# TOMORROW'S WARRIORS TRUST

England & Wales · Charity number 1153613

## Details

| | |
|---|---|
| **Status** | Registered |
| **Legal form** | Charitable company |
| **Company number** | 08341045 |
| **Registered** | 2013-09-02 |
| **Register** | View on the Charity Commission register |

## Contact

| | |
|---|---|
| **Address** | 1st Floor<br>73 Canning Road<br>Harrow<br>HA3 7SP |
| **Phone** | 02084242807 |
| **Email** | development@tomorrowswarriors.org |
| **Website** | www.tomorrowswarriors.org |

## Activities

**Objects:** TO ADVANCE THE EDUCATION OF YOUNG PEOPLE PRIMARILY BETWEEN THE AGES OF 8 AND 25 BY THE PROVISION OF QUALITY TRAINING, PERFORMANCE AND PROFESSIONAL DEVELOPMENT OPPORTUNITIES IN THE FIELD OF JAZZ MUSIC, FOR THE PUBLIC BENEFIT.TO ADVANCE THE EDUCATION OF YOUNG PEOPLE IN JAZZ MUSIC, IN PARTICULAR, BUT NOT EXCLUSIVELY, GIRLS AND, THOSE FROM AN AFRO-CARIBBEAN BACKGROUND. TO PROMOTE THE ARTS AND IN PARTICULAR THE ART OF JAZZ MUSIC BY ASSISTING IN PARTICULAR, BUT NOT EXCLUSIVELY, YOUNG MUSICIANS OF MODERATE OR LIMITED MEANS IN SUCH WAYS AS TO ENABLE THEM TO BECOME SELF SUPPORTING FOR THE PUBLIC BENEFIT.

**Activities:** Tomorrow's Warriors Trust enables opportunity, diversity and excellence in jazz. We activate learning, professional development and touring programs for young, emerging and mid-career musicians from diverse backgrounds and participatory music activities for all. We achieve our aims primarily through support (as grantmaker) of acclaimed jazz development agency/creative producers,Tomorrow?s Warriors

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## Classification

- **How:** Provides Services, Other Charitable Activities
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, Other Charities Or Voluntary Bodies, The General Public/mankind

## Geography

- Throughout England And Wales

## Finances

| Period end | Income | Expenditure | Assets | Employees |
|---|---|---|---|---|
| 2025-03-31 | £470,309 | £422,865 | - | - |
| 2024-03-31 | £286,920 | £185,628 | - | - |
| 2023-03-31 | £195,110 | £168,935 | - | - |
| 2022-03-31 | £137,897 | £58,353 | - | - |
| 2021-03-31 | £205,568 | £31,895 | - | - |

## Trustees

| Name | Role | Appointed |
|---|---|---|
| **Tove Okunniwa** | Chair | 2025-08-11 |
| Andrew Wandesford Pater Comber | | 2024-07-19 |
| Camilla Rosaleen George | | 2023-09-13 |
| Christakis Panayi | | 2021-04-14 |
| Jeremy Nelson | | 2025-07-31 |
| Marcia Willis Stewart | | 2026-02-12 |
| Nicholas Cornforth | | 2022-08-17 |
| Nicola Sarah O'Donnell | | 2021-09-06 |
| Omoleye Gloria Fagbemiro | | 2025-07-31 |
| Steve Abbott | | 2020-03-29 |
| VIVIAN JOHN BROUGHTON | | 2013-01-17 |

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**TOMORROW'S WARRIORS TRUST**

England & Wales - Charity number 1153613

# Accounts



TOMORROW'S WARRIORS

inspiring musicians
inspiring music

*"Tomorrow's Warriors is the most important British jazz organisation in the history of the music."*

JEZ NELSON | Broadcaster, Media Producer & Music Promoter

# TOMORROW'S WARRIORS TRUST

## ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2025

Charity No. 1153613
Company No. 08341045
(England & Wales)

The Trustees (who are also directors for the purpose of the Companies Act) present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 and comply with the Trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

**PHOTOGRAPHY CREDITS**

Front Cover: **Shanise Hall** | Trumpet and TW Emerging Artist
Back Cover: **Genevieve-Elizabeth Namazzi** | Double bass and TW Emerging Artist

Photos by Tomorrow's Warriors staff members Graeme Miall and Patricia Pascal unless otherwise stated.

