements; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and other applicable law and regulations. They are also responsible for safeguarding the

assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

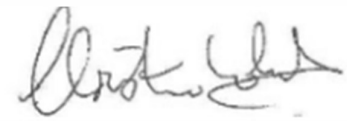
GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in note 1 of the financial statements.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed on behalf of the Directors on 25th October 2023.



Prof. Christine White
Director

INDEPENDENT AUDITOR'S REPORT
to the members of The Mighty Creatives

Opinion
We have audited the financial statements of The Mighty Creatives (the 'company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, and Statement of Cashflows 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).*

In our opinion, the financial statements:
- give a true and fair view of the state of the company's affairs as at 31 March 2023 and of its surplus 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 company 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
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:
- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The directors 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.

Opinions 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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement set out on page 25, the directors 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 directors 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company 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.

Extent to which the audit was capable of detecting irregularities, including fraud

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:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our experience through discussion with the Officers and other management (as required by auditing standards)
- We had regard to laws and regulations in areas that directly affect the financial statements including financial reporting (including related trade union legislation) and taxation legislation. We considered that extent of compliance with those laws and regulations as part of our procedures on the related financial statement items.
- Except for any known or possible non-compliance, and as required by auditing standards, our work in respect of these was limited to enquiry of the Officers.
- We communicated identified relevant laws and regulations to the business throughout our audit team and remained vigilant to any indications of non-compliance throughout the audit.
- We addressed the risk of fraud through management override of controls, by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the company audit. We remain solely responsible for our audit opinion.

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

Use of our report

This report is made solely to the company's members, 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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Coupland FCA (Senior Statutory Auditor)
For and on behalf of RWB CA Limited, Statutory Auditor
Northgate House
North Gate
New Basford Nottingham
NG7 7BQ

Date:

Statement of financial activities
Including Income and Expenditure Account
for the year ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	**Total 2023 £**	Total 2022 £
INCOME					
Income from charitable activities	3	204,408	2,019,149	**2,223,556**	4,038,429
Income from other trading activities					
Consultancy & Fundraising		24,750	-	**24,750**	58,182
Investment income		5,121	-	**5,121**	195
Total income		234,279	2,019,149	**2,253,428**	4,096,806
EXPENDITURE	5				
Charitable activities					
Grants made & activities undertaken directly		71,382	2,224,421	**2,295,803**	3,816,721
Support costs		-	71,126	**71,126**	94,207
Governance		1,439	-	**1,439**	2,661
Total expenditure		72,821	2,295,547	**2,368,367**	3,913,589
Net income		161,458	(276.398)	**(114,940)**	183,217
Net transfers between funds		65,326	(65,326)	**-**	-
NET MOVEMENT IN FUNDS		226,784	(341,724)	**(114,940)**	183,217
Fund balances brought forward (restated)	14	552,033	414,915	**966,948**	783,731
FUND BALANCES CARRIED FORWARD	14	778,817	73,191	**852,008**	966,948

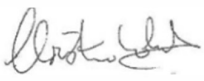
BALANCE SHEET
as at 31 March 2023

	Notes	2023 £	2022 Restated £
Fixed assets			
Tangible assets	9	**220**	5,025
CURRENT ASSETS			
Debtors	10	**150,624**	34,141
Bank and cash balances		**873,837**	1,144,600
		1,024,461	1,178,741
CREDITORS: amounts falling due within one year	11	**(172,673)**	(216,818)
NET CURRENT ASSETS		**851,788**	961,923
Total assets less current liabilities		**852,008**	966,948
CREDITORS: amounts falling due after more than one year	12	**-**	-
		£852,008	966,948
INCOME FUNDS			
Unrestricted general funds	14	**207,460**	552,033
Designated funds	14	**571,357**	-
Restricted funds	14	**73,191**	414,915
		£852,008	£966,948

The Directors have acknowledged their responsibilities for: selecting suitable accounting policies and then applying them consistently; observing the methods and principles in the Charities SORP; making judgements and estimates that are reasonable and prudent; stating whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and preparing the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The financial statements were approved by the Directors on 25th October 2023 and signed on their behalf by:



Prof. Christine White
Director
25th October 2023

Statement of cashflows
for the year ended 31 March 2023

	2023 £	2022
Reconciliation of net movement in funds to net cashflow from operating activities		
Net movement in funds	**(114,940)**	183,275
Depreciation	**4,805**	10,037
Profit on disposal of fixed assets	**-**	-
Interest received	**(5,121)**	(194)
(Increase)/decrease in debtors	**(116,483)**	(18,080)
Increase/(decrease) in creditors	**(44,145)**	33,775
Net cash inflow/(outflow) from operating activities	**(275,884)**	208,814
Cashflows from investing activities		
Purchase of tangible fixed assets	**-**	(2,888)
Interest received	**5,121**	194
Net cash inflow/(outflow) from investing activities	**5,121**	(2,694)
Increase/(decrease) in cash in the year	**(270,763)**	206,120
Cash at the beginning of the year	**1,144,600**	938,480
Cash at the end of the year	**873,837**	1,144,600

NOTES TO THE FINANCIAL STATEMENTS
at 31 March 2023

1 ACCOUNTING POLICIES

Company and charitable status

The Mighty Creatives, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The company is a registered charity. The registered office is given on page 2.

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The Directors consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Free unrestricted reserves of TMC at the year-end amount to £523,894. After consideration of the current business plan and with a balanced budget planned for the next two financial years, the Trustees consider there is a reasonable expectation that TMC has adequate resources to continue in operational existence for the foreseeable future. The Trustees are also satisfied with the controls in place for monitoring and flexing the budget throughout the year. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Funds

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds set aside by the Directors out of unrestricted general funds for specific future purposes or projects. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Incoming resources

Incoming resources are included in the Statement of Financial Activities when receivable and when the amount can be quantified with reasonable accuracy. Grants received for specific purposes are accounted for as restricted funds.

Resources expended

Resources expended are recognised in the period in which they are incurred under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they are allocated to activities on a basis consistent with use of the resources. Resources expended include attributable VAT which cannot be recovered.

Taxation
TMC is a registered charity and is not subject to taxation on its income so long as this is used for its charitable activities.

Fixed assets and depreciation
All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the date of acquisition, of each asset evenly over its expected useful life as follows:

Office equipment - 3 years straight line

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
In the application of the charity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Directors do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 INCOME FROM CHARITABLE ACTIVITIES

	General Unrestricted £	Restricted £	**2023 £**	2022 £
Grants received (see note 4)	204,408	2,019,149	**2,223,557**	4,029,621
Donations	-	-	**-**	1,262
Fundraising	-	-	**-**	4,889
Other	-	-	**-**	60,839
	204,408	2,019,149	**2,223,557**	4.096,611

4 GRANTS RECEIVED

	General Unrestricted £	Restricted £	**2023 £**	2022 £
ACE Bridge Extension	-	53,359	**53,359**	53,359
ACE National Portfolio Funding	-	878,347	**878,347**	878,347
Children in Need – main grant	-	39,243	**39,243**	9,045
Let's Create Packs	-	-	**-**	11,810
Children in Need – Next Steps Covid-19 Grant	-	-	**-**	50,085
WWCSC	-	-	**-**	(26,631)
Erasmus Well-Be	-	22,158	**22,158**	-
Erasmus DiARC	-	42,728	**42,728**	92,956
All Ways Making	-	-	**-**	170
D Stewart – SEND 50th Anniversary Donation	-	-	**-**	5,000
DWP – Kickstart	-	937,818	**937,818**	2,757,569
Foyle Foundation	-	-	**-**	25,000
Charities Aid Foundation	35,555	27,270	**62,825**	168,474
Rutland Council – Virtual School	-	8,437	**8,437**	4,437
The World Reimagined	-	2,500	**2,500**	-
ACE Virtual Schools Project	-	7,290	**7,290**	-
Leicester Heritage Action Zone	5,122	-	**5,122**	-
Creative Mentoring	163,731	-	**163,731**	-
	204,408	2,019,149	**2,223,557**	4,029,621

5 EXPENDITURE

Charitable activities	Unrestricted Funds £	Restricted Funds £	**2023 £**	2022 £
Grants made & activities undertaken directly				
(note relates expenditure to source of funds as shown below)				
ACE National Portfolio funding	-	543,349	**543,349**	467,146
Bridge Extension	-	28,893	**28,893**	29,030
Children in Need – main grant	-	6,476	**6,476**	15,415
Children in Need – Next Steps Covid-19 Grant	-	-	**-**	17,352
WWCSC	-	-	**-**	96,735
Erasmus Well-Be	-	39,482	**39,482**	1,158
All Ways Making	-	-	**-**	240
D Stewart – SEND 50th Anniversary	-	882	**882**	3,750
Erasmus DiARC	-	33,795	**33,795**	64,862
Foyle Foundation	-	-	**-**	14,344
DWP – Kickstart	-	937,866	**937,866**	2,564,106
Charities Aid Foundation	-	123,483	**123,483**	19
Rutland Council – Virtual School	-	3,662	**3,662**	149
Creative Mentoring	63,557	-	**63,557**	-
The World Reimagined	-	2,500	**2,500**	9,157
	63,557	1,720,389	**1,783,946**	3,283,464
Staff costs associated with above expenditure	7,825	504,032	**511,857**	533,257
	71,382	2,224,421	**2,295,803**	3,816,721
Support costs				
Contributions to Support Costs	(71,126)	71,126	**-**	-
Training	3,795	-	**3,795**	6,326
Staff welfare	785	-	**785**	1,104
Recruitment	325	-	**325**	2,392
Travel	-	-	**-**	(150)
Telephones & IT	23,646	-	**23,646**	25,513
Legal & professional	48	-	**48**	48
Bank charges	1,201	-	**1,201**	1,353
Depreciation	4,805	-	**4,805**	10,037
Income generation	376	-	**376**	57
Business Development	-	-	**-**	166
Rent	28,992	-	**28,992**	28,191
PR and communications	91	-	**91**	11,413
Local office administration	2,399	-	**2,399**	2,428
Insurance	789	-	**789**	1,279
Audit and Accountancy Fees	3,873	-	**3,873**	3,900
	-	71,126	**71,126**	94,207

	Unrestricted Funds £	Restricted Funds £	2023 £	2022 £
Governance				
Trustee travel costs	-	-	**-**	-
Trustee meeting costs	807	-	**807**	1,317
Trustee hospitality	-	-	**-**	-
Trustee Training	-	-	**-**	475
Trustee Insurance	632	-	**632**	869
	1,439	-	**1,439**	2,661
Total expenditure	**72,821**	**2,295,547**	**2,368,367**	3,913,589

6 STAFF COSTS

	2023 £	2022 £
Wages and salaries	**448,164**	473,533
Social security costs	**45,444**	41,773
Other pension costs	**18,249**	17.951
	511,857	533,257

The average number of employees, including part-time, during the year was 16.5 (2022: 17.8).

No employee earned in excess of £60,000 (2020 - Nil).

The company operates a defined contribution pension scheme. The charge for the period was £18,249 (2022 – £17.951). There were outstanding contributions of £Nil at the year end (2022 - £Nil).

7 NET INCOME FOR THE YEAR

This is stated after charging:	2023 £	2022 £
Operating lease costs - property	**28,992**	26,854
Auditors' remuneration		
As auditors	**3,873**	3,900
Other services	**-**	-
Depreciation	**4,805**	10,037

8 DIRECTORS' REMUNERATION

No remuneration was paid to Directors for their services.

9 TANGIBLE FIXED ASSETS

	Office equipment £
Cost or valuation:	
At 1 April 2022	69,629
Additions	-
Disposals	-
At 31 March 2023	69,629
Depreciation:	
At 1 April 2022	64.604
Charge for the year	4,805
Eliminated on disposals	-
At 31 March 2023	69,409
Net book value	
At 31 March 2023	**220**
At 1 April 2022	5,025

10 Debtors

	2023 £	2022 £
Amounts falling due within one year		
Trade debtors	**149,160**	32,656
Prepayments and accrued income	**-**	-
Other debtors	**1,464**	1,485
	150,624	34,141

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Trade creditors	**40,497**	50,111
Other taxes and social security	**9,183**	10,519
Other creditors	**-**	-
Deferred income (see also Note 12)	**-**	-
Accrued expenses	**122,994**	156,188
	172,673	216,818

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023 £	2022 £
Deferred income	**-**	-

DEFERRED INCOME	**£**
At 1 April 2021	**-**
Income deferred in year – for release within one year	**-**
Income deferred in year – for release after more than one year	**-**
Amount released in year	**-**
At 31 March 2022	**-**

13 FUNDS ANALYSIS

	General Unrestricted fund £	Restricted fund £	**2023 £**	2022 £
Tangible fixed assets	220	-	**220**	5,025
Current assets	951,270	73,191	**1,024,461**	1,178,741
Liabilities	(172,673)	-	**(172,673)**	(216,818)
Net assets	778,817	73,191	**852,008**	966,948

14 MOVEMENT IN FUNDS

	At 1 April 2022 (restated) £	Incoming resources £	Outgoing resources £	Transfers £	**At 31 March 2023 £**
Restricted funds					
ACE National Portfolio Funding	187,795	878,347	(1,001,451)	(64,691)	**-**
ACE Bridge Extension	-	53,359	(53,359)	-	**-**
Children in Need – main grant	3,362	39,243	(21,620)	-	**20,985**
WWCSC	1	-	-	(1)	**-**
Erasmus Well-Be	28,350	22,158	(43,982)	-	**6,526**
CAF Resilience Fund	335	-	-	-	**335**
D Stewart – SEND 50th Anniversary	1,250	-	(882)	-	**368**
Erasmus DiARC	23,994	42,728	(38,095)	-	**28,626**
DWP – Kickstart	48	937,818	(937,866)	-	**-**
Foyle Foundation	634	-	-	(634)	**-**
Charities Aid Foundation	164,858	27,270	(192,128)	-	**-**
Rutland Council Virtual School	4,288	8,437	(3,662)	-	**9,063**
The World Re Imagined	-	2,500	(2,500)	-	**-**
ACE Virtual Schools Project	-	7,290	-	-	**7,290**
	414,915	2,019,149	(2,295,547)	(65,326)	**73,191**
Unrestricted funds					
General	552,033	234,279	(72,821)	(506,031)	**207,460**
Designated Funds – Transition				571,357	**571,357**
	966,948	2,253,428	(2,368,366)	-	**852,008**

The income previously reported as a restricted fund under the heading Creative Mentoring Traded has, upon review, been recategorized as unrestricted income arising from a contract for services. The services delivered fall under the charity's overall charitable objectives and thus remain within the delivery of charitable activities. The comparative values within these accounts have been restated to reflect the reanalysis from restricted to unrestricted from 1 April 2021 onwards.

15 DESCRIPTION OF FUNDS

ACE National Portfolio Funding: investment to promote and deliver a demand-led cultural offer for schools, children, and young people across the East Midlands. Focussed on the Cultural Education Challenge, strategic partnerships, new investment, and quality provision to engage every child and young person in arts and culture.

ACE Bridge Extension (DfE): investment to improve and increase cultural education through networked schools and a diverse cultural offer.

Erasmus Well-Be – funding to work with international partners to support students emotional health, well-being and resilience in times of global crisis.

D Stewart - SEND 50th Anniversary - a donation to support SEND schools across the East Midlands and to mark the 50th anniversary of SEND provision within schools.

Erasmus DiARC – funding to work with international partners to build the resilience of young people and art communities to the negative financial consequences of the covid-19 pandemic.

DWP Kickstart - grant funding to support the delivery of the Kickstart programme, with The Mighty Creatives as a Gateway.

Charities Aid Foundation - to support the sustainability and development of our Creative Mentoring programme which supports YP in Need who are transitioning into employment.

Rutland Virtual School – To support a 6-week project exploring young people's stories of coming into care, to influence and advocate for more support for Children in Need.

Creative Mentoring Traded – funding to deliver our Creative Mentoring programme.

Children in Need Main Grant – To deliver 1:1 Creative Mentoring for Looked After Children in the East Midlands. The aim is to increase emotional resilience and the confidence to make positive decisions, and to improve relationships with friends and others.

The World Reimagined – To support the artistic creation of one of ten globe sculptures for The World Reimagined art trail across Leicester.

ACE Virtual Schools Project - To support 3 Virtual Schools with piloting the delivery of Artsmark in a virtual schools context.

Designated Funds - To support the organisation until 31st March 2026 as part of it's transition plan following the unsuccessful NPO Arts Council England bid.

THE MIGHTY CREATIVES

England & Wales - Charity number 1129006

Accounts

the mighty creatives

Fighting for the creative voices of children and young people

Annual report and financial statements

for the year ended

31 March 2022

Company number 06652046
Charity number 1129006

Annual report and financial statements

FOR THE YEAR ENDED 31 MARCH 2022

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CONSTITUTION

The Mighty Creatives ("TMC") is a company limited by guarantee and a registered charity governed by its memorandum and articles of association dated 27 October 2021. In the event of the organisation being wound up each trustee agrees to contribute £1 towards the costs of dissolution. The company is also registered with the Charity Commission for England & Wales. Charity number 1129006. Company number 06652046.

DIRECTORS

The directors of the charitable company are its trustees for the purposes of charity law. The directors serving during the year and since the year end were as follows:

Ms F A Woolf (Chair)
Mr V Malhotra (Vice-Chair)
Mr E P Boott resigned 26th October 2022
Mr A J Butler resigned 26th October 2022
Mr H A Safdar resigned 27th October 2021
Mr D Stewart resigned 27th October 2021
Mr J White
Ms V Kelly
Ms C Claxton resigned 31st August 2021
Ms M Maripise
Mr E Robinson-Green
Mr L Wolmarans
Ms R Thomas-Smith
Ms J Hallas
Ms N Charlesworth appointed 27th April 2022
Mr P Fielding appointed 27th April 2022
Mr J Simmonds appointed 27th April 2022

PATRONS

MR M BATT
MR M BAZ

SECRETARY

Dr R N Owen MBE

SENIOR LEADERSHIP TEAM (Management positions rather than Directors in company law)

Chief Executive Officer	-	Dr R N Owen MBE
Deputy Chief Executive Officer	-	Ms E Bowman

REGISTERED OFFICE AND OPERATIONAL ADDRESS

LCB Depot
31 Rutland Street
Leicester
LE1 1RE

AUDITORS
RWB Chartered Accountants
Northgate House, Northgate
New Basford, Nottingham, NG7 7BQ

Forward from our Chair of Trustees

I am pleased to report that The Mighty Creatives (TMC) has emerged confidently after the challenges of the Covid pandemic. We have been able to continue our work with children, young people, teachers, and the cultural and wider education sector in the East Midlands, delivering Artsmark and Arts Award and our Partnership Investment programme. Working with other Bridge organisations in England, we were also part of Let's Craft, an initiative to distribute art materials to the most disadvantaged children and young people through food banks.

