

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

	Pages
Directors and advisers	3
Forward from our Chair of Trustees	4
Operational review	5 - 17
Directors' report	18 - 22
Independent Auditors' report	23 - 27
Statement of financial activities	28
Balance sheet	29
Statement of cashflows	30
Notes to the financial statements	31 - 39

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 climate¹.

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 conditions² and sleep deprivation is more frequently reported³. They are also more likely to be diagnosed with intellectual disabilities and psychiatric disorders than older generations.⁴

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.2019-20561. 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 culture⁷ 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 stress⁹
- 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 than 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 Enterprise 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 we 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 than 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 predominately 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 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.	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,

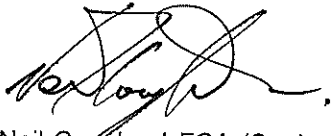
whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, 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					
Charitable activities	5				
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		
Depreciation	312,477	(114,940)
Profit on disposal of fixed assets	996	4,805
Interest received	-	-
(Increase)/decrease in debtors	(15,361)	(5,121)
Increase/(decrease) in creditors	(91,212)	(116,483)
Net cash inflow/(outflow) from operating activities	(79,568)	(44,145)
	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 50 th 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	2024 £	2023 £
	This is stated after charging:		
	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 50 th 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.