Page 1: Dr Gary Crosby OBE by Temi Adegbayibi
Page 3: Gilles Peterson courtesy of artist's management
Page 7: Sultan Stevenson Trio by Eric van Nieuwland
Page 12: Menelik Claffey courtesy of Prime Minister's Office
Page 16: Claire Darley, Janine Irons OBE and Isobel Perl courtesy of Adobe

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# TOMORROW'S WARRIORS TRUST

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# TOMORROW'S WARRIORS TRUST

## LEGAL & ADMINISTRATIVE INFORMATION

| | | |
|---|---|---|
| **Trustees** | V J Broughton | |
| | Dr M Y Busby CBE | |
| | S Abbott | |
| | C Panayi | |
| | N S O'Donnell | |
| | N Cornforth | |
| | C R George | |
| | A W P Comber FCA - Treasurer | |
| | J Nelson MBE | Appointed 31 July 2025 |
| | O G Fagbemiro FCMI - Secretary | Appointed 31 July 2025 |
| | T Okunniwa MBE - Chair | Appointed 11 August 2025 |
| **Charity number** | 1153613 | |
| **Company number** | 08341045 | |
| **Principal office and registered office** | 1st Floor<br>73 Canning Road<br>Harrow<br>Middlesex<br>HA3 7SP | |
| **Independent examiner** | Berish Hoffman FCA<br>Landau Morley LLP<br>325-327 Oldfield Lane<br>Greenford<br>Middlesex<br>UB6 0FX | |

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***"So many of the problems that face greater society in the UK...we're unsure of how to fix [them], but the solution lies in giving a young person a trumpet, the solution lies in giving a young person a saxophone. Because when you do that, you give them a dream, an aspiration and a goal."***

**FEMI KOLEOSO** | Musician, TW Alumnus, Band Leader of EZRA Collective on accepting the BRIT Award for Best Band 2025



# TOMORROW'S WARRIORS TRUST

## TRUSTEES REPORT

*"I know there are young people from a similar background to me who, if given the opportunities, can create great art. It's not curriculum style, because what we're dealing with is art. The individuals are artists, and I want to hear what they have to say about the world."*

**DR GARY CROSBY, OBE** | Co-Founder & Artistic Director of Tomorrow's Warriors & Recipient of The Queen's Medal for Music 2018



### PRIMARY ACTIVITIES OF THE TRUST

**Tomorrow's Warriors Trust** exists to ensure opportunities for participation, ownership and leadership in music and the arts are available to all. We aim to inspire, foster and grow a vibrant community of artists, audiences and leaders who together will transform the lives of future generations by increasing opportunity, diversity and excellence in and through jazz.

To achieve our ambition, we support diverse young and emerging artists through an acclaimed talent development programme, increase access through creation of inspirational learning and participation opportunities for communities around the UK, and develop diverse artists and audiences through investment in the commission and production of new music projects to promote and sustain artists developed through our programme.

Tomorrow's Warriors Trust is a national charity with a diverse funding model sourcing income through individual donors, trusts and foundations, corporations and public funds. The charity acts as grant maker to **Tomorrow's Warriors Limited** (TW) – a change-making talent incubator, music educator and creative producer established in 1991 by inspirational founders: double bassist and Artistic Director, Dr Gary Crosby OBE (recipient of The Queen's Medal for Music 2018) and Chief Executive, Janine Irons OBE – and to participants engaged in TW's programmes. TW is a company limited by guarantee (3598198) delivering activity that furthers the charitable aims of the Trust [see panel below].

TW has earned its reputation for its pioneering artist development programme, innovative community outreach activities, and critically acclaimed concerts and touring programmes.

Free access to TW's development programme has proved crucial in nurturing the nascent talent and early careers of so many of the most exciting UK artists currently tearing up the international jazz scene.