We are especially grateful to Arts Council England and other major funders for showing flexibility in their conditions of support during 2021-22. The dynamic leadership of our senior team and the hard work of our staff meant that our programmes were able to thrive and in some instances expand during the year. We now have a hybrid approach to working and staff have responded positively to the new flexibility this offers.

TMC continued to deliver the Kickstart programme and when this ended in March 2022, we had found over 500 work placements for young people in the East Midlands and beyond. Our success rate at converting expressions of interest into concrete jobs was well above the national average.

Our innovative Creative Mentoring programme, which pairs young people at risk with a creative practitioner has been extended and is sparking interest across the country. We plan to become a national centre for this approach to learning.

Despite the constraints of Covid, we were able to work with European partners on two Erasmus-funded projects. The Well-Be rproject is researching the impact of the Covid-19 pandemic on the mental health of young people and the DiARC project is developing on-line training skills for creative practitioners who want to extend their skills base of working with young people online.

During the year TMC recruited and trained a group of 18 to 25 year olds to become our youth board. These talented young people have already helped us in important ways, including contributing to our new business plan. Young people have also been able to apply individually to our young empowerment fund and this has led to 19 commissions.

We completed the prestigious Pilotlight programme and are grateful to the four professional mentors from business and the creative industries who volunteered their expertise. This gave the senior management team and trustees an intense period of self-reflection which fed into our business plan. The process has refined TMC's programmes and given us a sharper focus and purpose.

The CEO, Nick Owen, and I joined TMC at about the same time and I would like to thank him for his hard work, enthusiasm, and inspirational leadership. TMC's profile, staff morale and its board needed to be strengthened when Nick took over and it is a great credit to him

and his team that the stakeholder survey we commissioned this year showed strong approval for the organisation among our users, funders and beneficiaries.

As is evidenced by this report, I can confirm that TMC is currently in a strong position, both financially and in terms of its staff team. We have more than three months of unrestricted reserves and can look forward with confidence.

Thank you to everyone on the staff and to my fellow board members for their work this year. I would like to extend particular gratitude to David Stewart for his generous donation to pay for artists to work in SEND schools.

Felicity Woolf

Felicity Woolf
Chair of Trustees
Signed on behalf of the Trustees
26th October 2022

OPERATIONAL REVIEW

1. Introduction

The voices, drumbeats, drawings, dance moves and unquenchable creative exuberance of over 200,000 children and young people[1] of the East Midlands: you can experience the impact of our work in over 2,000 schools and cultural organisations across the region.

Ours is a diverse region composed of many urban and rural communities: modern cities, urban sprawl, ex-mining villages and isolated coastal communities are all evident across the East Midlands. Despite its wealth of diversity though, our region also has more than its fair share of social deprivation and poverty. Our recent Stakeholder Engagement Strategy for example demonstrates that 44% of cultural and educational organisations we work with are located in areas of the first to the third deciles of the index of multiple deprivation.[2]

Evident in the rising tide of social deprivation are our young people who have faced an ever-increasing poverty of access to, and progression through, arts and culture in recent years. The reduction of arts in the school curriculum; the absence of sustainable youth services and the historical lack of equitable cultural investment have all contributed to a region where our young people find it increasingly difficult to experience what their peers experience in wealthier parts of the country. The onset of Covid-19 has exacerbated this problem by providing long term challenges to their mental health, well being, social connectivity, educational and economic prospects.

Our mission is to provide solutions to these challenges by working in partnership with our cultural and education stakeholders to combat this growing poverty of artistic opportunity and progression for young people. In doing so, we proactively contribute to improving their cultural health and capital, their health and wellbeing; their cognitive abilities, behaviour and educational attainment; and their social connectivity and life chances in general.

2. Our Vision, Mission and Theory of Change

Our vision is to inspire children and young people to harness the power of arts, creativity and culture for positive change. This means:

- Their engagement with artists and educators is driven by a personalised, person centre pedagogy in which mentoring and coaching play a fundamental role in generating personal change

- Engagement activities will place the creative voices of young people at the heart of the creative or cultural experience

[1] For brevity, 'young people' will be used instead of 'children and young people' throughout this plan and means children from birth to 25 years old unless the context requires the term to be used in full
[2] 68% of organisations we work with are located in areas of the first to the fifth deciles of the index of multiple deprivation.

- Engagement will be through the 'Mighty Youth Hub / Beacon' network: 5 designated places across our region in which programmes of activity are co-designed with local stakeholders in order to deliver our mission and outcomes.

3. Our Mission

To achieve this vision, our mission has five strategic objectives which all focus on improving the cultural lives of young people, especially those who are most disadvantaged:

I. To support young people to design, develop and deliver high quality creative activities in order to increase their participation and skills

II. To develop and promote creative expertise for the cultural education sector workforce

III. To build strategic partnerships which strengthen local creative and cultural access and progression opportunities for young people

IV. To develop and promote cultural practice which supports young people in need

V. To develop and promote employment and enterprise progression routes into the cultural and creative industries

We particularly provide and champion artistic and cultural opportunities for children and young people aged up to the age of 25 who are the most in need. We focus particularly on those communities with the highest levels of deprivation, in concert with the nationally designated 'Levelling Up' areas and Arts Council England's Priority Places.

This means that we prioritise our work on the areas of Ashfield, Bolsover, Chesterfield, Clay Cross, East Lindsey (Boston, Mablethorpe and Skegness) Lincoln, Newark, Northampton, North East Derbyshire, Mansfield and North East Lincolnshire (Grimsby and Scunthorpe).

4. Achievements

PROGRAMME REPORT FOR THE MIGHTY CREATIVES ANNUAL REPORT APRIL 2021- MARCH 2022

"At the beginning of this journey all I had was a vision and a small voice, hoping to be heard. Now seeing that vision come to fruition, I believe that my voice has been amplified." —Jess, Young Empowerment Fund (YEF) participant.

OUR ACTIVITIES ALIGNED TO OUR 2018-22 BUSINESS PLAN

In order to achieve our strategic objectives, we have delivered against the following programmes:

i. **Cultural Education** — supporting arts and cultural education for all children and young people.

ii. **Creative Communities** — supporting social and artistic placemaking through the creativity of children and young people.

iii. **Creative Mentoring** — working with young people in need who struggle to engage in education – or who are at risk of exclusion or disaffection.

iv. **Creative Futures** — supporting young people to kick-start their creative careers with the support required to lead creative enterprises and more broadly enter the jobs market.

ENGAGEMENT

50% of schools reached across the East Midlands

217,419 children and young people engaged in our work

530 young people moving from NEET to EET

2021-2022 saw us engage with 519 cultural partners and 556 school, taking us to an overall engagement of 1032 cultural partners and 1110 schools (50% of East Midlands Schools) since the start of our 2018 business plan.

The Mighty Creatives has seen a 54% rise in engagement with our programmed work since 2018 and a 20% increase in quarter 4 of this year compared to the same quarter last year.

We have continued to build our delivery across the region and expanded our engagement through our Kickstart and Creative Mentoring Programmes to reach partners beyond the East Midlands. We have continued to target our opportunities in areas of need and invested 83% of our grants and support in IMD areas 1-5.



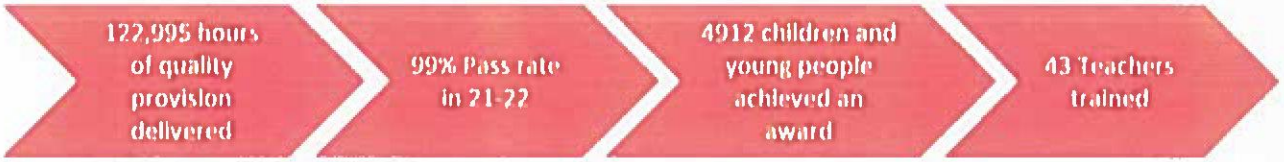
CULTURAL EDUCATION
ARTS AWARD

Our programmes have remained flexible in the wake of the pandemic, and we continue to work collaboratively with our partners to ensure our programmes support the needs of our stakeholders. For example, the Arts Award team introduced a *Return to School* support package, supporting schools to reengage their students through a creative intervention. Creativity is essential in supporting the wellbeing and mental health of both pupils and staff and we wanted to help ensure the continued inclusion of arts and creativity in school. We encouraged schools and arts partners to work together during this challenging period and welcomed joint applications from schools and individual artists/organisations who worked together as part of this funding. The *Return to School* grants supported **14** schools and awarded **986** children and young people with an Arts Award qualification.

> *"We know that Arts Award allows our children to find their voice and explore the arts in a way that wouldn't be possible for many of them outside the school environment. We have seen statistical impact in results of the children who have been taking part in Arts Award plus their Boxhall profile results (they do these assessments before and after the programme) show an improved confidence and self-belief developed through their work as part of Arts Award."* – Participating School

This year the Arts Award Team supported the delivery of **4912** awards across all levels. We have now reached just shy of 20,000 awards since 2018 through the delivery of *Start Up*, *Largescale* and *Progression Packages* and supported the digital development of 13 partners across the cultural and education sectors.

2021-22 ARTS AWARD STATS



Example of a project delivered through Digital Development Grants

THE BRUNTS ACADEMY SCHOOL

Research Question: How can Virtual Reality be a platform that enables young people to reflect on our rapidly changing world and can this medium also act as a solution for the increasing isolation that our vulnerable students are experiencing?
Key work: Using VR headsets with their Pupil Premium students.

- *YP creating their own virtual reality experiences-links with science and humanities.*
- *YP building co-spaces to explore topics like ancient Rome.*
- *YP building VR tour of the school for YP dealing with issues like anxiety. Working with Primary School and building links with local community.*

Since the completion of this grant the students have continued to develop their virtual tour for new starters to ensure their school is accessible and open to anxious pupils transitioning to secondary school.

ARTSMARK

The landscape for our education partners has continued to be a challenge over the past year, so the programmes of support offered by The Mighty Creatives have been vital and highly valued. We have continued to grow engagement through our Artsmark programme bringing an additional 61 schools onto the programme in 2021-22 surpassing our target by 10.9%. This year we have supported **372** schools along their Artsmark Journey, impacting the creative lives of **150,289** children and young people through education settings.
The team have delivered 110 consultancy sessions, 17 support sessions, 12 briefings and 13 Development days, alongside a host of additional 1:1 support.
More broadly we have reached our target on engaging **50%** of schools across the East Midlands and will continue to build on this engagement in the coming year.

WELLBEING, CREATIVITY AND SCHOOLS – REACHING NEW SCHOOLS IN TARGET AREAS

The Artsmark Team have continued to focus on supporting schools in their approach to mental health and wellbeing and launched our commissioned report - *"Wellbeing, Creativity and Young People: A Guide for Education Professionals".*

This report prepared by Jo Stockdale, *Well Within Reach*, was developed following feedback and engagement in the CPD sessions we ran in 2020. Supporting schools and students in the midst and aftermath of the Covid-19 pandemic, this free guide explores the positive impact of

creativity on children and young people's 'learning brains' and how this can help to strengthen young people's wellbeing and resilience.

" THANK YOU! What a fantastic resource, which I have shared and highlighted just a few of the many key findings. In the classroom, as a music teacher I see this vulnerability and the withdrawal and the "fight" that children are displaying. Never in 30 years have I experienced so many young people, children, so distressed" and "What a brilliant read. I've passed it on to my senior leaders at school. I have massive concerns in where the current curriculum is heading and how our young people are going to be disadvantaged socially, mentally ..... and academically as well. I think your paper explains it all so well."

The guide also includes a series of practical and creative activities that educators can use in the classroom. 69 different schools from the East Midlands have downloaded the report to date and 62% of these are non-Artsmark schools. Over 60 partners, organisations and practitioners have also engaged and downloaded the resource, plus many more schools from outside of the region.

WELL-BE

Well-Be project combines the efforts of 4 partners from UK, Bulgaria, Spain and Italy reflecting current challenges in the field of school education arising as a result of the global COVID-19 pandemic crisis.

Our project mission is to support secondary education students in building resilience skills and overcoming the negative effects of social exclusion after the end of the epidemic. This goal will be achieved by analysing the psychological (psycho-social) effects of social exclusion in students and, on this basis, updating educational priorities and focusing pedagogical measures on the needs of students in the post-epidemic situation.

We have envisaged 2 main intellectual outputs:

IO1 - Survey Research Handbook. This output will serve as a comprehensive approach to research the impact of crisis stress on the current mental state of secondary school students. By exploring the psycho-emotional status, attitudes, needs, motivations and types of their stress response we will equip teachers, parents and those interested in supporting young people in the post-epidemic situation and new realities with appropriate, reliable and effective measuring tools and coping skills.

IO2 - Teacher's Guide for working with secondary school students who have experienced the COVID-19 crisis: an online repository of How-TOs to support youth's psychological wellbeing and to keep positive climate at school. This output will provide systematic information on adequate interaction approaches, training methods and specific thematic developments to overcome the effects of the crisis, restore mental well-being and develop personal resilience of students between the ages of 14 to 19.

The research programme which generated IO1 was carried out this year. The research approach combined quantitative (questionnaires) and qualitative metrics (interview). Three survey modules were developed, for students aged between 14 and 19, for parents and teachers of children of the same age in 4 language versions (Bulgarian, English, Spanish and Italian), as well as three models for a standardised interview with representatives of these three groups. Testing of the modules was conducted online between May and November 2021 on a sample of 1556 participants from Bulgaria, the UK, Spain and Italy in total: the UK sample constituted 522 responses to the programme as a whole.

A summary of the identified problems, vulnerable groups and recommendations for actions that could enhance students' recovery from the pandemic is proposed below.

Problem areas

Perhaps the most prominent problem area is the generally low state of mental health, reported by students, their parents and their teachers. Although the pandemic has lead to restrictions which are primarily of physical matter, the surveyed samples do not raise their voice on matters concerning physical, but mental health.

What is more, parents fail to recognise the severity of this situation which calls for action aimed at shrinking the gap between students' experience and their parents' perception of it. This lower level of subjective wellbeing is proven to be in a relationship with school performance and learning. This means that any actions aimed at improving knowledge acquisition need not be only pedagogical ones but also complemented with attention to the students' psychological state, difficulties, and resources.

It is identified that restrictions posed on socialisation and personal space are the gravest ones for teenage students. The lack of social relationships, peer support and live contacts are severe stress sources for students which even lead to self-doubt and social anxiety about communication after the pandemic.

Another major issue brought about by the pandemic is that of limited personal space. Being forced to stay in one and the same place constantly, being deprived of the social significance of the place they have in school and having their parents constantly present is a source of great frustration for students aged 14-19. The situation is worsened by the fact that it is difficult for parents to recognise this struggle for their children.

Also, the large periods of time spent in front of the screen, the hectic new schedule during distance learning, the challenges to the students' organisation skills which lead to sleep deprivation are another issue which leads to emotional, cognitive and behavioural problems.

The main stress symptoms which all of this brings are rather emotional and somewhat cognitive: anxiety, fatigue, lack of desire to act and sleeping problems.

It is important to note that, apparently, parents pay more attention to behavioural problems and problems related to organisation and responsibility. Such problems are not reported by

students but they are also missing from teachers' reports. This leads to the conclusion that parents focus excessively on the performance of their children, overlooking the role which their stress symptoms play in everyday activities.

Teachers recognise mental health problems and low self-esteem as major effects of the pandemic and highlight the importance of combating these problems.

Survey results show that teachers might be right. Students with worse mental health markers have more difficulties with their school performance and learning activities. Their success is also connected to personality characteristics like flexibility, adaptability, organisation, ability to focus, persistence. These are major areas on which to focus development programs for students – teenage or younger.

Perhaps the lack of such adaptation resources, the pressure during the pandemic and the misrecognition of stress symptoms as laziness and irresponsibility by parents, all contribute to the inability of children to use constructive coping strategies – a tendency which is both observed by parents and self-reported by students.

Succeeding in such changes might prove challenging given that the help of doctors, teachers and psychologists is not utilized or not recognised as useful by both students and parents.

Vulnerable groups

Results clearly identify the LGBTQ+ students as a vulnerable group with their report of worse mental health, lower levels of subjective wellbeing and their opinion on possessing less personality potentials; specifically, they feel they do not benefit from positivity and flexibility.

Another group difference identified in the study is that of student taught in a hybrid form. According to the gathered data, hybrid schooling has some downsides in comparison both to at-school and online teaching.

CREATIVE COMMUNITIES
LOCAL CULTURAL EDUCATION PARTNERSHIPS

Through our Creative Communities programme, we have supported the continued delivery of 8 Local Cultural Education Partnerships (LCEPs) and the set up of an additional LCEP for High Peak. Each LCEP has received additional investment from The Mighty Creatives in 21-22 to support the sustainability of the partnerships. For two LCEPs this has been used as match to secure additional funding from ACE to support the development of their partnerships for the next two years and beyond.

> *"[TMC] have nurtured us throughout our journey, elevated us and supported us to unlock our community's potential. They are true advocates for grassroots arts, and we are proud to be working with them. I really hope we can continue to explore new opportunities for our CYP through their youth hub."*—Community Growth

In this period The Mighty Creatives supported 7 LCEPs to develop their response to Equality, Diversity and Inclusion (EDI) through the commissioning of Munira Thobani to deliver one-to-one support. These sessions supported each LCEP to develop their own EDI strategies to embed EDI across their work.

CREATIVE COMMUNITIES FUND

In 2020, in response to Covid-19, The Mighty Creatives launched the first round of our Sector Support Commissions, now known as the Creative Communities Fund. In the midst of the period of uncertainty of what Coronavirus would mean for the creative sector and our regions' young people, we stepped up to the challenge by repurposing some of our planned investment through The Cultural Life Fund to support the arts, cultural and education sectors at the height of the pandemic.

The first round saw 8 commissions of grants ranging between £3,000 - £5,000 awarded to cultural organisations and individuals to produce projects that supported vulnerable children and young people by delivering creative responses to the challenge posed by Covid-19. The grants were hugely successful and have since become an embedded programme for the Creative Communities Team.

In this period, we have supported a further 7 partners to deliver work for our most in need children and young people.

