

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**

	Pages
Directors and advisers	3
Forward from our Chair of Trustees	4
Operational review	6 - 27
Directors' report	28 - 33
Independent Auditors' report	34 – 36
Statement of financial activities	37
Balance sheet	38
Statement of cashflows	39
Notes to the financial statements	40-48

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.

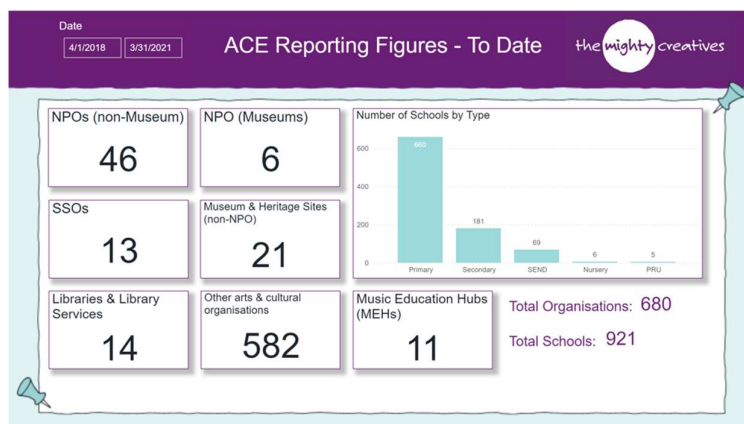
3.3. Cultural Education: Arts Council England Bridge Programme

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.

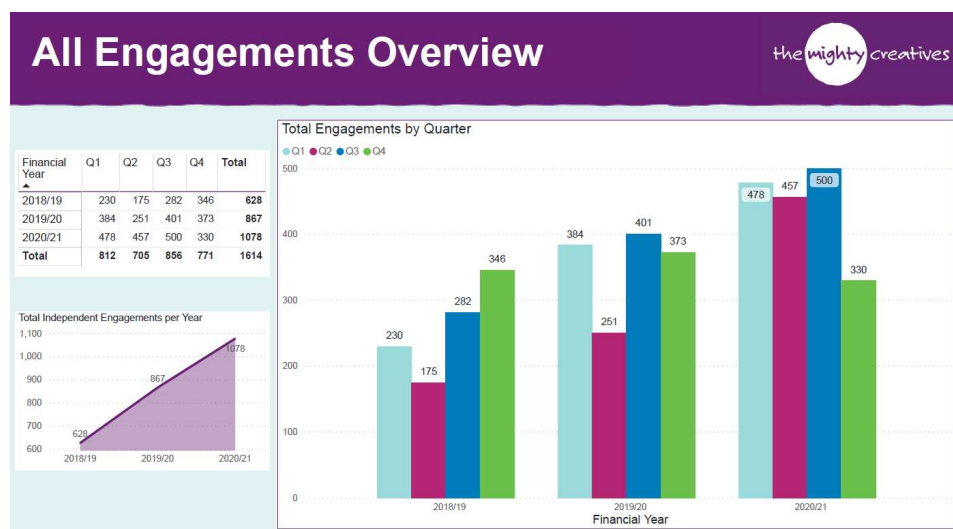
We have continued to see a significant rise in engagement with non NPO cultural organisations and schools, particularly considering the context we have been working in throughout the year.

We have seen new engagement with a further 302 new cultural partners and 174 new schools over the year.

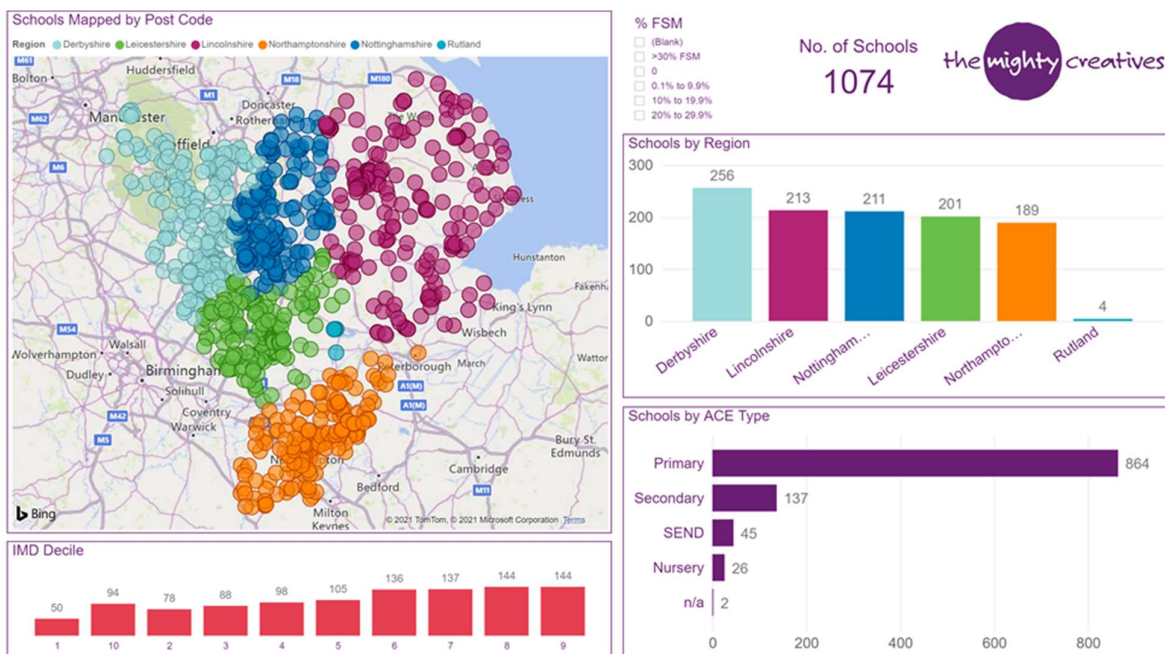
The image to the right outlines the level of engagement since the start of the Bridge contract in April 2018. We have now reached 921 schools across the region and 582 cultural partners who are not National Portfolio Organisations.