TW's alumni features many of the leading lights of UK jazz – award-winning artists such as Moses Boyd, Nubya Garcia, Sheila Maurice-Grey, Cassie Kinoshi, Femi Koleoso and EZRA Collective, Binker Golding, Shabaka Hutchings and Sons of Kemet, ESKA, Denys Baptiste, Soweto Kinch, Blue Lab Beats, Mark Crown, David Okumu, Ben Burrell, Zara McFarlane, Mark Kavuma, Camilla George, CHERISE, Nathaniel Facey and Empirical, Peter Edwards, Sultan Stevenson, Jason Yarde and J-Life, Robert Mitchell, Tony Kofi, Byron Wallen, Oreglo...the list goes on and on.

### HISTORY AND RELATIONSHIP BETWEEN TOMORROW'S WARRIORS TRUST AND TOMORROW'S WARRIORS LTD

Tomorrow's Warriors was the name of Gary Crosby's jam sessions at The Jazz Café in London, which started in 1991. The sessions provided a much needed, unique platform for young people who loved jazz but lacked opportunities. With rising demand, Crosby and Irons set up Crosby Irons Associates Limited (CIA) in 1996 to provide a framework for career progression for young musicians into the professional music industry. CIA became The Dune Music Company (Dune) in 2004 and continued to reinvest its commercial profits to support the development of young jazz musicians.

In 1998, at the recommendation of Arts Council England (ACE), Tomorrow's Warriors was incorporated as a Company Limited by Guarantee (3598198), with Gary Crosby and Janine Irons as the directors, to enable ACE to provide ongoing support to it as a Regularly Funded Organisation (RFO). ACE has continued to fund Tomorrow's Warriors Limited (TW) ever since, now as a National Portfolio Organisation (NPO).

Tomorrow's Warriors Trust ('the Trust') was founded as a Not for Profit Company Limited by Guarantee (2012) and a registered charity (2013) to activate learning, professional development and touring programmes for young, emerging and mid-career musicians from diverse backgrounds and participatory music activities for all. It achieves these aims primarily through support, as grantmaker, of educational and creative programmes delivered through TW and of individuals through the grant of bursaries. The Trust is governed by a board of trustees, who are also directors of the Trust and who have full discretion to operate within its constitution.

Neither Irons nor Crosby is a trustee or director of the Trust and deliberately so, to avoid any conflicts of interests, perceived or otherwise, in transactions between the Trust and TW. The trustees have discretion to decline grants, should they consider activities proposed by TW not to be in the best interests of the Trust or if they are incompatible with its charitable objects. Furthermore, in accordance with the terms of TW's funding agreement with ACE, the Trustees have full oversight of TW and a fiduciary duty towards Tomorrow's Warriors as an organisation.



TW alumna Maddy Coombs (centre) guests with Frontline – our flagship all-female ensemble – at The Jazz Cafe, London

TW has been a National Portfolio Organisation of ACE since 1999. In 2019, TW was announced as a PRS Foundation (PRSF) Talent Development Partner, and became a signatory to Keychange, the international initiative to promote gender equality across music commissioning and programming.

The work of TW is fully aligned to the charity's aims and objectives. Through funding this work, Tomorrow's Warriors Trust is able to reach, and have real impact on the lives of those the Trustees and donors seek to support, helping to deliver lasting social change.

The core ethos of TW is **'Each One, Teach One'**, where each generation supports the next, sharing skills, passing on the legacy and building a vibrant, supportive, self-sustaining community of jazz artists and audiences. We and TW have a relentless commitment to diversity and inclusion, and this is reflected across all the activity undertaken by or on behalf of the charity.

## Objects of Tomorrow's Warriors Trust

The objects of the charity are to promote the arts and, in particular jazz music, and to advance the education of young people aged 8-25, primarily though not exclusively those from Black and Minority Ethnic backgrounds, girls and those of moderate or limited means through provision of quality training, performance and professional development opportunities in the field of jazz music in such ways as to enable them to become self-supporting for the public benefit.

## Public Benefit

The Trustees confirm their compliance with the duty to have due regard to the Public Benefit guidance published by the Charity Commission when reviewing the charity's aims and objectives and in planning activities for the year and are satisfied that the charity's aims are for the public benefit, as can be seen from this Report.