Example of project delivered through CCF

MORGAN STOCKTON: THE LITTLE STORYTELLERS CREATIVE COMMUNITIES FUND RECIPIENT

"The Little Storytellers is a platform for children and young people who regularly use hospital services. We amplify their creative voices, whilst providing an opportunity to reflect on their situations or escape from them momentarily through play, creativity, and stories.

Through our project we supported the creation of 13 stories made in collaboration with Leicester Royal Infirmary's Children's Hospital School and children who regularly use Leicester Hospital services age 2 - 13. They were a collection of inspiring, funny and moving stories; some were reflections on their time in hospital or their illness, others were an escape to wonderous imaginary realms.

The stories and creative work were exhibited at Leicester Gallery, and we held a launch party the day before the exhibition publicly opened, for all the families who took part. The exhibition was named SPLAT after a drawn element in The Criminal Mistake by Charlie, 8 years old, which we also made into stickers for the attendees. Charlie attended the launch party with his mum and grandparents and was immediately thrilled to see the exhibition named after his drawing. He was also able to meet Tia Chand-Corey the projects Illustrator-In-Residence who digitally illustrated his SPLAT.

There were many moving moments throughout the day. It was a space for the children to celebrate their achievements, meet and play with other children who are in similar situations and for the families to find peer-to-peer support in each other.

"Archie really lacks confidence as he misses a lot of school due to appointments but taking part in The Little Storytellers has given him a real boost. He is already thinking of ideas for a second book!" – Parent Feedback.

The Mighty Creatives were incredibly supportive throughout the whole process of this project, and I am so grateful for the time, energy and funding they invested in me and The Little Storytellers. I am proud to have been funded by The Mighty Creatives and their commitment to fighting for the creative voices of children and young people. As a young person delivering a project for other young people, receiving this grant was a huge endorsement in myself as a freelance artist educator."

YOUNG EMPOWERMENT FUND

Like the Creative Communities Fund the Young Empowerment Fund (YEF) was also launched as a response to the pandemic. To date we have delivered 3 rounds supporting 43 young people 19 of whom were support in 21-22, with a further round planned for 22-23.
At the heart of the fund, is the belief in young people's creative agency, their capacity to deliver change for and of themselves. YEF is an open access application, meaning that any young people meeting the criteria are able to apply.

Example of project delivered through YEF – Jess Fisher

JESS'S STORY: OVERCOMING ISOLATION THROUGH MUSIC IN LOCKDOWN

"My project was inspired by lockdown and the impact of the Covid-19 pandemic back in 2020. I didn't really know what to do with myself at the time – I wanted to be creative and share my story. I thought 'What can I do to inspire other people?'. So, I thought I'd share my own story and how music has helped me.
My target audience was people with disabilities, because I'm very passionate about that. I wanted to say, 'don't let the label define who you are'. I wanted people to see a different view of disability. Society always expects us to be okay, but we still have feelings and we're still human. I wanted to get the point across that even though we might have to do something in a different way, we can adapt everything to make it work – and that's the same for creative outlets.
The project really boosted my confidence, because I had to work with another artist who lived in another part of the world. Because I took ownership of that, it gave me a sense of confidence in knowing that I can do things for myself and that I don't always have to rely on other people. It proved to myself that I could take ownership of things and that I didn't need approval from others to make important decisions.
I really want to say thank you to everyone involved in the project. It provided me with so much motivation and helped me to realise that I can still do things. TMC made me feel so at peace during such a strange time – a time where no one knew what was going to happen.
I would describe the programme as Inspiring, motivating, uplifting – it was a really uplifting project and I'd do it again in a heartbeat!

LET'S CRAFT



There is an assumption that most children and young people have 'the basics' - pens, paper, glue, something to colour and be creative with - but this isn't the case. The pandemic has shone a light on the lack of equity and access to basic resources for our country's children and young people. Over the last 18 months The Mighty Creatives has been working with ChalleNGe and other key partners across the region to deliver creative and crafting resources to foodbanks, community groups and schools. We have focused our delivery on children and young people most in need to ensure they have the basics to express themselves and be creative. To date we have delivered over 30,045 packs.

In 2021 we secured our partnership with the Crafts Council to develop a national campaign linking Bridge organisations and wider partners across the country. Together we have distributed over 250,000 packs to families in need.

YOUTH PROGRAMME
CREATIVE MENTORING

Creative Mentoring offers support for care experienced children and young people and those living in need (aged 5–25) empowering them to use creativity as a tool for positive change with the 1:1 support of a Creative Mentor. We have 67 freelance Creative Mentors, who receive access to our dynamic training programme, designed to develop creative practitioners' and artists' social pedagogical practice, with professional supervision from educational psychologists.
As a result:

- 201 children and young people received 3000 hours of support.
- 70% of these children and young people made some/significant progress through the programme.
- 90% of children and young people increased their confidence, with 85% reporting they were better able to make decisions independently due to the support.
- 100% of participants are now in full/part time employment, education and training placements. These participants were not regularly attending any form of education or training at the start of their placement.

We have and continue to build strong relationships with Local Authority (LA) partners and Virtual Schools (VS) and continue to co-Chair the Midlands VS Network with Arts Connect to champion the cultural entitlement of every care experienced child and young person across the Midlands.

YOUTH BOARD

This year has seen the development and integration of The Mighty Creatives Youth Board. They are a diverse group of seven young people (18–25) each with their lived experience

aligned to our work. They meet monthly and are encouraged to reflect on the past, examine the present, and shape the future of our work. They have been intrinsic to shaping our new business plan and have offered input and insight into the development of applications and programmes.



A REFLECTION ON THE FIRST YOUTH BOARD AWAY DAY – JANAH, YOUTH BOARD MEMBER

After the interference of the coronavirus pandemic, on Saturday 15th January the Youth Board at TMC had the opportunity to meet in-person for the group's first Away Day.
As a charity ambitious about the empowerment of children and young people, the Youth Board are at the heart of TMC. With an agenda full of visioning, reflection, and lots of fun, the Away Day gave the Youth Board the space to reflect on the past, examine the present, and shape the future of TMC's work.
The day consisted of discussions and exercises which brought the creative into the strategic, allowing our young people to showcase their identity as unique contributors to the charity whilst making real change. The board, in collaboration with TMC staff, voiced their opinions on the next steps for TMC and formed strategies to tackle the issues that are most important to young people today, such as the respect of the arts, accessibility and disabled rights, sustainability, and mental health (especially in light of the pandemic).
Highlights of the day included an origins exercise in which the board were encouraged to share their story, strengths and ambitions (with giant post-it notes and coloured pens at the ready), a visual mapping task in which teams of young people made collages reflecting their vision for TMC, and a placard-making session in which groups could identify, summarise and express a cause that they would march for. And of course, the pizza.
The Mighty Creatives' Away Day was a refreshing take on a business meeting. The day was fun without being "dumbed down" or ineffective, and the young people were given equal opportunity to contribute to the strategy, business planning and overall image of the charity in the best interests of those we know best: young people.
As a Youth Board member and part of TMC's target audience I felt that my ideas were truly valued and respected irrespective of my age, and it was inspiring to see the unique and invaluable experiences, abilities and perspectives of every member. Like many of my peers, I left the day feeling inspired and with a new sense of confidence in the power of creativity. The world needs more opportunities such as this, in which the younger generation are guided without being overpowered, and are seen as not only the future, but the present.

CREATIVE FUTURES
KICKSTART & EMPLOY ME

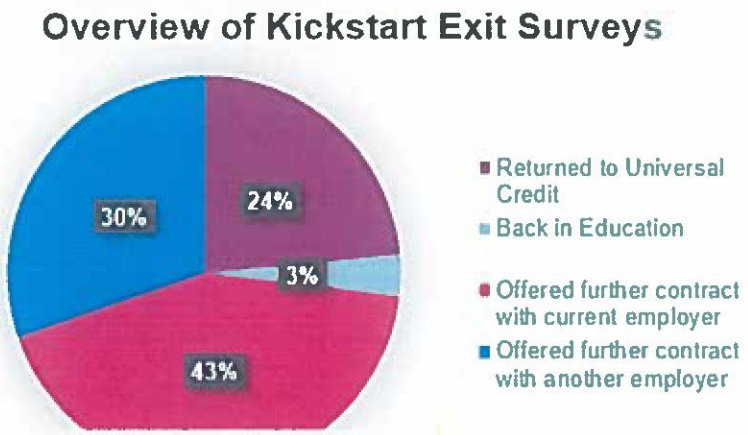
In 2020 The Mighty Creatives successfully applied to be a gateway for the Government funded Kickstart Scheme as an opportunity to fundraise and help combat youth unemployment during the COVID-19 national crisis. The Kickstart Scheme provided employers with a grant fund of £1560.00 per 'Kickstarter' as well as grant funding to support wages at National Minimum Wage including NI and Tax contributions for 25 hours per week over six months. The Mighty Creatives as an approved gateway receives £300.00 per role filled.

To accompany the administration support we created an interactive online one size fits all course, with optional 1-2-1 mentoring support, known as The Mighty Creatives Employ ME Course.

Whilst the Kickstart programme has now wound down, a successful application to the Charities Aid Foundation has meant that we will be able to build on the work of the last year and link it to the Creative Mentoring programme.

This supports young people aged between 16 and 25 in need who are transitioning from education, training and unemployment into employment through our personal development and re-skilling programme. The grant will also support our organisation by training a cohort of professional creative mentors who will be essential for the sustainability of the programme once this grant comes to an end.

We have successfully supported 530 young people into work (69% of our available positions). At the end of the placements, an exit survey is completed and so far, has revealed the following:



Number of completed surveys: 119

To date, we can see that less than 25% of young people have reverted to receiving Universal Credit and almost 75% have been given the opportunity to continue with employment.

We have only received responses back for 22% of placements, so it will be interesting to see if this trend continues.

DIARC: PROMOTING QUALITY, INNOVATION AND RECOGNITION OF YOUTH WORK PROGRAMME (ERASMUS+)

The DiARC project combines the efforts of 4 partners and an extended network of 8 associated partners, representing two main regions of Europe – Western (UK, Belgium), and South Eastern (Bulgaria and Slovenia). The starting point of our collaboration is supporting youth to becoming more resilient in addressing COVID-19 negative impact and similar crisis in the future. Furthermore, we would like to support art professionals, who are negatively influenced by the current pandemic to get a chance of alternative employment route as online trainers of youth.

With the current project we would like to integrate our know-how in providing training for young persons in the field of creativity, entrepreneurship, coaching and soft skills into a comprehensive online training course (IO1) for nurturing resilience and encouraging them to be develop their artistic talents in combination with their entrepreneurial skills, so to serve in better way to themselves and their communities.

We train art professionals (IO2) to be online trainers in this course. We will enrich the online training process through a set of digital creativity cards (IO3).

In 2021 / 2022, we developed the content for the online training course (IO1) and recruited three artists to participate in the programme (IO2). The results of their work will be reported in the 2022 / 2023 Annual Report.

5. PLANS FOR 2022 / 2023: THE PLANNING CONTEXT

Our organisation is now at a critical time in its 12-year history. The pre-pandemic expectations of public funding for the arts and the very nature of what it is to experience the arts individually and in community, can no longer be taken for granted. The pandemic will continue to wreak havoc with young people's lives for some considerable time and we are only just beginning to understand the effects on their long-term education and employment prospects.

We are also at a critical juncture with our main investor, Arts Council England, who have supported us with significant investment since our inception in 2009. Their ambitious Let's Create Strategy for 2020 – 2030 requires all cultural organisations to reassess and restate their place in the cultural firmament and we are no exception to this challenge.

2022/2023 thus marks a transition year for us and we have produced a new 4-year business plan to steer us through this period and onto 2026. That plan delivers the programmes, outputs and outcomes below.

However, the result of our application to Arts Council England to join their National Portfolio will have a strong impact on the rate and level at which we can deliver that business plan and various operational plans are in place to address the potential outcomes of that application process.

Objective	Stakeholders	Typical Activity	Outputs	Outputs	Programme
1.1. To support young people to design, develop and deliver high quality creative activities in order to increase their participation and skills 1.2 To develop and promote creativity expertise for the cultural education sector workforce	Children and Young People Teachers Other Bridge Organisations: Arts Connect, IVE, Festival Bridge Virtual Schools SEND schools PRUs Charities	Action research / CPD for artists and teachers including commissioning programmes Teaching for Creativity SEND focus / EY focus Artsmark	100,000 children and young people in schools across the East Midlands will have been engaged with a Mighty Creatives arts and cultural activity by 2026. Over 60 additional CPD for teachers and artists[3]	Children and young people feel empowered to lead their own creative journey and recognise and use the skills they have developed to improve their life chances. More educators and practitioners understand, practice and advocate for the power of creativity as a tool for improving opportunities and outcomes for children and young people in need.	Creative Schools

[3] An increase from baseline of 43 in 2020/ 2021

Objective	Stakeholders	Typical Activity	Outputs	Outputs	Programme
2. To build strategic partnerships which strengthen local creative and cultural access and progression opportunities for children and young people	Schools Public sector services Artists, creative practitioners Crafts Council IVE	Young Empowerment Fund commissions Arts Festivals Let's Craft packs Creative Communities commissions	25,000 children and young people in communities across the East Midlands will have been engaged with a Mighty Creatives arts and cultural activity by 2026. Deliver 20 creative leadership projects co-created by, with and for children and young people	More young people supported by clusters of partners to access, engage with and progress through creative and cultural opportunities.	Creative Communities
3. To develop and promote cultural practice which supports children and young people in need	Children and Young People Referral Agencies Local Authorities Arts Connect	National Centre for Creative Mentoring CPD for workforce Delivery of creative mentoring (present in the hubs for 16+ care leavers)	Over 270 registered children and young people in need engaging with Creative Mentoring[4] National Centre for Creative Mentoring	Delivering a full programme of support that has developed cultural practice in Creative Mentoring supporting more children and young people in need.	Creative Mentoring

[4] An increase from a baseline of 132 in 2020/ 2021

Objective	Stakeholders	Typical Activity	Outputs	Outputs	Programme
4. To develop and promote employment and enterprise progression routes into the cultural and creative industries	Young People Employers Artists and creative practitioners Teachers DWP Other Bridge Organisations: Arts Connect, IVE, Festival Bridge Creative Alliance Local Enterprise Partnerships and the Careers Education Company	Pre-employability training programmes Apprenticeships Employer Networks Qualifications: inc Arts Awards, M.A, M.Ed., CPD Board Academy Youth Leadership	Over 160 young people who are NEET (not in education employment or training) move from NEET to EET (being in education employment or training)[5]	Young people who have grown up in need have access to a range of career pathways and progression routes and the support to shape their own creative futures.	Creative Futures

[5] An increase from a baseline of 120 in 2022/ 23

Conclusion

It is crystal clear to many that the arts, creativity and cultural education have a fundamental role in supporting young people to improve their personal well being, their educational achievement and their life chances in general.

Whilst research into the effects of arts and culture on young people is likely to continue for some considerable time, we know from our lived experiences that it is very important to provide young people who are most in need with access to and progression in the arts, culture and creativity and so contribute to the levelling up of their life chances and opportunities. That need has become more acute in recent years and it is essential to step up our offer and ensure that they are at the heart of our vision, mission and programmes.

Finally, I'd like to thank our funders, partners and sponsors who generously supported us this year. I would particularly like to thank Arts Council England, Children in Need, What Works for Children 's Social Care (WWCSC), The Swire Foundation, The Charities Aid Foundation Resilience Fund, The Department for Work and Pensions (DWP) Kickstart programme and Erasmus+ from the European Union (EU) for their support, flexibility and faith in us.

Signed on behalf of the Trustees on 26th October 2022

Felicity Woolf
Chair of the Board of Trustees

DIRECTORS' REPORT

The directors, who are also the trustees, present their report and accounts for the year ended 31 March 2022.

LEGAL AND ADMINISTRATIVE INFORMATION

TMC is a company limited by guarantee, without share capital and incorporated on 1st July 2008. We were also granted charitable status on 3rd April 2009 as an educational charity registered in England and Wales. Our governing documents are included within our Memorandum and Articles of Association.

The company is led by a strong group of Trustees who have extensive experience and expertise in the cultural, education and commercial sectors and together bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy and innovation. They also reflect the geographical diversity of the region which the company aims to serve. The Trustees are led by the Chair, Felicity Woolf and Vice Chair and Chair of Operations & Finance, Vivek Malhotra.

We are grateful to all the Trustees, listed on page 3, who held office during the year.

Our Trustees meet quarterly to agree strategic direction, receive reports from staff, approve budgets and finance reports and endorse and review policies.

The Operations and Finance Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise budgets and finance reports in detail to safeguard the finances of the organisation, manage and review risks. The Committee also deals with issues such as pay levels and child protection. The Committee reports to, and makes recommendations to, the Board of Trustees.

At the end of March 2022, there were 11 serving Trustees on the Board.

Under the terms of the articles of association, Trustees may serve for two terms of three years, with the Board having discretion to agree to a further three year term, bringing the maximum term to three terms of three years duration.

Trustees regularly address skills and knowledge gaps with appointments open to any suitably qualified member of the public. Trustees are appointed through Board recommendation or a formal recruitment process comprising advertising and awareness through social media, similar to that used for the recruitment of staff. All newly appointed Trustees receive instruction on the activities of the charity and their responsibilities as a Trustee. They also have opportunities to see work in the field and we have proactively built this into the meetings structure.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 8 of the annual accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and, in accordance with our policy, withdraw from decisions where a conflict of interest arises.

STATEMENT OF PUBLIC BENEFIT
Our Trustees and senior staff are responsible for making sure everything we do is focused on achieving lasting public benefit, as defined by the Charity Commission. Our governing documents define our core objectives as

> *To promote such charitable objects and purposes for the public benefit as the Trustees think fit, in particular and without limitation, to the generality of the forgoing words to advance the education of children and young people and those who work with them through creative and cultural activities.*

We review our public benefit and charitable purpose on an annual basis.

RESERVES POLICY
Our Trustees review our reserves policy and levels on an annual basis, in the context of an ever-changing organisation and its working capital requirements. The policy states that a minimum of three month's staffing and infrastructure costs should be held in reserve, with the sum being made up over a five-year period.

We have limited scope to put money to reserves, with most of our income coming from restricted funding. This year TMC surpassed its minimum reserves target and at 31 March 2022 holds £523,953 in unrestricted reserves (2021 - £301,435)

GRANT MAKING POLICY
TMC makes grants to schools and other organisations working in the field of culture, creativity and enterprise. The nature and size of the grant is solely dependent on the size and nature of the funding that TMC received from funding bodies to distribute.