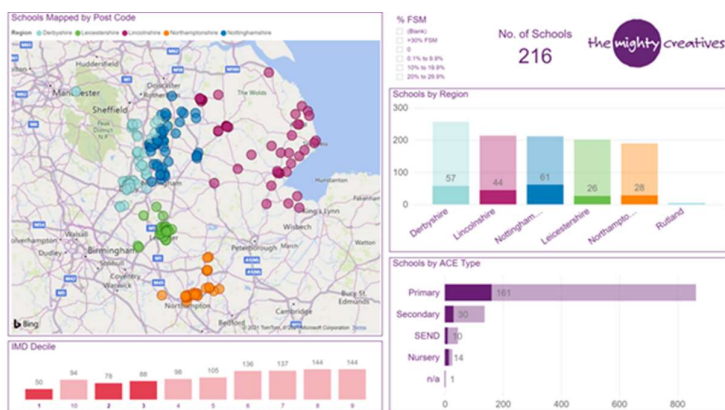
We have continued to increase our engagement with partners across the cultural and education sectors throughout the year. We increased our overall engagement with schools and cultural partners by 24% on last year and 71% on 2018-19.

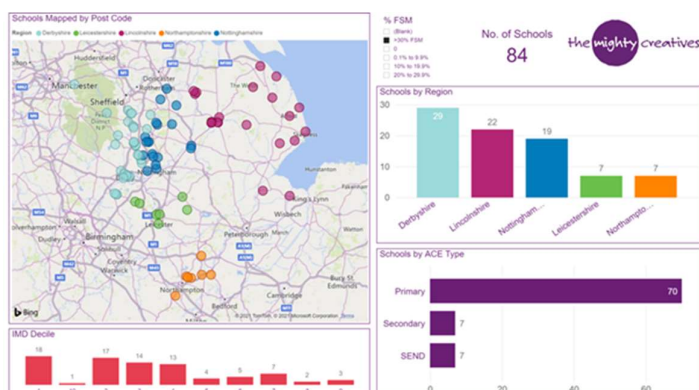


Our focus in 2021 / 2022 will be on schools' engagement and how we reach the 'cold' schools who are not currently engaged with us. There are currently 1074 schools who have not had any form of engagement with TMC since 2018.



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 online 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

The following table shows the sectors in which the employers are working:

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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<p>Engage 50% of the region's schools (2220 in total)</p> <p>Develop and deliver 300 training, events, workshops and networking opportunities</p> <p>Develop 10 resources which offer access to a directory of assets, advice and support</p>	Cultural Education	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<p>Meaningful engagement with 30% of cultural organisations in the region</p> <p>Oversee 20,000 creative qualifications awarded through the Arts Award programme</p> <p>Create 100 new jobs</p> <p>with 50% of participants moving from NEET to EET</p> <p>Deliver 26,000 hours of mentoring and coaching for children and young people (720 contribution from Bridge)</p>	<p>Cultural Education</p> <p>Creative Mentoring</p> <p>Creative Futures</p> <p>Creative Communities</p>	<ul style="list-style-type: none"> - 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

	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<p>Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after</p> <p>Issue 200 bursaries and 150 project grants</p>		
--	--	---	---	--	--

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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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 	<p>Support 10 partnerships to deliver high-quality cultural education for vulnerable CYP.</p> <p>Support the development and delivery of 200 creative projects (the projects that</p>	<p>Creative Communities</p> <p>Creative Futures</p>	<ul style="list-style-type: none"> - 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

	<p>and HE, local government and services, libraries, Local Enterprise Partnerships, social enterprises, private companies and individual artists or practitioners</p> <ul style="list-style-type: none"> - 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 	<p>backgrounds - are engaging with a high-quality offer, in and out of school.</p> <ul style="list-style-type: none"> - 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 	<p>can be counted must have produced a creative output)</p> <p>Deliver 6 conferences</p> <p>Invest £1.2m from the Cultural Life Fund</p> <p>Achieve 80% match for Cultural Life Fund investments</p> <p>Engage 2000 CYP through direct delivery</p>	<p>Cultural Education</p>	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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			<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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. 	<ul style="list-style-type: none"> - 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, 	<p>Reach 10,000 attendees through our largescale events and conferences</p> <p>Provide support for 20 networks, focusing on early years, SEND, creative schools and children looked after</p>	<p>Cultural Education</p> <p>Creative Communities</p> <p>Creative Futures</p> <p>Creative Mentoring</p>	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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		
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					
Charitable activities	5				
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	2021	2020
	£	
This is stated after charging:		
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	-	-	(1,939)	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.