## Main Activities

There are three distinct, yet interconnected strands of work created and delivered by TW in support of the Trust's aims:

### TALENT DEVELOPMENT

*"Tomorrow's Warriors' accessible, collaborative and passionate approach gets the most out of young people from all backgrounds and it's most telling that all those who have gone on to secure critical acclaim internationally remain active champions, advocates and friends of Tomorrow's Warriors. What a legacy that continues to grow...."* **Joe Frankland, Chief Executive, PRS Foundation**

TW offers a comprehensive and immersive ***Learn & Train*** programme which comprises of the **Young Artist Development Programme** (**YADP**) focusing on entry level workshop training and performance practice for talented musicians primarily aged 11-15; and the **Emerging Artist Development Programme** (**EADP**) supporting advanced groups primarily aged 15-25 while focusing additionally on career development and professional performance opportunities. TW delivers 12 weekly learning sessions across the academic year at its creative home at the Southbank Centre in London, all of which are free to young people at the point of access. Two of these sessions are devoted to the development of girls, young women and non-binary

musicians, providing a safe, supportive creative space in which they can develop skills, share learning, and build confidence.

Through support of this programme, the Trust is able to:

- **Develop the next generation of leading jazz artists and music leaders** – provide free, extensive year-round development opportunities through a weekly programme of workshops, masterclasses, mentoring, public performances, cross-artform collaborations, supplemented by industry talks, and concert visits
- **Widen participation** – remove and avoid creation of barriers that inhibit participation and/or progression by providing free and flexible artist development opportunities within a culturally rich training programme
- **Showcase diversity** – be actively inclusive and set high standards for commitment, progression and involvement for all
- **Inspire future generations of jazz artists and audiences** – make young and diverse jazz talent visible and accessible through public workshops and performances to inspire tomorrow's artists and audiences to engage with and get involved in jazz

## OUTREACH & ENGAGEMENT

The Trust supports TW to devise and deliver innovative, bespoke educational and participatory outreach programmes around the UK and internationally in partnership with its network of music education hubs, schools, community groups, venues and promoters who, collectively, form the **Tomorrow's Warriors Partnership Network (TWPN)**. This initiative by TW – introduced in 2017 as a mechanism to promote sustainable partnership working across and between organisations, cities and regions – helps to deliver improved outcomes with deeper impact for all partners and participants.

## DEVELOPING ARTISTS & AUDIENCES

As award-winning creative producers, TW works with emerging artists on its development programmes and with professional artists – solo artists and bands, including many of its illustrious alumni, and TW's flagship jazz ensemble, **Nu Civilisation Orchestra** and Gary Crosby's skazz (reggae, ska, jazz) big band, **Jazz Jamaica All Stars** – to help realise artistic ambitions, engage audiences that may not typically go to jazz concerts, and provide progression routes for artists 'graduating' from the *Learn & Train* programme. The trustees lend support to selected artistic projects that chime with the values and aims of the Trust.

TW helps to enrich and contribute to the UK's vibrant jazz scene and wider cultural landscape by facilitating the commissioning and production of work of outstanding artistic merit in a range of settings – from clubs and private functions to concert halls and major festivals – presented to diverse groups of people of all ages and backgrounds. Projects can be one-off solo gigs or concerts with small ensembles to extensive, multifaceted national and international touring projects involving collaborations of TW's orchestras with large choirs, synchronised film or live dancers.

## ACHIEVEMENTS & PERFORMANCE

The cost-of-living crisis continued to bite with disposable incomes shrinking with the worsening economic climate. Pressure on the economy meant there continued to be reduced funding available for music education, artists and music venues, taking us further down the road towards music and the arts becoming a luxury.

There was a significant increase in demand for TW's services and projects over the course of the year and the TW team were outstanding in their response, working incredibly hard to meet the demand, whilst ensuring quality was maintained across all areas of activity (see details later in this report).

***"I am very excited that Tomorrow's Warriors are joining us for another year at We Out Here – their importance cannot be overstated. Be it in the future talent they are bringing through or the incredible names that have come before, they are a vital part of our cultural scene. So much so, we have renamed the Big Top Stage in their honour!"***

**GILLES PETERSON** | DJ, Broadcaster and Producer



This precipitated an upgrade to the bookkeeping function from part-time (0.5) to full-time to manage the increased volume of items to be processed as a result of the expansion in paid employment opportunities generated for TW musicians.