MANAGEMENT AND ORGANISATION
The daily responsibility for leadership of The Mighty Creatives rests with our Chief Executive and Deputy Chief Executive.

During 2021/22 the following senior leadership team was in place:

- Chief Executive: Dr R N Owen MBE
- Deputy Chief Executive: Emily Bowman

Key management personnel remuneration is determined with reference to the market place and what is recognised as acceptable practice by our core funder, Arts Council England. It is also determined by assessing the overall salary costs of the company and ensuring that salaries reflect the nature of the work, the company structure, and sectoral expectations. Remuneration is agreed at Board level.

RISK MANAGEMENT
The Trustees have a risk register in place which addresses the major governance, operational, financial, reputational, legal and regulatory risks that might impact up the core

purposes and key objectives. These risks are managed by a comprehensive set of policies (subject to review) and long standing practices, set out in our Employee Handbook.

The most significant risks we faced in 2021/2022 were of a financial or operational nature. They are summarised, along with the relevant mitigation measures, below:

TYPE OF RISK	NUMBER	POTENTIAL RISK	Consequence of risk	INHERENT ASSESSMENT		OVERALL LEVEL OF RISK	How to mitigate the risk	Who's responsible for implementation			
				Pre-Mitigation Impact	Pre-Mitigation Probability	Pre-mitigation			Post-Mitigation Impact	Post-Mitigation Likelihood	Post-Mitigation
Operational	1 1	Lack of consideration for staff health and well being	Poor staff retention rates	2	2	4	Performance management systems in place which are reviewed annually Training and Development plan reviewed annually along with regular 1:1s	Business Manager	1	2	2 - Tolerable
Operational	1 2	Lack of capacity	Lack of inappropriate resources to deliver activities as required Inappropriate recruitment to roles	2	3	6	Ensure projects are fully costed and funded adequately and appropriate staff are consulted New jobs adhere to recruitment and selection procedures and Equality Policy	CEO / DCEO / Business Manager (Recruitment)	2	2	4 - Moderate
Operational	1 3	Poor working environment	Inappropriate office space, ICT equipment	2	2	4	Replacement policy of ICT equipment in in place, regular review of usage of office space Introduction of a Hybrid working model	Business Manager	2	1	2 - Tolerable
Operational	1 4	Not delivering contracts	Loss of funding, reputational damage, long term sustainability of the charity	3	3	9	Regular monitoring of project performance against contract KPIs and outputs, regular reporting to funders on project performance	CEO (non-Bridge work), DCEO (Bridge)	2	1	2 - Tolerable
Operational	1 5	Lack of diversity in the workforce	Unable to engage beneficiaries, unable to deliver charity's mission	3	2	6	Regular review of Equality Policy and Action Plan. Diversity Working group in place Training programme being introduced for all staff Working with recruitment consultant	CEO	2	1	2 - Tolerable
Operational	1 6	Lack of Safeguarding policy	Unable to deliver charity's vision or meet legislation Children and young people in danger of harm	3	3	9	Regular review of Safeguarding Policy and Action Plan, regular staff training in safeguarding provided, named safeguarding officers on staff team and on Board of Trustees All Trustees and staff receive basic training at induction New log created to monitor safeguarding disclosures by CSLs	DCEO	2	1	2 - Tolerable
Operational	1 7	Return to office working increases risk of staff contracting COVID	Staff are off for prolonged periods of time	2	3	6	Keep WFH option and develop hybrid working policy in consultation with staff Close office if there is a COVID outbreak and revert to virtual meetings	CEO	2	2	4 - Moderate
Operational	1 8	Exposure from others due to: 1) Living with someone with a confirmed case of COVID-19 2) Have come into close contact with a confirmed case of COVID-19	Staff contract virus and as a result are off for a prolonged period of time Programmes not delivered to time	2	3	6	•Update Human Resources with absence identifying Coronavirus and manage absence in line with company HR policies / procedures ADVISE STAFF OF THE FOLLOWING •Do not come into the office where someone you live with has been diagnosed •Follow NHS / 111 advice as required. Do not attend GP surgery or public places if confirmed to help reduce spread of the disease •Company to ensure vulnerable persons (elderly pre-existing health condition, lower immunity) employed are individually assessed •Follow good hygiene measures at all times •Ask friends, family members or delivery services to do errands for you •Do not take any antibiotics as they do not work against viruses	CEO / DCEO / Business Manager (HR)	2	2	4 - Moderate
Financial	2 1	Lack of income available to deliver programmes	Sustained lack of income from a range of sources	3	3	9	Implementation and monitoring of income generation strategy	CEO	2	2	4 - Moderate
Financial	2 2	Lack of Financial controls and systems	Projects overspend, inappropriate reporting of expenditure by budget holders, loss of contracts with funders, fraud leading to legal investigations	3	3	9	Financial controls and procedures are reviewed regularly with auditors, regular project reports are produced for funders, financial controls are a shared responsibility for appropriate members of staff	Business Manager, CEO, DCEO and budget holders as necessary	2	1	2 - Tolerable
Governance	3 1	Insufficient skill base of trustees	Trustees unable to support vision, trustees become unrepresentative of the sectors we work with, lack of income generation and financial control capabilities, lack of cultural diversity	2	3	6	Regular audit of skills base against the charity's needs, relevant recruitment procedures as required	CEO	2	1	2 - Tolerable
Governance	3 2	Poor or irregular attendance at Trustees meetings	Poor decision making, low 'buy-in' to the charity's vision and business plan	2	2	4	Adhere to Memorandum and Articles of Association, trustee induction process established and reviewed, monitoring attendance at meetings	Chair of TMC	2	1	2 - Tolerable
Governance	3 3	Inappropriate governance structure	Inability to generate income from a wider range of sources	3	3	9	Regular review of fitness for purpose of the charity's legal structure	CEO / DCEO / Business Manager	2	2	4 - Moderate
Governance	3 4	Lack of knowledge by trustees of the charitable sector	Trustees make inappropriate decisions, are unable to inform charity's vision or contribute to advocating for it	2	3	6	Induction procedures for new trustees, regular training and development plan for all trustees	CEO	2	1	2 - Tolerable
Business Continuity	4 1	Major office disruption	Lack of access to offices or equipment	2	2	4	All staff provided with laptops, emergency comms strategy in in place, use of Cloud based computing technologies	Business Manager	2	1	2 - Tolerable
Business Continuity	4 2	Cyberattack	IT systems are hacked into and fail	3	2	6	All systems are regularly back up by external provider	Business Manager	3	1	3 - Moderate
Business Continuity	4 3	Unplanned key staff absences	Lack of knowledge and skills for projects, funding bids not being submitted on time	3	3	9	Major project strategies are shared amongst key staff, processes for recruitment for new staff are in place A business continuity plan is in place to cover these eventualities	CEO / DCEO / Business Manager (Recruitment)	2	2	4 - Moderate
Business Continuity	4 4	Reputational damage	Adverse PR, loss of contracts and income, damaged operations due to stakeholder withdrawal	3	3	9	Implementation of crisis management policy including comms strategies for both staff, trustees and external partners	CEO	2	2	4 - Moderate
Strategic	5 1	Adverse political climate for arts and education	Withdrawal of funding for the sector	3	3	9	Regular targeted and strategic advocacy and lobbying by key personnel and trustees	CEO / DCEO / Chair	2	2	4 - Moderate
Strategic	5 2	non-prioritisation of children and young people in Arts Council England's 10 Year Plan	Bridge contract stops in 2023	3	3	9	Advocate regularly for CYP at ACE and at national levels' diversify skill base of organisation & develop new contracts	CEO / DCEO	2	2	4 - Moderate

STRATEGIC REPORT

TMC receives income through grants and contracts for services which are based on funding agreements for variable lengths of time. Activities are planned over the life of the individual project which ensure that all anticipated income is spent, except for retaining a prudent amount in reserves if the grant permits this.

In order to preserve the liquidity of the organisation we do not currently invest income for more than one year. The strategy therefore is to retain funds as cash and place them in bonds or other bank deposits at the best rate obtainable.

Having been through an intensive period of organisational development over the last 12 months, the charity has determined that it is currently in a strong position to develop its income generation activities to direct the future growth and sustainability of work in the region.

The charities Income Generation Strategy is a fundamental component of The Mighty Creative's ongoing strategic development. The key aims of the Income Generation Strategy are to diversify the charity's income, in order to improve its financial sustainability; and to put procedures in place for effective long-term fundraising management.

Our largest source of income is Arts Council England (ACE), who fund us as the ACE Sector Support Organisation (£3.45m over 4 years) for the East Midlands.

In 2018/19 this funding accounted for 75% of our income and in 2019/20 we were successful in reducing this dependency to 63%.

Whilst our relationship with ACE is fundamental to delivering against our charitable aims; we continue to aim over the course of this business plan to reduce our dependency on a small number of funders to less than 50% of our turnover.

Since 2016 we have diversified our programme income to include Spirit of 2012, Lottery Fund and Children in Need. However, our core costs covered through our net income remain significantly dependent on ACE SSO funding.

Our financial ambition is built upon achieving the following goals:

i) Maintenance of levels of provision delivered in 2018/19 within a financially sound and sustainable framework
ii) Reduction of our dependence on a small number of investors
iii) Achievable, realistic diversification of investment base
iv) Maintain our reserves policy at 3 months running costs
v) Implementing the growth agenda of our business plan.

In developing our Income Generation strategy, the charity's current priorities have been considered, and three have been highlighted as being particularly relevant: developing the

charity's financial reserves, funding the development services (associated projects and programmes) outlined in the 2019 – 2024 Business Plan, and establishing income generation rules and procedures of best practice for delivery across the staff team and organisation as a whole.

Considering these factors, 5 core strands of income generation activity have been identified as the key areas to focus the Charity's income generation efforts:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Legacy Giving
5. Traded Services (Sales)

In addition, the strategy will support the development of the charity's infrastructure by targeting investment in developing our fundraising management and supporter data systems and processes.

DIRECTORS' RESPONSIBILITIES FOR THE ACCOUNTS

The Directors are required to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit for that period. In preparing those accounts the Directors 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 departures disclosed and explained in the financial statements; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and other applicable law and regulations. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in note 1 of the financial statements.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed on behalf of the Directors on 26th October 2022.

Felicity Woolf
Director

INDEPENDENT AUDITOR'S REPORT
to the members of The Mighty Creatives

Opinion
We have audited the financial statements of The Mighty Creatives (the 'company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, and Statement of Cashflows 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).*

In our opinion, the financial statements:
- give a true and fair view of the state of the company's affairs as at 31 March 2022 and of its surplus 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 company 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
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:
- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information
The directors 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.

Opinions 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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement set out on page 25, the directors 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 directors 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company 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.

Extent to which the audit was capable of detecting irregularities, including fraud

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:

- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our experience through discussion with the Officers and other management (as required by auditing standards)
- We had regard to laws and regulations in areas that directly affect the financial statements including financial reporting (including related trade union legislation) and taxation legislation. We considered that extent of compliance with those laws and regulations as part of our procedures on the related financial statement items.
- Except for any known or possible non-compliance, and as required by auditing standards, our work in respect of these was limited to enquiry of the Officers.
- We communicated identified relevant laws and regulations to the business throughout our audit team and remained vigilant to any indications of non-compliance throughout the audit.
- We addressed the risk of fraud through management override of controls, by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

- Identify and assess the risks of material misstatement of the financial statements,

whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. Ifwe conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the company to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the company audit. We remain solely responsible for our audit opinion.

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

Neil Coupland FCA (Senior Statutory Auditor)

For and on behalf of RWB CA Limited, Statutory Auditor

Date: 26/10/2022

Statement of financial activities
Including Income and Expenditure Account
for the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
INCOME					
Income from charitable activities	3	202,223	3,836,206	**4,038,429**	1,356,772
Income from other trading activities					
Consultancy & Traded activity		30,102	28,080	**58,182**	108,575
Investment income		194	-	**194**	424
Total income		232,519	3,864,286	**4,096,805**	1,465,771
EXPENDITURE	5				
Charitable activities					
Grants made & activities undertaken directly		20,858	3,795,863	**3,816,721**	1,052,584
Support costs		(12,675)	106,882	**94,207**	84,303
Governance		2,661	-	**2,661**	5,100
Total expenditure		10,844	3,902,745	**3,913,589**	1,141,987
Net income		221,675	(38,459)	**183,216**	323,784
Net transfers between funds		784	(784)	-	-
NET MOVEMENT IN FUNDS		222,459	(39,243)	**183,216**	323,784
Fund balances brought forward	14	301,494	482,238	**783,732**	459,889
FUND BALANCES CARRIED FORWARD	14	523,953	442,995	**966,948**	783,673

BALANCE SHEET
as at 31 March 2022

	Notes	2022 £	2021 £
Fixed assets			
Tangible assets	9	**5,025**	12,174
CURRENT ASSETS			
Debtors	10	**34,141**	16,061
Bank and cash balances		**1,144,600**	938,481
		1,178,741	954,542
CREDITORS: amounts falling due within one year	11	**(216,818)**	(183,043)
NET CURRENT ASSETS		**961,923**	771,499
Total assets less current liabilities		**966,948**	783,673
CREDITORS: amounts falling due after more than one year	12	**-**	-
		£966,948	783,673
INCOME FUNDS			
Unrestricted general funds	14	**523,953**	301,435
Restricted funds	14	**442,995**	482,238
		£966,948	£783,673

The Directors have acknowledged their responsibilities for: selecting suitable accounting policies and then applying them consistently; observing the methods and principles in the Charities SORP; making judgements and estimates that are reasonable and prudent; stating whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and preparing the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The financial statements were approved by the Directors on 26th October 2022 and signed on their behalf by:

Felicity Woolf

Felicity Woolf
Director
26th October 2022

Statement of cashflows
for the year ended 31 March 2022

	2022 £	2021
Reconciliation of net movement in funds to net cashflow from operating activities		
Net movement in funds	**183,275**	323,784
Depreciation	**10,037**	12,321
Profit on disposal of fixed assets	**-**	-
Interest received	**(194)**	(424)
(Increase)/decrease in debtors	**(18,080)**	45803
Increase/(decrease) in creditors	**33,775**	94392
Net cash inflow/(outflow) from operating activities	**208,814**	475,876
Cashflows from investing activities		
Purchase of tangible fixed assets	**(2,888)**	(970)
Interest received	**194**	424
Net cash inflow/(outflow) from investing activities	**(2,694)**	(546)
Increase/(decrease) in cash in the year	**206,120**	475,330
Cash at the beginning of the year	**938,480**	463,150
Cash at the end of the year	**1,144,600**	938,480

NOTES TO THE FINANCIAL STATEMENTS
at 31 March 2022

1 ACCOUNTING POLICIES

Company and charitable status

The Mighty Creatives, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The company is a registered charity. The registered office is given on page 2.

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The Directors consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Free unrestricted reserves of TMC at the year-end amount to £523,894. After consideration of the current business plan and with a balanced budget planned for the next two financial years, the Trustees consider there is a reasonable expectation that TMC has adequate resources to continue in operational existence for the foreseeable future. The Trustees are also satisfied with the controls in place for monitoring and flexing the budget throughout the year. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Funds

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds set aside by the Directors out of unrestricted general funds for specific future purposes or projects. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Incoming resources

Incoming resources are included in the Statement of Financial Activities when receivable and when the amount can be quantified with reasonable accuracy. Grants received for specific purposes are accounted for as restricted funds.

Resources expended

Resources expended are recognised in the period in which they are incurred under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they are allocated to activities on a basis consistent with use of the resources. Resources expended include attributable VAT which cannot be recovered.

Taxation
TMC is a registered charity and is not subject to taxation on its income so long as this is used for its charitable activities.

Fixed assets and depreciation
All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the date of acquisition, of each asset evenly over its expected useful life as follows:

Office equipment - 3 years straight line

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
In the application of the charity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Directors do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 INCOME FROM CHARITABLE ACTIVITIES	General Unrestricted £	Restricted £	2022 £	2021 £
Grants received (see note 4)	193,415	3,836,206	**4,029,621**	1,356,772
Donations	1,262	-	**1,262**	-
Sponsorship	-	-	**-**	-
Fundraising	4,889	-	**4,889**	-
Other	32,759	28,,080	**60,839**	108,575
	232,325	3,864,286	**4,096,611**	1,465,347

4 GRANTS RECEIVED	General Unrestricted £	Restricted £	2022 £	2021 £
ACE Bridge Extension	-	53,359	**53,359**	53,359
ACE National Portfolio Funding	-	878,347	**878,347**	878,347
Children In Need – small grant	-	-	**-**	2,485
Children in Need – main grant	-	9,045	**9,045**	36,136
Children in Need – Booster Grant	-	-	**-**	3,000
Let's Create Packs	-	11,810	**11,810**	30,283
Children in Need – Next Steps Covid-19 Grant	-	50,085	**50,085**	25,043
WWCSC	-	(26,631)	**(26,631)**	176,196
Erasmus Well-Be	-	-	**-**	104,690
CAF Resilience Fund	-	-	**-**	46,663
Erasmus DiARC	-	92,956	**92,956**	
All Ways Making	-	170	**170**	70
D Stewart – SEND 50th Anniversary Donation	-	5,000	**5,000**	-
DWP – Kickstart	193,415	2,564,154	**2,757,569**	-
Foyle Foundation	-	25,000	**25,000**	-
Charities Aid Foundation	-	168,474	**168,474**	-
Rutland Council – Virtual School	-	4,437	**4,437**	
	193,415	3,836,206	**4,029,451**	1356,272

5 EXPENDITURE

Charitable activities	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
Grants made & activities undertaken directly (note relates expenditure to source of funds as shown below)				
ACE National Portfolio funding	-	467,146	**467,146**	361,184
Bridge Extension	-	29,030	**29,030**	28,550
Children in Need – small grant	-	-	**-**	2,770
Children in Need – main grant	-	15,415	**15,415**	13,312
Awards for All	-	-	**-**	5,689
Children in Need – Booster Grant	-	-	**-**	1,500
Children in Need – Next Steps Covid-19 Grant	-	17,352	**17,352**	1,826
WWCSC	-	96,735	**96,735**	820
Erasmus Well-Be	-	1,158	**1,158**	69,743
CAF Resilience Fund	-	-	**-**	22,235
All Ways Making	-	240	**240**	-
D Stewart – SEND 50th Anniversary	-	3,750	**3,750**	-
Erasmus DiARC	-	64,862	**64,862**	-
DWP – Kickstart	-	2,564,106	**2,564,106**	-
Charities Aid Foundation	-	19	**19**	-
Rutland Council – Virtual School	-	149	**149**	-
Other programmes	9,157	-	**9,157**	63,896
	9,157	3,274,307	**3,283,464**	571,525
Staff costs associated with above expenditure	11,701	521,556	**533,257**	481,059
	20,858	3,795,863	**3,816,721**	1,052,584
Support costs				
Contributions to Support Costs	(106,882)	106,882	**-**	-
Training	6,326	-	**6,326**	2,864
Staff welfare	1,104	-	**1,104**	1,240
Recruitment	2,392	-	**2,392**	630
Travel	-	-	**-**	(150)
Telephones & IT	25,513	-	**25,513**	20,720
Legal & professional	48	-	**48**	13
Bank charges	1,353	-	**1,353**	967
Depreciation	10,037	-	**10,037**	12,321
Income generation	57	-	**57**	7,469
Business Development	166	-	**166**	871
Rent	28,191	-	**28,191**	27,384
PR and communications	11,413	-	**11,413**	8,445
Local office administration	2,428	-	**2,428**	810
Insurance	1,279	-	**1,279**	719
Audit & accountancy	3,900	=	**3,900**	3,900
	(12,675)	106,882	**94,207**	88,203

	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
Governance				
Trustee travel costs	-	-	-	-
Trustee meeting costs	1,317	-	1,317	9
Trustee hospitality	-	-	-	-
Trustee Training	475	-	475	585
Trustee Insurance	869	-	869	606
	2,661	-	2,661	1,200
Total expenditure	10,844	3,902,745	3,913,589	1,265,889

6 STAFF COSTS

	2022 £	2021
Wages and salaries	473,657	437,349
Social security costs	41,773	25,576
Other pension costs	17,951	18,134
	533,257	481,059

The average number of employees, including part-time, during the year was 16.8 (2021: 17.8).

No employee earned in excess of £60,000 (2020 - Nil).

The company operates a defined contribution pension scheme. The charge for the period was £17,951 (2021 – £18,134). There were outstanding contributions of £Nil at the year end (2020 - £Nil).

7 NET INCOME FOR THE YEAR

This is stated after charging:	2022 £	2021
Operating lease costs - property	26,854	26,621
Auditors' remuneration		
As auditors	3,900	3,900
Other services	-	-
Depreciation	10,037	12,321

8 DIRECTORS' REMUNERATION

No remuneration was paid to Directors for their services.

9 TANGIBLE FIXED ASSETS

	Office equipment £
Cost or valuation:	
At 1 April 2021	66,741
Additions	2,888
Disposals	-
At 31 March 2022	69,629
Depreciation:	
At 1 April 2021	54,567
Charge for the year	10,037
Eliminated on disposals	-
At 31 March 2022	64,604
Net book value	
At 31 March 2022	**5,025**
At 1 April 2021	12,174

10 Debtors

	2022 £	2021 £
Amounts falling due within one year		
Trade debtors	**32,656**	8,507
Prepayments and accrued income	**-**	6,069
Other debtors	**1,485**	1,485
	34,141	61,8

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade creditors	**50,111**	85,560
Other taxes and social security	**10,519**	9,492
Other creditors	**-**	-
Deferred income (see also Note 12)	**-**	-
Accrued expenses	**156,188**	87,981
	216,818	183,043

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022 £	2021 £
Deferred income	**-**	-

DEFERRED INCOME	£
At 1 April 2021	-
Income deferred in year – for release within one year	-
Income deferred in year – for release after more than one year	-
Amount released in year	-
At 31 March 2022	-

13 FUNDS ANALYSIS

	General Unrestricted fund £	Restricted fund £	2022 £	2021 £
Tangible fixed assets	5,025	-	**5,025**	12,174
Current assets	584,950	593,732	**1,178,682**	954,542
Liabilities	(66,081)	(150,737)	**(216,818)**	(183,043)
Net assets	523,894	442,995	**966,889**	783,673

14 MOVEMENT IN FUNDS

	At 1 April 2021 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2022 £
Restricted funds					
ACE National Portfolio Funding	258,566	878,347	(964,528)	15,410	**187,795**
ACE Bridge Extension	500	53,359	(53,859)	-	**-**
Spirit of 2012 – Emerge	488	-	-	(488)	**-**
RBS – Creative Enterprise	75	-	-	(75)	**-**
Children in Need – Match Funding	648	-	-	(648)	**-**
Children in Need – main grant	15,568	9,045	(21,251)	-	**3,362**
Children in Need – Next Steps Covid-19 Grant	9,060	50,085	(59,682)	537	**-**
Awards for All	111	-	-	(111)	**-**
Swire Charitable Trust	20,000	-	(20,000)	-	**-**
Fundraising – 2.6 Campaign	3,600	-	-	(3,600)	**-**
Let's Create Packs	-	11,810	-	(11,810)	**-**
WWCSC	160,520	(26,631)	(133,888)	-	**-**
Erasmus Well-Be	32,697	-	(4,437)	-	**28,350**
CAF Resilience Fund	335	-	-	-	**335**
All Ways Making	70	170	(240)	-	**-**
D Stewart – SEND 50th Anniversary	-	5,000	(3,750)	-	**1,250**
Erasmus DiARC	-	92,956	(68,962)	-	**23,994**
DWP – Kickstart	-	2,564,154	(2,564,106)	-	**48**
Foyle Foundation	-	25,000	(24,366)	-	**634**
Charities Aid Foundation	-	168,474	(3,616)	-	**164,858**
Creative Mentoring Traded Income	-	28,080	-	-	**28,080**
Rutland Council Virtual School	-	4,437	(149)	-	**4,288**
	482,238	3,864,286	(3,902,745	(784)	**442,995**
Unrestricted funds					
General	301,494	232,519	(10,844)	784	**523,953**
	783,6732	4,096,805	(3,913,589)	-	**966,948**

15 DESCRIPTION OF FUNDS

ACE National Portfolio Funding: investment to promote and deliver a demand-led cultural offer for schools, children, and young people across the East Midlands. Focussed on the Cultural Education Challenge, strategic partnerships, new investment, and quality provision to engage every child and young person in arts and culture.

ACE Bridge Extension (DfE): investment to improve and increase cultural education through networked schools and a diverse cultural offer.

Children in Need – Main - **Emerge Creative Skills** delivers an employment transition programme for young care leavers across the region.

Children in Need – Next Steps Covid-19 Grant – funding to support us to deliver Creative Mentoring to children and young people (5 – 15) in care.

WWCSC – funding to deliver Creative Mentoring to children and young people, 15+ who are in leaving care, working with Virtual and Special Schools, Pupil Referral Units, Independent Schools and Primary and Secondary Schools.

Erasmus Well-Be – funding to work with international partners to support students emotional health, well-being and resilience in times of global crisis.

CAF Resilience Fund – funding to support the delivery of our Mighty Employers (Kickstart) programme.

All ways Making – funding to support the pilot of a leadership programme for teachers.

D Stewart - SEND 50th Anniversary - a donation to support SEND schools across the East Midlands and to mark the 50th anniversary of SEND provision within schools.

Erasmus DiARC – funding to work with international partners to build the resilience of young people and art communities to the negative financial consequences of the covid-19 pandemic.

DWP Kickstart - grant funding to support the delivery of the Kickstart programme, with The Mighty Creatives as a Gateway.

Foyle Foundation - to support the development of a training programme for artists and Creative Mentors.

Charities Aid Foundation - to support the sustainability and development of our Creative Mentoring programme which supports YP in Need who are transitioning into employment.

Rutland Virtual School – To support a 6-week project exploring young people's stories of coming into care, to influence and advocate for more support for Children in Need.

THE MIGHTY CREATIVES

England & Wales - Charity number 1129006

Accounts

the mighty creatives

fighting for the creative voices of children and young people

Annual report and financial statements

for the year ended

31 March 2021

Company number 06652046
Charity number 1129006

Annual report and financial statements

FOR THE YEAR ENDED 31 MARCH 2021

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CONSTITUTION

The Mighty Creatives ("TMC") is a company limited by guarantee and a registered charity governed by its memorandum and articles of association dated 21 July 2008. In the event of the organisation being wound up each trustee agrees to contribute £1 towards the costs of dissolution. The company is also registered with the Charity Commission for England & Wales. Charity number 1129006. Company number 06652046.

DIRECTORS

The directors of the charitable company are its trustees for the purposes of charity law. The directors serving during the year and since the year end were as follows:

Ms F A Woolf (Chair)
Mr V Malhotra (Vice-Chair)
Mr E P Boott
Mr A J Butler
Mr H A Safdar
Mr D Stewart
Mr J White
Ms V Kelly
Ms C Claxton
Ms M Maripise
Mr E Robinson-Green appointed 29th April 2020
Mr L Wolmarans appointed 29th April 2020
Ms R Thomas-Smith appointed 29th April 2020
Ms J Hallas appointed 28th August 2020

PATRONS

MR M BATT
MR M BAZ

SECRETARY

Dr R N Owen MBE

SENIOR LEADERSHIP TEAM (Management positions rather than Directors in company law)

Chief Executive Officer	-	Dr R N Owen MBE
Deputy Chief Executive Officer	-	Ms E Bowman

REGISTERED OFFICE AND OPERATIONAL ADDRESS

LCB Depot
31 Rutland Street
Leicester
LE1 1RE

AUDITORS

Guest Wilson Chartered Accountants
8 Wolverton Road, Snitterfield
Stratford upon Avon, Warwickshire, CV37 0HB

Forward from our Chair of Trustees

Despite the challenges of the COVID pandemic in 2020-21, The Mighty Creatives continued our work very successfully, fulfilling our Bridge contract with Arts Council England as a Sector Support Organisation to deliver Arts Award, Artsmark and our Arts Alliance programmes to children and young people in the region, working with teachers, schools and the cultural and wider education sector.

Following the publication of Arts Council England's new ten-year strategy Let's Create in autumn 2019, from March 2020 onward we were expecting to be planning our application for continued core funding. Instead, we were suddenly faced with the challenge of closing down our Leicester office, while at the same time continuing to deliver our mission and ensuring the long-term stability of the organisation. Arts Council England took the welcome decision to extend the current funding agreement by one year.

Under the energetic and creative leadership of our CEO and deputy CEO, our staff team responded magnificently to the challenge. We quickly realised that the education and cultural sectors were in dire need of support. We were able, with the support of Arts Council England, to repurpose our ring-fenced National Partnership Investment Fund to focus on specific areas of need and creative commissions. With our partners, we invested in

- additional resources and information sharing
- increased digital initiatives including the Mighty Hub of Creativity
- more direct support for children and young people
- more support for the education sector and communities using the Cultural Life Fund.

We also worked in partnership with Arts Council England and the other nine national Bridge Organisations through the national 'Let's Create Arts Drop' programme, in which thousands of children received physical arts resources to help them express themselves creatively.

The flexible response from Arts Council England meant that we had no need to furlough staff or make redundancies and no need to eat into our hard-earned unrestricted reserves. Staff worked from home during the year, and the senior management team were instrumental in maintaining momentum and morale.

As a result of our initiative and rapid pace of adjustment and realignment, The Mighty Creatives is now truly fit to face what is likely to be a challenging future. Our unrestricted reserves are the highest they have ever been; our funders' confidence in us is tangible and explicit; our vision burns as bright as ever. The Covid-19 Crisis has helped infuse our charity with an increased sense of clarity, purpose and identity.

I would like to thank TMC's staff for their hard work during this unusual and challenging year. I would also like to thank the board of trustees for their contributions throughout the year, especially considering the extra demands put on them through our new Innovation Committee and our participation in the prestigious Pilotlight Programme for organisational development.

Felicity Woolf
Chair of Trustees
Signed on behalf of the Trustees

OPERATIONAL REVIEW

1. Introduction

Established in 2009, The Mighty Creatives is a charity which has transformed the lives of children and young people through arts, culture and creativity. Based at the heart of the cultural quarter in Leicester, our beneficiaries are children and young people from birth to 30 years old across the East Midlands.

2. Our Vision, Mission and Theory of Change

Our vision is a world where all children and young people will harness the power of arts, creativity and culture in order to transform themselves, their communities and their futures.

Listening and acting upon the creative voices of children and young people is at the heart of our mission, particularly those of the most excluded and disadvantaged. This is our unique selling point and is woven through our products and services to ensure that children and young people will:

- develop the self-esteem and confidence to be themselves
- take risks to challenge, innovate and test the world
- see themselves as active producers of culture, not just as passive consumers
- develop leadership skills
- influence their communities
- take their place on a world stage.

We work strategically and collaboratively to achieve our objectives and are renowned for leading strategic partnerships, engaging stakeholders, designing and managing programmes of work, undertaking research and evaluation directly and as a commissioner. Our skilled and knowledgeable staff and trustees:

- have considerable expertise and experience in the fields of education, culture, youth engagement and empowerment
- manage a robust and financially sound organisation
- build excellent regional and national partnerships
- deliver tried and tested, scalable programmes that contribute to positive and lasting transformation for children and young people

3. Achievements

3.1. The Challenge of the Covid-19 Pandemic

The year began in dramatic style because of the lock down imposed by government in March 2020 to tackle the COVID 19 pandemic. As the year developed, the challenges faced by our beneficiaries and stakeholders and our ourselves were unprecedented and have been well documented.

Before the Covid-19 pandemic took hold, we had planned for our 2020 / 21 budget to include an ambitious income generation target of approx. £115, 000 for the year. In normal times, this would have constituted an achievable goal, but with the onset of the pandemic and the collapse of public, private and charitable investment, it rapidly became clear that this goal was unrealistic.

We consequently managed our financial risk by responding to the impact of the pandemic in eleven ways, the first three of which were supported by Arts Council England (ACE) and which meant we did not need to take advantage of other Government schemes and measures which have been introduced since the pandemic began. These were:

i) Repurposing our ring-fenced National Partnership Investment Fund to focus on specific areas of need and creative commissions. With our partners, we invested in:

- additional resources and information sharing
- increased digital initiatives including the Mighty Hub of Creativity
- more direct support for children and young people
- more support for the education sector and communities using the Cultural Life Fund

ii) Offering our services on digital platforms and shifting towards a hybrid, blended learning approach across all our programmes due to direct engagement with young people and teachers in schools becoming increasingly fractured as the pandemic developed.

iii) Engaging more directly with young people through our Youth Cultural Life Fund, and by offering a programme of Sector Support funds to cultural organisations which assisted in enabling them to maintain their engagement with children and young people.

iv) Working in partnership with ACE and the other nine national Bridge Organisations through the national ‘Let’s Create Arts Drop’ programme, in which over 250,000 children nationally (and 28,845 across the East Midlands) received physical arts resources to help them express themselves creatively.

v) Restructuring our budget meant that we had no need to furlough any of the three staff who were eligible to be furloughed or make redundancies from the wider staff team and in doing so, deplete our unrestricted reserves.

vi) Establishing an Innovation Subcommittee drawn from staff and trustee teams to identify solutions to the longer-term challenges of premises, stakeholder relationships and income generation within a pandemic context.

vii) Identifying 4 new sources of income which supported us through this difficult time

- The What Works for Children 's Social Care (WWCSC)
- The Charities Aid Foundation Resilience Fund
- The Department for Work and Pensions (DWP) Kickstart programme
- Erasmus+ funding from the European Union (EU).

viii) Increasing our own individual and corporate donations campaigns (the 2.6 Campaign, the Be Mighty Be Creative Campaign, the Boss Bike Bikes Campaign) due to the funding market becoming even more competitive.

ix) Establishing our first official patrons who will advocate for us at national and international levels: renowned musician and composer, Mike Batt and Marcellus Baz, founder and CEO of Nottingham School of Boxing who was awarded the BBC Get Inspired Unsung Hero at the BBC Sports Personality of the Year awards for his support of young people in Nottingham in 2016.

x) Cutting costs across all areas of the organisation which has contributed significant savings over the year.

xi) Deleting programme areas which were proving to be time consuming and offering a risk of low return in the short to medium term; and reprioritising our business plan with a 'road map' which states our priorities for the next 3 years.

3.2 The cultural significance of our work and how we contribute to providing cultural opportunity in England

Many children, young people and families face a poverty of access to, and progression through, opportunities to arts and culture. Our role is to provide and champion opportunities particularly to those who are the most disadvantaged and excluded. In the East Midlands, we place particular focus on those communities with the highest levels of deprivation, including Leicester East, Leicester South, Nottingham East, Derby South, Leicester West, Nottingham South, Nottingham North, Boston and Skegness, Ashfield, Bolsover, Louth and Horncastle and Mansfield.

Our mission is driven by six strategic objectives:

- improving access to arts, culture and creativity
- raising aspirations of children and young people
- empowering children and young people to make positive social change
- advocating for the power of arts, culture and creativity
- increasing investment in children and young people's arts, culture and creativity

- sustaining the charity's organisational resilience to meet our vision.

In order to achieve these objectives, we deliver the following programmes:

i) Our Cultural Education programme receives significant investment from ACE who fund us as one of their ten Bridge Organisations for the East Midlands. This funding affords us the unique role of connecting cultural provision to children and young people in schools across the region.

ii) Our Creative Communities programme works with children, young people and key community partners in order to generate creative social action projects, interventions and productions at the heart of communities. We are focussing on one project, Splash! to extend this work to reach more children with learning disabilities nationally in partnership with Diverse City and Cirque Bijou through the development of an online digital programme and national tour of SEND schools and venues in 2023.

iii) Our Creative Mentoring programme was pioneered by Derbyshire Virtual School and provides a model and approach to working with young people in need who struggle to engage in education – or who are at risk of exclusion or disaffection. Creative mentors are commissioned to work with young people and are briefed jointly by social care professionals and schools. This work is supported with funding from the Children in Need, What Works for Children's Social Care (WWCSC) and additional investment from Western Power Distribution.

iv) Our Creative Futures programme stems from our long-standing commitment to providing creative enterprise and employment opportunities for young people across the region. Young people aged 16–30, are helped to kick-start their creative careers with the support required to lead creative enterprises and more broadly enter the jobs market. We are prioritising investment to the most vulnerable groups by working as a Gateway Organisation with the Government's Kickstart programme in order to generate jobs for unemployed young people between 16 and 24 who are on Universal Credit.