TW successfully recruited a new Finance Officer in January 2025, replacing the previous incumbent who, after six years' loyal service, had notified her intention to retire. A four-week handover was arranged to ensure minimal disruption to the Finance Team's operations.

## HIGHLIGHTS DURING THE YEAR

In 2024-25, TW continued to lead with artistic innovation, cultural leadership, and a deepened commitment to diversity, equity and inclusion, building on our enduring mission to inspire, educate, and empower through jazz. From international collaborations to transformative outreach, the year was defined by bold creativity and immeasurable impact.

## LEARN & TRAIN

Tomorrow's Warriors continued to deliver its award-winning Young Artist Development Programme at the Southbank Centre in London. We are grateful to the venue for providing space and production support for this programme on a pro bono basis. We are also grateful to all those who so kindly donated instruments throughout the year, which we loan free of charge to our students.

*"Our work together has had such a lasting impact on engagement from our young musicians. We have even set up a new extra-curricular jazz ensemble which we never had before."*

**JANE BODENHAM** | Head of Music, Prendergast School, Lewisham



Students learning jazz as part of our LDN Calling programme

### Developing Tomorrow's Music Leaders – 'Each One Teach One'

We invested in the development of a talented young Music Leader, **Ky Osborne** (20), who is an alumnus of the Young Artist Development Programme and has shown consistent promise as a music leader. Ky joined TW when they were 15 and had been assisting on the Lewisham Jazz Hang as well as the core Young Artist Development Programme at Southbank Centre. Identifying a need for a more 'entry-level' programme for those with little to zero jazz experience, TW added a new programme to the core weekend timetable – **The FUNdamentals** – offering Ky a leadership role with responsibility for their own regular session, mentored by senior music leader, **Binker Golding.** A perfect example of our Each One, Teach One ethos in action.

### Young Artist Development Programme (YADP)

During the year, TW delivered **419 sessions**, engaging and developing **142 active students aged 11–25**.

Of these students:

- **40%** identified as **female**
- **2%** identified as **non-binary**
- **54%** were from **Global Majority** backgrounds
- We reached musicians from **23 of London's 32 boroughs**, plus students from **Hertfordshire**, **Essex**, **Surrey, Kent, Oxfordshire, East Sussex, West Sussex**, and **Lancashire**

This compares to 2023–24, when we delivered 441 sessions and supported 152 active students, of whom 47% were women, 1% non-binary, and 66% Global Majority.

The reduction in session numbers was primarily due to a loss of time and space at Southbank Centre, as the venue was required to prioritise commercial hires and its own talent development programmes in response to reduced funding.

We believe the decline in overall student numbers, as well as the drop in female and Global Majority representation, reflects broader systemic challenges in the talent pipeline. Severe cuts to music education funding in schools are leaving fewer young people with access to quality music learning opportunities – particularly those from under-represented communities. This trend underscores the urgent need for sustained investment in inclusive music education and grassroots talent development.

In addition to the weekly TW timetable, we supported two supplementary master classes during the year with **Samora Pinderhughes** and the **Take Me To The River Collective**. We also arranged meet and greet sessions plus Q+As for Warriors with **Nubya Garcia**, **Meshell Ndegeocello**, and the legendary **Billy Cobham**.

### Summer Runnings 2024

With funding from our **Big Give Arts for Impact match funding campaign** in March 2024, and **Kusuma Trust** funding (deferred from 2023-24) we were able to offer another jam-packed **Summer Runnings** programme for young people aged 11-25. TW delivered **47 sessions, 93 hours** and **731 learning opportunities** to **138 young people** on the Summer Runnings programme – **up more than 50%** on the previous year. The sessions were delivered by **41 Music Leaders and Industry Professionals**, including **33 TW alumni**.