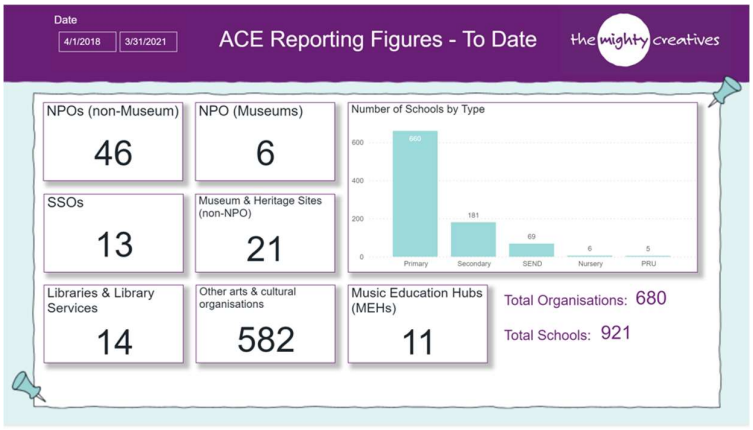
3.3. Cultural Education: Arts Council England Bridge Programme

Our cultural education programmes centre on a collaborative approach to supporting access to arts and culture for children and young people. Working with other cultural organisations, education settings and young people, we help to build the gateways that lead children and young people to inspiring experiences.

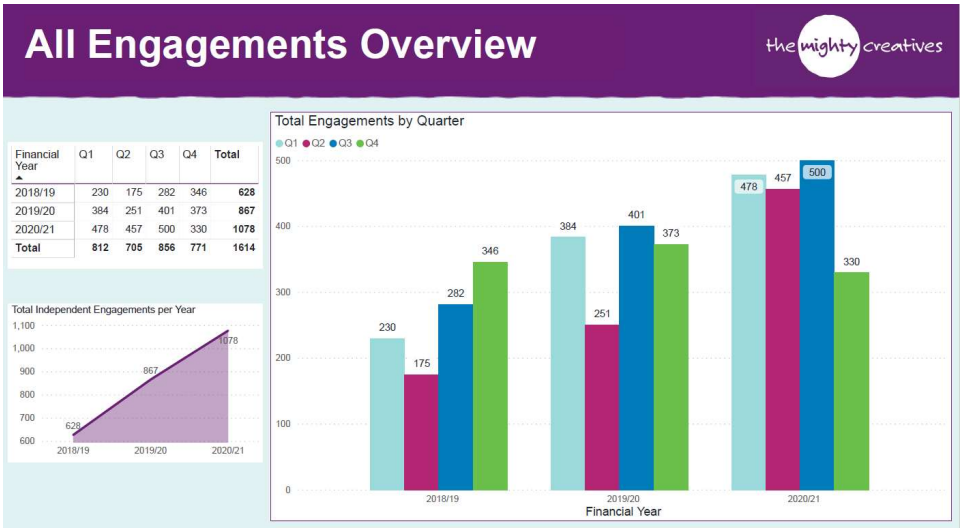
We have continued to see a significant rise in engagement with non NPO cultural organisations and schools, particularly considering the context we have been working in throughout the year.

We have seen new engagement with a further 302 new cultural partners and 174 new schools over the year.

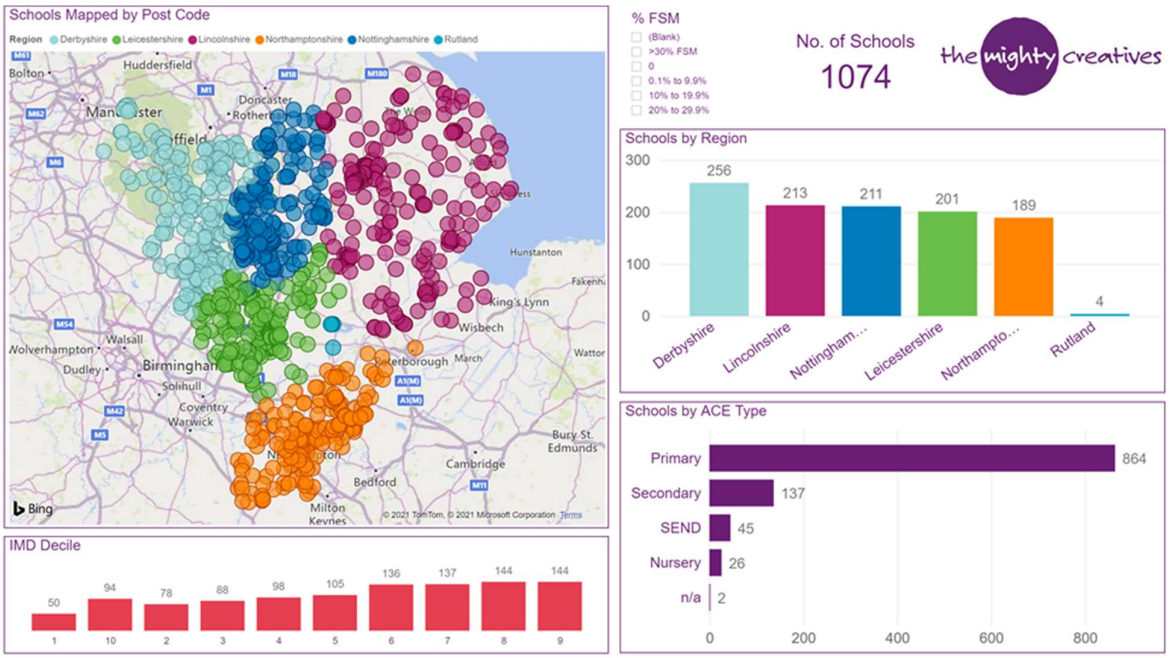
The image to the right outlines the level of engagement since the start of the Bridge contract in April 2018. We have now reached 921 schools across the region and 582 cultural partners who are not National Portfolio Organisations.



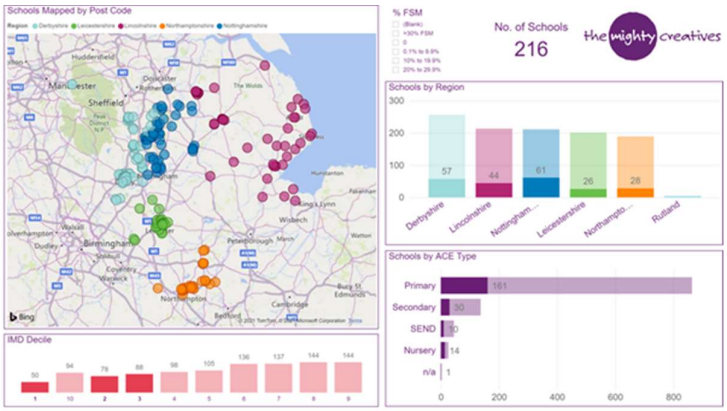
We have continued to increase our engagement with partners across the cultural and education sectors throughout the year. We increased our overall engagement with schools and cultural partners by 24% on last year and 71% on 2018-19.

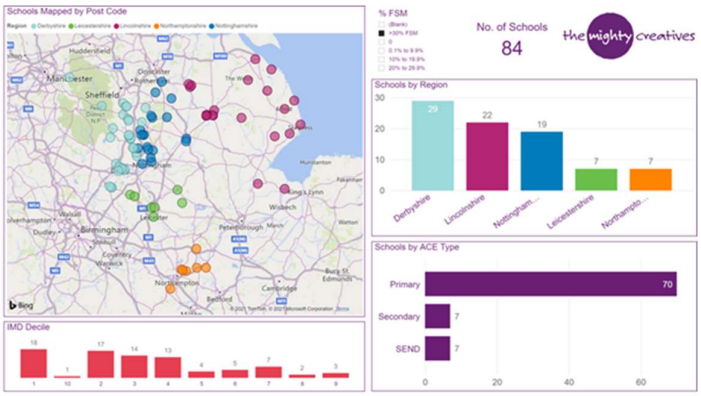


Our focus in 2021 / 2022 will be on schools' engagement and how we reach the 'cold' schools who are not currently engaged with us. There are currently 1074 schools who have not had any form of engagement with TMC since 2018.



By analysing this data, we have been able to identify a target list of 243 cold schools who we will focus on over the coming year. The data has been drawn from our analysis of non-engaged schools and selected because they either have a high % of free school meals, are in deciles 1-3 on the IMD or both. This will ensure we reach our region's most disadvantaged children and young people.





3.4. Well-Be Project: supporting students emotional health, well-being and resilience in times of global crisis (Erasmus+)

The Well-Be project, which runs from 2020 to 2022 combines the efforts of 4 partners from UK, Bulgaria, Spain and Italy reflecting current challenges in the field of school education arising as a result of the global COVID-19 pandemic crisis.

The project mission is to support secondary education students in building resilience skills and overcoming the negative effects of social exclusion after the end of the epidemic.

This goal will be achieved by analysing the psychological (psycho-social) effects of social exclusion in students and, on this basis, updating educational priorities and focusing pedagogical measures on the needs of students in the post-epidemic situation.

The project will result in two main intellectual outputs: a Survey Research Handbook and Teacher's Guide for working with secondary school students who have experienced the COVID-19 crisis.

3.5. Creative Communities: Splash!

The third phases of SPLASH! (legacy development) was started this year, despite the many restrictions that the pandemic placed on it.

We appointed Nikki Charlesworth as Project Manager who developed new network hubs based in Loughborough (Peter Le Marchant Trust), Derby (St. James Centre) Ilkeston (Erewash Museum), Gainsborough (Mayflower Academy) and Nottingham (Beeston Canalside and Heritage Centre and the Nottingham Narrowboat Project) for CYP with learning disabilities and their families to develop their understanding of the region's rich water heritage.

She developed a programme of 4 online videos, all telling stories of Canalside creatures with integrated captions and Makaton. There are versions of these videos for children aged 5-11 and for young people aged 12+. Funded by Awards for All, the videos were published on-line in September 2020 and can be viewed here:

https://themightycreatives.com/splash-digital/

3.6 Creative Mentoring

Our Creative Mentoring service works across the year to deliver an employment transition programme for young people in and leaving care. One to one mentoring, provided by our team of specialist Creative Mentors, supports:

- personal development through creative enterprise development;
- vocational traineeship style approaches through arts participation activities;
- accreditation through bespoke training packages.

The tried and tested Creative Mentoring model (pioneered by Derbyshire Virtual School and The Amber Factory) has been adapted as a creative enterprise framework for young people who are at greatest risk of not being in education, employment or training.

Case Study

H is 14 years old. When H was referred to join the Creative Mentoring programme back in November, they were going through a period of significant challenge at home, in education and within their social group. H lives in an area that is significantly disadvantaged economically and in turn, they face several barriers when it comes to accessing support and opportunities. H had experienced severely traumatic events in their life that has directly impacted H, their behaviours and attitudes. This has presented itself in destructive behaviours that have resulted in disengagement, violence, police intervention, exclusion and severe mental health needs. H is constantly surrounded by bad influences, including drugs, crime and alcohol.

The professionals around H had noticed an increased disinterest in education and were aware H could “de-rail at any point”. A Creative Mentor (CM) was commissioned to work with H to encourage them to positively re-engage in education and to develop trust in adults around them.

At the point of baseline, H self-assessed their skills (Participation & Engagement, Relationship Building, Confidence, Communication, Motivation, Problem Solving, Teamwork, Self-belief and Ideas Generation) on the lowest two points of the scale, with 1/3 scoring a 1 out of 5 and 2/3s scoring a 2 out of 5. H scored their Problem Solving, Teamwork and Ideas Generation the lowest. The focus was to help the development of these skills to enable a successful and positive return to school.

Their weekly 1 and a half hour sessions initially focused on understanding H and how their trauma has impacted their life. They have been exploring these traumatic events at a creative distance through poetry and visual arts. The CM has been focusing on the positive relationships H has in their life, working towards exploring what this means in their activities. Sessions have been product-based, as an outcome encourages motivation and drive for H. After time, H had self-identified that creating something for their Mum may be able to improve their relationship. This has enabled the CM to draw upon signs of positive relationship building, to help H better understand who to trust and to encourage their self-esteem and confidence to be their own person.

An outstanding moment was when H was partaking in a painting session where through the reflective and adaptive approach of their CM, H did not let their mistakes obstruct their progress.

Through working with their CM, despite having experienced loss within the family and significant relationship challenges over Christmas in 2020, H has since returned to school and is regularly engaging, with extended hours. H has also shared with their CM that they understand staff are working collaboratively towards their best interests now and in the future. This is a huge signifier of understanding relationships for H, with specific focus on noticing care, kindness and concern from others. H has also shared with a member of staff that they are enjoying their sessions with their CM, which has contributed to their return to school and improvement in attendance.

3.7 Creative Futures: The Mighty Employers (Kickstart, DWP)

We became a Kickstart Gateway organisation for the DWP in September 2020 and by 31 March 2021, 145 employers had been recruited onto the scheme, offering 501 jobs between them.

The following tables and infographic shows the regions in which the employers are based.

	Employers	Jobs
East Midlands	54	166
London	32	150
West Midlands	15	50
North East	6	44
South East	17	31
East	11	30
North West	1	10
South West	1	8

Yorkshire	6	7
South	2	5
	145	501

The following table shows the sectors in which the employers are working:

Sector	Employers	Jobs
Culture	28	101
Creative & Digital	27	96
Film & Media	18	69
Education	17	67
Printing & Marketing	23	67
Leisure & Sport	6	22
Leisure & Tourism	2	16
Finance	1	15
Charity	3	13
Design	6	8
Hospitality	3	8
Retail	2	7
Health & Well Being	4	5
Events	2	4
Travel & Transport	2	2
Life Sciences	1	1
	145	501

The following infographic shows the types of jobs which employers are offering:



Organisational progress towards KPIs

KPI No	Organisational KPIs	Target	Total to date	% delivered	% remaining
1	Engage 50% of the region's schools (2220 in total)	1110	921	83%	17%
2	Meaningful engagement with 30% of cultural organisations in the region	735	682	93%	7%
3	support 10 partnership that support Cultural Education	10	8	80%	20%
4	Oversee 25,000 creative qualifications awarded through the Arts Award programme	25000	20453	82%	18%
5	Support the development and delivery of 200 creative projects (the projects that can be counted must have produced a creative output)	200	38	19%	81%
6	Support 50 emerging artists	50	30	60%	40%
7	Develop 50 creative enterprises	50	86	172%	-72%
8	Create 100 new jobs	100	48	48%	52%
	with 50% of participants moving from NEET to EET – **Target in review**	50	0	0%	100%
9	Deliver 26,000 hours of mentoring and coaching for children and young people	26000	1521	6%	94%
10	Support 2 creative apprenticeships	2	2	100%	0%
11	Develop and deliver 300 training, events, workshops and networking opportunities	300	561	187%	-87%
12	Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after	20	18	90%	10%
13	Deliver 6 conferences	6	4	67%	33%
14	Invest £1.2m from the Cultural Life Fund	£1,200,000	£642,750	54%	46%
15	Issue 200 bursaries and 150 project grants	350	289	83%	17%
16	Achieve 80% match for Cultural Life Fund investments	£1,200,000	£1,310,147	109%	-9%
17	Develop 10 resources which offer access to a directory of assets, advice and support	10	7	70%	30%
18	NEW: Engage 2000 CYP through direct delivery	2000	1104	55%	45%
19	NEW: Reach 10,000 attendees through our largescale events and conferences	10,000	6933	69%	31%

4. PLANS FOR 2021 / 2022

The Board and staff of The Mighty Creatives are wholeheartedly committed to supporting Arts Council England's 'Let's Create' 10-year strategy and fully endorse the principles and values within it. The Board have committed to adopting the Investment Principles of the strategy and will work to integrate these into our work. This will include ensuring they are discussed regularly at Board meetings.

We will continue to improve access to our services by improving the diversity of our beneficiaries, workforce and governance as follows:

i) The Splash! programme is specifically designed to improve the diversity of our audiences, visitors and participants, particularly children and young people with learning disabilities. The continuing involvement with our partners of Diverse City, Extraordinary Bodies and Cirque Bijou will ensure that the programme will reach a wider, national audience of children with learning disabilities in SEND schools and their families. The programme will include a CPD programme of live and virtual content for teachers to ensure the programme continues to assist the ongoing learning of its prime audience.

ii) We are a committed partner of the Leicester NPO collective who have produced the Black Lives Matter Framework for Change in 2020. This framework has 6 areas of development: Network for our workforce, Data sharing and assessment points, Recruitment, Training and Development, Progression and Leadership and Decolonising the Curriculum. Our board of trustees have signed up to the framework and it is being actioned through our Diversity Working Group which involves staff and trustees working together.

iii) Our board of trustees has become significantly more diverse over the last 18 months. However, we continue to seek people with wider lived experiences than our current membership has and operate a rolling recruitment programme to ensure this ambition can be realised.

Programme Plans for 2021 / 2022

4.1. Revised delivery plan of the Bridge Programme in line with ACE Bridge Framework

This will be delivered over the next 2 years and monitored quarterly to ensure we are reaching targets. The delivery plan will be revised to ensure we are aligned with ACE's latest priorities and will shape our programme offer ready for the NPO round in 2023.

Objective 1: Creative People

Deliverable	Detail	Expected outcomes	TMC KPIs	TMC Delivery Stand	Activities
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response
Support Artsmark delivery in area	- Encourage school registration and sustained engagement by delivering briefing sessions, surgeries, 1:1 support, peer learning, and Development Days - Support schools to develop and submit a Statement of Commitment - Connect schools to cultural organisations which can offer support - Support cultural organisations to understand and engage, and to develop a clearly articulated offer for schools - Support and celebrate the Artsmark community with celebration events, communications support, and by recognising achievement and leadership within schools	- The local offer is consistent, responsive, and place-based - Overall rates of engagement with Artsmark are increased - Schools commit to the journey, progressing from registration through to submission of a Statement of Commitment - Improvements are seen in the least engaged areas and amongst the least engaged groups - More arts and cultural organisations understand and	Engage 50% of the region's schools (2220 in total) Develop and deliver 300 training, events, workshops and networking opportunities Develop 10 resources which offer access to a directory of assets, advice and support	Cultural Education	- Information/resources (online, Mighty Connections, Learning Platform, Website) - TMC e-news - Online briefings - Creative School Network - Funding support Programme - Consultant support sessions (1:1s) - Statement of Impact workshops - Development Days - Artsmark Partner briefings - Support workshops (Statement of Commitment, Evidencing Impact, Statement of Impact) - Peer network events (SEND) - Celebration event/programme - Podcasts

		engage with Artsmark			
Support schools, cultural organisations, and individual artists/practitioners to access information, advice, learning, tools, approaches, and activity, enabling equitable opportunity for all children and young people	- Highlight advice, information, and opportunities to all schools and relevant cultural organisations and individual artists/practitioners - Target schools in particular places, supporting their connections and engagement with cultural organisations, opportunities (including Artsmark), and networks/partnerships (including but not exclusive to LCEPs) - Support artistic leadership in schools and beyond through networks, peer-learning, and information sharing - Support targeted interventions for particular groups of CYP based on context, data, and understanding of need. For example, looked after children, refugees, CYP experiencing disadvantage etc - Target specific gaps in provision or opportunity. For example, early years, careers pathways etc	- Increased numbers of young people - especially those from diverse backgrounds - are engaging with a high-quality offer, in and out of school. - Every young person has the opportunity to access high-quality arts and cultural provision, and the gap in engagement levels by CYP who face particular barriers has narrowed. - More schools embed planning for the arts in school improvement plans, employing a range of tools and approaches to support learning outcomes	Meaningful engagement with 30% of cultural organisations in the region Oversee 20,000 creative qualifications awarded through the Arts Award programme Create 100 new jobs with 50% of participants moving from NEET to EET Deliver 26,000 hours of mentoring and coaching for children and young people (720 contribution from Bridge)	Cultural Education Creative Mentoring Creative Futures Creative Communities	- Artsmark Ambassadors - Arts Award Supporters - SEND Network - Artsmark Ambassador Action Research - Group School Offer, Networks & Creative Schools Network - Data analysis - Arts Award - AA: SUP, B2S, targeted discretionary fund, DDGs - Creative Mentoring - Creative Futures – Careers and pathways - Work experience & placements - Youth Board - Networks - Schools leadership programme - CPD & wider support exploring mental health and resilience of CYP - LCEPs - Power of Partnerships x 2 - Equality & Equity action plan – BLM framework

	- Advocate and share information about a range of approaches, qualifications, and tools (in particular Arts Award) which will support school development and learning outcomes for children and young people	- There are increased resources for cultural activity from a diverse range of partners and artists - Practical consideration of diversity and inclusion is integral to the offer	Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after Issue 200 bursaries and 150 project grants		

Objective 2: Cultural Communities

Deliverable	Detail	Expected outcomes	TMC KPIs	TMC Delivery strand	Activities
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response
Support the ongoing development of a vibrant, cohesive, and responsive cultural education infrastructure in order to support equitable opportunities for children and young people	- Develop and maintain a picture of the local cultural offer which is informed by data from a variety of sources (including ACE) and by other evidence - Galvanise partnerships and relationships which represent a full range of cross-sectoral stakeholders e.g., early years organisations, cultural organisations, MEHs, schools, youth and community organisations, FE	- The consistency, quality, reach, and quantity of arts and cultural provision for children and young people has measurably improved - Increased numbers of young people - especially those from diverse	Support 10 partnerships to deliver high-quality cultural education for vulnerable CYP. Support the development and delivery of 200 creative projects (the projects that	Creative Communities Creative Futures	- Data analysis - Networks - Cultural Life Fund (SSC) - Youth Cultural Life Fund - Support grants from Arts Award (as outlined above) - Targeted CPD and support sessions for LCEPs specifically on fundraising and sustainability, diversity/inclusion, youth voice and digital development

	and HE, local government and services, libraries, Local Enterprise Partnerships, social enterprises, private companies and individual artists or practitioners - Provide developmental and strategic support to LCEPs, relevant to their stage of development and need, and in response to a place-based strategy. This may include helping them to evidence effective delivery; quality assurance; supporting the development and momentum of the partnership; considering sustainability and legacy; and/or support to embed Quality Principles, Artsmark, and tools and qualifications which support structured learning outcomes (in particular Arts Award) - Identify and engage with other/existing partnerships, offering time-limited support around specific tasks and activity where appropriate to place-based delivery	backgrounds - are engaging with a high-quality offer, in and out of school. - Every young person has the opportunity to access high-quality arts and cultural provision, and the gap in engagement levels by CYP who face particular barriers has narrowed. - There are increased resources for cultural activity from a diverse range of partners - Children and young people's voices are more evident in schools and cultural providers' arts planning and provision - Practical consideration of diversity and inclusion is	can be counted must have produced a creative output) Deliver 6 conferences Invest £1.2m from the Cultural Life Fund Achieve 80% match for Cultural Life Fund investments Engage 2000 CYP through direct delivery	Cultural Education	- Youth Voice Research / Toolkit - National Youth Voice platform delivered - Information/resources (online, Mighty Connections – to include Mighty Hub, Learning Platform, Website) - Blogs, resources and toolkits - Arts Award Digital and Digital Development Grants - Let's Create Campaign - Joint marketing with wider partners - Alumni e-news - Alumni Network and CPD offer - Arts Award training & support - Delivery action plan against Quality & Investment Principles & Support sessions for sector - Facilitation of briefings for ACE funding - Artsmark Partners and wider programme - Arts Award partnership development (Supporter development, Grant

		integral to the offer			recipients, MEH partnerships) - Youth Voice Symposium led by a group of young Changemakers

Objective 3: Cultural and Creative Country

Deliverable	Detail	Expected outcomes	TMC KPIs	TMC Delivery Strand	Activities
ACE Framework	ACE Framework	ACE Framework	TMC Response	TMC Response	TMC Response
Build on organisational strengths to offer practical support, insight and leadership at a national level where appropriate	- Using experience, evidence, and learning to contribute to national conversations about cultural learning - Offer support or direct delivery of activity/services to the wider Bridge cohort, to the sector or to schools nationally, on areas of particular expertise or focus e.g., early years, youth sector, careers, deaf and disabled CYP, digital innovation, youth voice, environmental sustainability etc - Opportunities to research and test innovative approaches across a wider cohort and as part of an expanding range of tools.	- Bridges are able to play a national and co-ordinated role in shaping the debate or improving the quality of the offer for children and young people across England in a specific area of expertise - Good practice and learning are shared across the network of Bridge organisations, and the specific areas of expertise developed by	Develop 10 resources which offer access to a directory of assets, advice and support	Cultural Education Creative Communities Creative Futures Creative Mentoring	- Survey – taking the temperature - Quarterly Data analysis - Monthly National Bridge Meetings - Bi-Monthly National Bridge meetings on Early Years, Children Looked After, Careers and Employability, Libraries, LCEPs, Artsmark, Arts Award, Nationals - Delivery of National Youth Voice Series - Attendance at relevant national meetings, RSA, CLA, Early Years Network - Midlands VS Network – Cultural Entitlement Framework

		individual Bridges can be utilised and celebrated at a national level			- Sharing of Creative Mentoring Model and Youth Voice with Bridge partners - Strategic business Development
Work with other Bridge organisations to share knowledge and ensure a cohesive offer for all young people across the country	- Share data, evidence, learning, and effective practice with the Bridge network (including around Artsmark provision) in order to inform/shape shared sector delivery - Collaborate with other Bridge organisations to deliver sector development activity including events, training, and support.	- There is consistent delivery across the Bridge network, ensuring equity for all Artsmark schools across England - There are increased opportunities for local programmes to be celebrated and profiled at a national level - There are increased opportunities for young people to access national opportunities - There is understanding across the Bridge network of shared challenges,	Reach 10,000 attendees through our largescale events and conferences Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after	Cultural Education Creative Communities Creative Futures Creative Mentoring	- Quarterly Data analysis - Monthly National Bridge Meetings - Bi-Monthly National Bridge meetings – Artsmark, Arts Award - Case studies - Resources - Celebration events - National campaigns - Youth Voice Summit - Joint LCEP event POP3

		opportunities, and priorities			
Keep informed on emerging trends and priorities in national policy, including latest ACE thinking	- Work closely with ACE areas to understand and agree shared priorities, to understand emerging thinking, and to share intelligence - Understand and respond to Let's Create and relevant investment principles - Keep abreast of the latest evidence and research relevant to Bridge functions, to feed into future planning and delivery of current activity	- Bridges are able to adapt programming to respond to the latest information, evidence, and thinking	Develop and deliver 300 training, events, workshops and networking opportunities	Cultural Education Creative Communities Creative Futures Creative Mentoring	- Quarterly Data analysis - Monthly National Bridge Meetings - Bi-monthly ACE/Bridge meetings - Quarterly Midlands area meetings - Review, analyse, plan & respond - Market research - Briefings for stakeholders on ACE Strategy & Investment Principles - Strategic business management, development and income generation

4.2. Well-Be Project: supporting students emotional health, well-being and resilience in times of global crisis (Erasmus+)

In 2021 / 22 we will focus on delivering the two main outputs of the project:

- IO1 - Survey Research Handbook. This output will serve as a comprehensive approach to research the impact of crisis stress on the current mental state of secondary school students. By exploring the psycho-emotional status, attitudes, needs, motivations and types of their stress response we will equip teachers, parents and those interested in supporting young people in the post-epidemic situation and new realities with appropriate, reliable and effective measuring tools and coping skills.

- IO2 - Teacher's Guide for working with secondary school students who have experienced the COVID-19 crisis: an online repository of How-TOs to support youth's psychological wellbeing and to keep positive climate at school. This output will provide systematic information on adequate interaction approaches, training methods and specific thematic developments to overcome the effects of the crisis, restore mental well-being and develop personal resilience of students between the ages of 14 to 19.

4.3. Digital Creativity Training for Resilient Youth and Art Communities, DiARC (Erasmus+)

Following the success of our recent Erasmus+ bid, our Bulgarian partners have invited us to join another consortium to make another application to Erasmus+ in October 2021.

The DiARC project combines the efforts of 4 partners and an extended network of 8 associate partners, representing two main regions of Europe – Western (UK, Belgium), and South Eastern (Bulgaria and Slovenia).

The purpose of our collaboration is to support young people to become more resilient in addressing the negative impact of COVID-19 and similar future crises. This will be achieved by supporting professional artists, who are negatively impacted on by the pandemic, to improve their entrepreneurial competencies and prospects of alternative employment as online trainers of young people.

With this project we aim i) to integrate our know-how in providing training for young people in the fields of creativity, entrepreneurship, coaching and 'soft skills' into a comprehensive online training course (IO1) for nurturing resilience and ii) to encourage them to develop their artistic skills and competencies in combination with their entrepreneurial skills, in order to better serve themselves and their communities.

We will also train professional artists (IO2) to become online trainers in this course. We will enrich the online training process through a set of digital creativity cards (IO3).

Conclusion

This report shows the detail of our programmes and projects during 2020-21. Many are ongoing and will continue in the next financial year, when we hope to be able to share and celebrate further successes.

Finally, I'd like to thank our funders, partners and sponsors who generously supported us this year. I would particularly like to thank Arts Council England, Children in Need, What Works for Children 's Social Care (WWCSC), The Swire Foundation, The Charities Aid Foundation Resilience Fund, The Department for Work and Pensions (DWP) Kickstart programme and Erasmus+ from the European Union (EU) for their support, flexibility and faith in us.

Signed on behalf of the Trustees on 27th October 2021.

Felicity Woolf
Chair of the Board of Trustees

DIRECTORS' REPORT

The directors, who are also the trustees, present their report and accounts for the year ended 31 March 2021.

LEGAL AND ADMINISTRATIVE INFORMATION

TMC is a company limited by guarantee, without share capital and incorporated on 21st July 2008. We were also granted charitable status on 3rd April 2009 as an educational charity registered in England and Wales. Our governing documents are included within our Memorandum and Articles of Association.

The company is led by a strong group of Trustees who have extensive experience and expertise in the cultural, education and commercial sectors and together bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy and innovation. They also reflect the geographical diversity of the region which the company aims to serve. The Trustees are led by the Chair, Felicity Woolf and Vice Chair and Chair of Operations & Finance, Vivek Malhotra.

We are grateful to all the Trustees, listed on page 3, who held office during the year.

Our Trustees meet quarterly to agree strategic direction, receive reports from staff, approve budgets and finance reports and endorse and review policies.

The Operations and Finance Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise budgets and finance reports in detail to safeguard the finances of the organisation, manage and review risks. The Committee also deals with issues such as pay levels and child protection. The Committee reports to, and makes recommendations to, the Board of Trustees.

At the end of March 2021, there were 14 serving Trustees on the Board. Under the terms of the Articles of Association, one third of Trustees will retire at the Annual General Meeting. Trustees who retire are eligible for re-appointment.

Trustees regularly address skills and knowledge gaps with appointments open to any suitably qualified member of the public. Trustees are appointed through Board recommendation or a formal recruitment process comprising advertising and awareness through social media, similar to that used for the recruitment of staff. All newly appointed Trustees receive instruction on the activities of the charity and their responsibilities as a Trustee. They also have opportunities to see work in the field and we have proactively built this into the meetings structure.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 8 of the annual accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and, in accordance with our policy, withdraw from decisions where a conflict of interest arises.

STATEMENT OF PUBLIC BENEFIT

Our Trustees and senior staff are responsible for making sure everything we do is focused on achieving lasting public benefit, as defined by the Charity Commission. Our governing documents define our core objectives as

> *To promote such charitable objects and purposes for the public benefit as the Trustees think fit, in particular and without limitation, to the generality of the forgoing words to advance the education of children and young people and those who work with them through creative and cultural activities.*

We review our public benefit and charitable purpose on an annual basis.

RESERVES POLICY

Our Trustees review our reserves policy and levels on an annual basis, in the context of an ever-changing organisation and its working capital requirements. The policy states that a minimum of three month's staffing and infrastructure costs should be held in reserve, with the sum being made up over a five-year period.

We have limited scope to put money to reserves, with most of our income coming from restricted funding. This year TMC surpassed its minimum reserves target and at 31 March 2021 holds £301,435 in unrestricted reserves (2020 - £238,000)

GRANT MAKING POLICY

TMC makes grants to schools and other organisations working in the field of culture, creativity and enterprise. The nature and size of the grant is solely dependent on the size and nature of the funding that TMC received from funding bodies to distribute.

MANAGEMENT AND ORGANISATION

The daily responsibility for leadership of The Mighty Creatives rests with our Chief Executive and Deputy Chief Executive..

During 2020/21 the following senior leadership team was in place:

- Chief Executive: Dr R N Owen MBE
- Deputy Chief Executive: Emily Bowman

Key management personnel remuneration is determined with reference to the market place and what is recognised as acceptable practice by our core funder, Arts Council England. It is also determined by assessing the overall salary costs of the company and ensuring that salaries reflect the nature of the work, the company structure, and sectoral expectations. Remuneration is agreed at Board level.

RISK MANAGEMENT

The Trustees have a risk register in place which addresses the major governance, operational, financial, reputational, legal and regulatory risks that might impact up the core purposes and key objectives. These risks are managed by a comprehensive set of policies (subject to review) and long standing practices, set out in our Employee Handbook.

The most significant risks we faced in 2020/2021 were of a financial or operational nature. They are summarised, along with the relevant mitigation measures, below:

TYPE OF RISK	NUMBER	POTENTIAL RISK	Consequence of risk	INHERENT ASSESSMENT		OVERALL LEVEL OF RISK	How to mitigate the Risk
				Pre-Mitigation impact	Pre-Mitigation Probability	Pre-mitigation	
Operational	1.1.	Lack of consideration for staff health and well being	Poor staff retention rates	2	2	4	Performance management systems in place which are reviewed annually. Training and Development plan reviewed annually
Operational	1.2.	Lack of capacity	Lack of inappropriate resources to deliver activities as required. Inappropriate recruitment to roles	2	3	5	Ensure projects are fully costed and funded adequately and appropriate staff are consulted. New jobs adhere to recruitment and selection procedures and Equality Policy
Operational	1.3.	Poor working environment	Inappropriate office space; ICT equipment.	2	2	4	Replacement policy of ICT equipment is in place; regular review of usage of office space
Operational	1.4.	Not delivering contracts	Loss of funding; reputational damage; long term sustainability of the charity	3	3	6	Regular monitoring of project performance against contract KPIs and outputs; regular reporting to funders on project performance
Operational	1.5.	Lack of diversity in the workforce	Unable to engage beneficiaries; unable to deliver charity's mission	3	2	5	Regular review of Equality Policy and Action Plan. Diversity Working group in place
Operational	1.6.	Lack of Safeguarding policy	Unable to deliver charity's vision or meet legislation	3	3	6	Regular review of Safeguarding Policy and Action Plan; regular staff training in safeguarding provided; named safeguarding officers on staff team and on Board of Trustees
Financial	2.1.	Lack of income available to deliver programmes	Sustained lack of income from a range of sources	3	3	6	Implementation and monitoring of income generation strategy
Financial	2.2.	Lack of Financial controls and systems	Projects overspend; inappropriate reporting of expenditure by budget holders; loss of contracts with funders; fraud leading to legal investigations	3	3	6	Financial controls and procedures are reviewed regularly with auditors; regular project reports are produced for funders; financial controls are a shared responsibility for appropriate members of staff
Governance	3.1.	Insufficient skill base of trustees	Trustees unable to support vision; trustees become unrepresentative of the sectors we work with; lack of income generation and financial control capabilities; lack of cultural diversity	2	3	5	Regular audit of skills base against the charity's needs; relevant recruitment procedures as required
Governance	3.2.	Poor or irregular attendance at Trustees meetings	Poor decision making; low 'buy-in' to the charity's vision and business plan	2	2	4	Adhere to Memorandum and Articles of Association; trustee induction process established and reviewed; monitoring attendance at meetings
Governance	3.3.	Inappropriate governance structure	Inability to generate income from a wider range of sources	3	3	6	Regular review of fitness for purpose of the charity's legal structure
Governance	3.4.	Lack of knowledge by trustees of the charitable sector	Trustees make inappropriate decisions; are unable to inform charity's vision or contribute to advocating for it	2	3	5	Induction procedures for new trustees; regular training and development plan for all trustees
Business Continuity	4.1.	Major office disruption	Lack of access to offices or equipment	2	2	4	All staff provided with laptops; emergency comms strategy is in place; use of Cloud based computing technologies
Business Continuity	4.2.	Cyberattack	IT systems are hacked into and fail	3	2	5	All systems are regularly back up by external provider
Business Continuity	4.3.	Unplanned key staff absences	Lack of knowledge and skills for projects; funding bids not being submitted on time	3	3	6	Major project strategies are shared amongst key staff; processes for recruitment for new staff are in place A business continuity plan is in place to cover these eventualities
Business Continuity	4.4	Reputational damage	Adverse PR; loss of contracts and income; damaged operations due to stakeholder withdrawal	3	3	6	Implementation of crisis management policy including comms strategies for both staff, trustees and external partners
Strategic	5.1.	Adverse political climate for arts and education	Withdrawal of funding for the sector	3	3	6	Regular, targeted and strategic advocacy and lobbying by key personnel and trustees
Strategic	5.2.	Brexit	Lack of international engagement; lack of funding from EU programmes; inability to deliver mission	2	3	5	Establish links with a wider base of international development agencies e.g. British Council, Dept of International Trade, EU and non EU partners
Strategic	5.3.	non-prioritisation of children and young people in Arts Council England's 10 Year Plan	Bridge contract stops in 2022	3	3	6	Advocate regularly for CYP at ACE and at national levels' diversify skill base of organisation & develop new contracts

STRATEGIC REPORT

TMC receives income through grants and contracts for services which are based on funding agreements for variable lengths of time. Activities are planned over the life of the individual project which ensure that all anticipated income is spent, except for retaining a prudent amount in reserves if the grant permits this.

In order to preserve the liquidity of the organisation we do not currently invest income for more than one year. The strategy therefore is to retain funds as cash and place them in bonds or other bank deposits at the best rate obtainable.

Having been through an intensive period of organisational development over the last 12 months, the charity has determined that it is currently in a strong position to develop its income generation activities to direct the future growth and sustainability of work in the region.

The charities Income Generation Strategy is a fundamental component of The Mighty Creative's ongoing strategic development. The key aims of the Income Generation Strategy are to diversify the charity's income, in order to improve its financial sustainability; and to put procedures in place for effective long-term fundraising management.

Our largest source of income is Arts Council England (ACE), who fund us as the ACE Sector Support Organisation (£3.45m over 4 years) for the East Midlands.

In 2018/19 this funding accounted for 75% of our income and in 2019/20 we were successful in reducing this dependency to 63%.

Whilst our relationship with ACE is fundamental to delivering against our charitable aims; we continue to aim over the course of this business plan to reduce our dependency on a small number of funders to less than 50% of our turnover.

Since 2016 we have diversified our programme income to include Spirit of 2012, Lottery Fund and Children in Need. However, our core costs covered through our net income remain significantly dependent on ACE SSO funding.

Our financial ambition is built upon achieving the following goals:

i) Maintenance of levels of provision delivered in 2018/19 within a financially sound and sustainable framework
ii) Reduction of our dependence on a small number of investors
iii) Achievable, realistic diversification of investment base
iv) Maintain our reserves policy at 3 months running costs
v) Implementing the growth agenda of our business plan.

In developing our Income Generation strategy, the charity's current priorities have been considered, and three have been highlighted as being particularly relevant: developing the

charity's financial reserves, funding the development services (associated projects and programmes) outlined in the 2019 – 2024 Business Plan, and establishing income generation rules and procedures of best practice for delivery across the staff team and organisation as a whole.

Considering these factors, 5 core strands of income generation activity have been identified as the key areas to focus the Charity's income generation efforts:

1. Institutional, Trust and Foundation Grant Funding
2. Individual Giving (Campaign and Major Donations)
3. Corporate Partnerships
4. Legacy Giving
5. Traded Services (Sales)

In addition, the strategy will support the development of the charity's infrastructure by targeting investment in developing our fundraising management and supporter data systems and processes.

DIRECTORS' RESPONSIBILITIES FOR THE ACCOUNTS

The Directors are required to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit for that period. In preparing those accounts the Directors 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 departures disclosed and explained in the financial statements; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and other applicable law and regulations. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in note 1 of the financial statements.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed on behalf of the Directors on 27th October 2021.

Felicity Woolf
Director

INDEPENDENT AUDITOR'S REPORT
to the members of The Mighty Creatives

Opinion

We have audited the financial statements of The Mighty Creatives (the 'company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, and Statement of Cashflows 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 applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).*

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2021 and of its surplus 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 company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors 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.

Opinions 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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the directors' responsibilities statement set out on page 25, the directors 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 directors 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company 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.

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

Use of our report
This report is made solely to the company's members, 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 company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Neil Wilson (Senior Statutory Auditor)
for and behalf of Guest Wilson Limited, Statutory Auditor
8 Wolverton Road, Snitterfield, Stratford upon Avon, CV37 0HB
27th October 2021

Statement of financial activities
Including Income and Expenditure Account
for the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	**Total 2021 £**	Total 2020 £
INCOME					
Income from charitable activities	3	500	1,356,272	**1,356,772**	1,338,971
Income from other trading activities					
Consultancy & Fundraising		104,975	3,600	**108,575**	25,914
Investment income		424	-	**424**	1,274
Total income		105,899	1,359,872	**1,465,771**	1,366,159
EXPENDITURE	5				
Charitable activities					
Grants made & activities undertaken directly		60,405	992,179	**1,052,584**	1,165,470
Support costs		(23,041)	107,344	**84,303**	95,502
Governance		5,100	-	**5,100**	4,917
Total expenditure		42,464	1,099,523	**1,141,987**	1,265,889
Net income		63,435	260,349	**323,784**	100,270
Net transfers between funds		-	-	**-**	-
NET MOVEMENT IN FUNDS		63,435	260,349	**323,784**	100,270
Fund balances brought forward	14	238,000	221,889	**459,889**	359,619
FUND BALANCES CARRIED FORWARD	14	301,435	482,238	**783,673**	£459,889

BALANCE SHEET
as at 31 March 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	9	**12,174**	23,525
CURRENT ASSETS			
Debtors	10	**16,061**	61,864
Bank and cash balances		**938,481**	463,151
		954,542	525,015
CREDITORS: amounts falling due within one year	11	**(183,043)**	(88,651)
NET CURRENT ASSETS		**771,499**	436,364
Total assets less current liabilities		**783,673**	459,889
CREDITORS: amounts falling due after more than one year	12	**-**	-
		£783,673	£459,889
INCOME FUNDS			
Unrestricted general funds	14	**301,435**	238,000
Restricted funds	14	**482,238**	221,889
		£783,673	£459,889

The Directors have acknowledged their responsibilities for: selecting suitable accounting policies and then applying them consistently; observing the methods and principles in the Charities SORP; making judgements and estimates that are reasonable and prudent; stating whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and preparing the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice “Accounting and Reporting by Charities (SORP 2015)” applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The financial statements were approved by the Directors on 27th October 2021 and signed on their behalf by:

Felicity Woolf
Director
27th October 2021

Statement of cashflows

for the year ended 31 March 2021

	2021 £	2020 £
Reconciliation of net movement in funds to net cashflow from operating activities		
Net movement in funds	**323,784**	100,270
Depreciation	**12,321**	9,949
Profit on disposal of fixed assets	**-**	-
Interest received	**(424)**	(1,274)
(Increase)/decrease in debtors	**45,803**	52,929
Increase/(decrease) in creditors	**94,392**	(82,822)
Net cash inflow/(outflow) from operating activities	**475,876**	79,052
Cashflows from investing activities		
Purchase of tangible fixed assets	**(970)**	(15,082)
Interest received	**424**	1,274
Net cash inflow/(outflow) from investing activities	**(546)**	(13,808)
Increase/(decrease) in cash in the year	**475,330**	65,244
Cash at the beginning of the year	**463,151**	397,907
Cash at the end of the year	**938,481**	463,151

NOTES TO THE FINANCIAL STATEMENTS
at 31 March 2021

1 ACCOUNTING POLICIES

Company and charitable status

The Mighty Creatives, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The company is a registered charity. The registered office is given on page 2.

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The Directors consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Free unrestricted reserves of TMC at the year-end amount to £301,435. After consideration of the current business plan and with a balanced budget planned for the next two financial years, the Trustees consider there is a reasonable expectation that TMC has adequate resources to continue in operational existence for the foreseeable future. The Trustees are also satisfied with the controls in place for monitoring and flexing the budget throughout the year. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly, we continue to adopt the going concern basis in preparing this annual report and financial statements.

Funds

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds set aside by the Directors out of unrestricted general funds for specific future purposes or projects. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Incoming resources

Incoming resources are included in the Statement of Financial Activities when receivable and when the amount can be quantified with reasonable accuracy. Grants received for specific purposes are accounted for as restricted funds.

Resources expended

Resources expended are recognised in the period in which they are incurred under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they are allocated to activities on a basis consistent with use of the resources. Resources expended include attributable VAT which cannot be recovered.

Taxation
TMC is a registered charity and is not subject to taxation on its income so long as this is used for its charitable activities.

Fixed assets and depreciation
All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the date of acquisition, of each asset evenly over its expected useful life as follows:

Office equipment - 3 years straight line

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY
In the application of the charity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Directors do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 INCOME FROM CHARITABLE ACTIVITIES

	General Unrestricted £	Restricted £	**2021 £**	2020 £
Grants received (see note 4)	500	1,356,272	**1,356,772**	1,328,773
Donations	-	-	**-**	5,316
Sponsorship	-	-	**-**	1,114
Fundraising	-	-	**-**	1,580
Other	-	-	**-**	2,188
	500	1,356,272	**1,356,772**	1,338,971

4 GRANTS RECEIVED – ALL RESTRICTED

	2021 £	2020 £
ACE Bridge Extension	**53,359**	53,359
ACE National Portfolio Funding	**878,347**	862,477
ACE Power of Partnership	**-**	5,000
ACE Splash!	**-**	211,776
ACE Splash! Match Funding	**-**	8,001
Children In Need – small grant	**2,485**	9,442
Children in Need – main grant	**36,136**	34,176
Children in Need – Match Funding	**-**	5400
Children in Need – Booster Grant	**3,000**	-
Artsmark Delivery & School Support	**-**	(858)
Awards for All	**-**	10,000
Swire Charitable Trust	**-**	20,000
Let's Create Packs	**30,283**	-
Children in Need – Next Steps Covid-19 Grant	**25,043**	-
WWCSC	**176,196**	-
Erasmus Well-Be	**104,690**	-
CAF Resilience Fund	**46,663**	-
All Ways Making	**70**	-
	1,356,272	1,328,773

5 EXPENDITURE

Charitable activities	Unrestricted Funds £	Restricted Funds £	**2021 £**	2020 £
Grants made & activities undertaken directly				
(note relates expenditure to source of funds as shown below)				
ACE National Portfolio funding	-	361,184	**361,184**	308,157
ACE Splash!	-	-	**-**	230,932
Bridge Extension	-	28,550	**28,550**	30,141
Spirit of 2012 - Emerge	-	-	**-**	63,499
Children in Need – small grant	-	2,770	**2,770**	7,148
Children in Need – main grant	-	13,312	**13,312**	22,669
ACE Artsmark Delivery & School Support	-	-	**-**	2,794
Awards for All	-	5,689	**5,689**	1,800
Children in Need – Booster Grant	-	1,500	**1,500**	-
Children in Need – Next Steps Covid-19 Grant	-	1,826	**1,826**	-
WWCSC	-	820	**820**	-
Erasmus Well-Be	-	69,743	**69,743**	-
CAF Resilience Fund	-	22,235	**22,235**	-
Other programmes	63,896	-	**63,896**	7,508
	63,896	507,629	**571,525**	676,648
Staff costs associated with above expenditure	(3,491)	484,550	**481,059**	490,822
	60,405	992,179	**1,052,584**	1,165,470
Support costs				
Contributions to Support Costs	(107,334)	107,334	**-**	-
Training	2,864	-	**2,864**	7,454
Staff welfare	1,240	-	**1,240**	2,290
Recruitment	630	-	**630**	1,437
Travel	(150)	-	**(150)**	1,251
Telephones & IT	20,720	-	**20,720**	19,423
Legal & professional	13	-	**13**	140
Bank charges	967	-	**967**	1,045
Depreciation	12,321	-	**12,321**	9,949
Income generation	7,469	-	**7,469**	7,804
Business Development	871	-	**871**	1,673
Rent	27,384	-	**27,384**	27,249
PR and communications	8,445	-	**8,445**	13,233
Local office administration	810	-	**810**	1,110
Insurance	719	-	**719**	1,444
	(23,041)	107,344	**84,303**	95,502
Governance				
Trustee travel costs	-	-	**-**	-
Trustee meeting costs	9	-	**9**	627
Trustee hospitality	-	-	**-**	-
Trustee Training	585	-	**585**	-
Trustee Insurance	606	-	**606**	-
Audit & accountancy	3,900	-	**3,900**	4,000
	5,100	-	**5,100**	4,917
Total expenditure	**42,464,**	**1.099,523**	**1,141,987**	1,265,889

6 STAFF COSTS

	2021 £	2020 £
Wages and salaries	**437,349**	439,688
Social security costs	**25,576**	36,666
Other pension costs	**18,134**	18,353
	481,059	494,707

The average number of employees, including part-time, during the year was 17.8 (2020: 15.7).

No employee earned in excess of £60,000 (2020 - Nil).

The company operates a defined contribution pension scheme. The charge for the period was £18,134 (2020 – £18,353). There were outstanding contributions of £Nil at the year end (2020 - £Nil).

7 NET INCOME FOR THE YEAR

This is stated after charging:	2021 £	2020
Operating lease costs - property	**26,621**	25,248
Auditors' remuneration		
As auditors	**3,900**	4,000
Other services	**-**	5,400
Depreciation	**12,321**	9,949

8 DIRECTORS' REMUNERATION

No remuneration was paid to Directors for their services.

9 TANGIBLE FIXED ASSETS

	Office equipment £
Cost or valuation:	
At 1 April 2020	65,771
Additions	970
Disposals	-
At 31 March 2021	66,741
Depreciation:	
At 1 April 2020	42,246
Charge for the year	12,321
Eliminated on disposals	-
At 31 March 2021	54,567
Net book value	
At 31 March 2021	**12,174**
At 1 April 2020	23,525

10 Debtors

	2021 £	2020 £
Amounts falling due within one year		
Trade debtors	**8,507**	53,628
Prepayments and accrued income	**6,069**	6,752
Other debtors	**1,485**	1,484
	16,061	61,864

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	**85,560**	26,231
Other taxes and social security	**9,492**	9,499
Other creditors	**-**	-
Deferred income (see also Note 12)	**-**	-
Accrued expenses	**87,981**	52,921
	183,043	88,651

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021 £	2020 £
Deferred income	**-**	-

DEFERRED INCOME	£
At 1 April 2020	**-**
Income deferred in year – for release within one year	**-**
Income deferred in year – for release after more than one year	**-**
Amount released in year	**-**
At 31 March 2021	**-**

13 FUNDS ANALYSIS

	General Unrestricted fund £	Restricted fund £	2021 £	2020 £
Tangible fixed assets	12,174	-	**12,174**	23,525
Current assets	352,019	602,523	**954,542**	525,015
Liabilities	(62,758)	(120,285)	**(183,043)**	(88,651)
Net assets	301,435	482,238	**783,673**	459,889

14 MOVEMENT IN FUNDS

	At 1 April 2020 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2021 £
Restricted funds					
ACE National Portfolio Funding	185,087	878,347	(835,151)	30,283	**258,566**
ACE Bridge Extension	-	53,359	(52,859)	-	**500**
Spirit of 2012 – Emerge	488	-	-	-	**488**
RBS – Creative Enterprise	75	-	-	-	**75**
Children in Need – small grant	(744)	2,485	(3,680)	1,939	**-**
Children in Need – Match Funding	2,587	-	-	(1939)	**648**
Children in Need – main grant	6,996	36,136	(27,564)	-	**15,568**
Children in Need – Booster Grant	-	3,000	(3,000)	-	**-**
Children in Need – Next Steps Covid-19 Grant	-	25,043	(15,983)		**9,060**
Awards for All	7,400	-	(7,289)	-	**111**
Swire Charitable Trust	20,000	-	(20,000)	-	**-**
Fundraising – 2.6 Campaign	-	3,600	-	-	**3,600**
Let's Create Packs	-	30,283	-	(30,283)	**-**
WWCSC	-	176,196	(15,676)	-	**160,520**
Erasmus Well-Be	-	104,690	(71,993)	-	**32,697**
CAF Resilience Fund	-	46,663	(46,328)	-	**335**
All Ways Making	-	70	-	-	**70**
	221,889	1,359,872	(1,099,523)	-	**482,238**
Unrestricted funds					
General	238,000	105,899	(42,464)	-	**301,435**
	459,889	1,465,771	(1,141,987)	-	**783,673**

15 DESCRIPTION OF FUNDS

ACE National Portfolio Funding: investment to promote and deliver a demand-led cultural offer for schools, children, and young people across the East Midlands. Focussed on the Cultural Education Challenge, strategic partnerships, new investment, and quality provision to engage every child and young person in arts and culture.

ACE Bridge Extension (DfE): investment to improve and increase cultural education through networked schools and a diverse cultural offer.

Children in Need – Small - **Emerge Creative Leadership** provides social action training and creative skills sessions for vulnerable and disadvantaged young people from communities in North Nottinghamshire. 24 participants annually develop creative skills alongside activity to plan, deliver and evaluate creative social action projects. Workshop sessions take place in two forms, once a week for 3 hours over an 18-week period and intensively for week-long residencies.

Children in Need – Main - **Emerge Creative Skills** delivers an employment transition programme for young care leavers across the region. 20 participants engage annually in an interactive programme which provides weekly one to one creative mentoring sessions and group workshop activity. With the aim to improve skills for work and life, participants explore enterprising activity and routes into employment, further education or training.

Awards for All - The Splash! Community Builders programme is a unique programme, based in outdoor locations close to the waterways of the East Midlands, which aims to help children and young people with learning disabilities and their families work together with cultural educators and historians to make sense of and communicate the unique landscape around them to their wider communities.

Swire Charitable Trust - supports The Mighty Creatives to deliver a transition support programme for young care leavers, offering personal and professional skills development through Creative Mentoring. The funding will assist the charity to ensure that 'all YP in and leaving care have access to a Creative Mentor' who need one.

Children in Need – Booster Grant – additional funding to support our Children in Need – Main – Emerge Creative Skills funding.

Children in Need – Next Steps Covid-19 Grant – funding to support us to deliver Creative Mentoring to children and young people (5 – 15) in care.

Let's Create Packs – funding to support the development of resource craft and art packs for children and young people that are distributed via foodbanks in the East Midlands.

WWCSC – funding to deliver Creative Mentoring to children and young people, 15+ who are in leaving care, working with Virtual and Special Schools, Pupil Referral Units, Independent Schools and Primary and Secondary Schools.

Erasmus Well-Be – funding to work with international partners to support students emotional health, well-being and resilience in times of global crisis.

CAF Resilience Fund – funding to support the delivery of our Mighty Employers (Kickstart) programme.