## CASE STUDY: RION JENSEN-BROWN (20) | GUITAR

**Joined 2023**



**Attended by the most talented students from across globe, bursaries from the Trust to attend the internationally recognised 2-week intensive Jazz House Kids Summer Camp in Montclair, NJ were awarded to three Warriors in 2024-25, including Rion, in what became a future-defining moment for him.**

*"The experience cemented things I thought weren't possible, and just how much jazz has to offer as a career. Being around jazz musicians who have made it - and so many of them – made it feel fully achievable, and then playing at the Lincoln Center's Dizzy's Club was a real privilege. I know my life is now going to be completely different – it's now just about applying everything I've learned."*

## CASE STUDY: KEIRA CHAKRABORTY (18) | FLUTE

**Joined 2018**

**As a flautist, vocalist and composer, Keira has grown up through Warriors becoming an emerging artist in her own right. From being a valued student in the weekly development programme, she moved through Junior Band, then progressed into Frontline, our female jazz band, and has successfully auditioned to study jazz at the Royal Academy of Music.**

*"Jazz is an artform that really encourages risk-taking and it's so exciting to play and to listen to. I feel really lucky to have received the specialist jazz education I have - I simply wouldn't have continued with music if I hadn't had the support of Tomorrow's Warriors. For me, it's been about surrounding myself with the right people and growing in confidence."*



Of the participants:

- **66%** were first-time attendees at TW
- **15** progressed onto our core Young Artist Development Programme
- We reached musicians from **28 of London's 32 boroughs**, plus participants from **East Sussex**, **Gloucestershire**, **Lincolnshire**, **North Tyneside**, and **Lancashire**
- **60%** of attendees were from **Global Majority** backgrounds
- **96%** of students who responded to the feedback survey rated the programme 4 or 5 out of 5 for how well it had helped them progress as a musician.
- **100%** of respondents rated their overall experience 4 or 5 out of 5.

Both current and new students loved the experience, and the positive energy and relationships formed throughout the two weeks was evident. They fed back on the inclusivity and freedom the programme offered as well as their enjoyment of meeting a community of like-minded musicians. Students valued the calibre of Music Leaders, the knowledge and expertise they could offer and their inclusive approach.

Summer Runnings continues to play a vital role in engaging a diverse range of young people and recruiting new talent into our core programme.

***"The opening sharing session was a great way to involve many musicians as an audience and the ongoing project with a smaller group allows for real in-depth musical progression. All the students involved have found it really inspiring and while they have felt challenged, they have felt supported and invigorated to explore music they may not have done before and with a group of professional young musicians who they can look up to and aspire to be like."***

**LUCIE CHAPMAN** | Head of Music, Ark Academy Walworth

### Emerging Artist Development Programme (EADP)

We are grateful to all of the funders, donors, promoters and festivals who supported TW throughout the year to deliver **132 live performances** by young artists on our **Emerging Artist Development Programme** (EADP), providing invaluable experience on professional stages.

Of these performances:

- **89** took place across **11 London boroughs**
- **27%** took place in **5 of the 8 English regions outside London**, including West Midlands, South East, South West, North West and East of England
- **6** were **international,** with concerts in **Guernsey, France, Belgium** and **Germany**
- **47%** were performances with **female band leaders**

The activity delivered through the **TW Presents...** live series and other performances created paid employment for young creatives, which in turn expanded networks, increased public awareness, and improved wellbeing and self-sufficiency for the artists; it also generated income for TW, improved the organisation's sustainability and resilience, and contributed to the creative economy.

### TalentInvest

Our **TalentInvest** fund is designed to nurture and support emerging jazz artists at pivotal stages in their careers. Funding from TalentInvest – supported by three generous donors in 2023-24 – enabled TW alumnus and music leader, **Sultan Stevenson** (piano) to attend the **Jazzahead!** international conference and trade fair in Germany in April 2024. TW also assisted him in securing a highly-prized slot for his Trio at the Jazzahead Showcase, helping him build connections with international promoters. He found an agent at Jazzahead! which led to him securing a European tour in 2024, with a second tour in 2025. We are proud to have provided wrap-around continuous support for Sultan as his career as an educator and artist progresses.

## OUTREACH & ENGAGEMENT

TW deepened its commitment to outreach, ensuring that young people from all backgrounds could access high-quality music education and creative opportunities.

### A Grime Supreme

Our flagship community outreach programme, **A Grime Supreme**, continued to break new ground. This is our national outreach project fostering connections between jazz instrumentalists and grime/hip-hop MCs and producers. A Grime Supreme builds bridges between musical and social communities that are often segregated and disconnected. After a successful run in **Gloucester** in early-2024, we launched the programme in **Hull** at the end of that fiscal year and completed the final session in May 2024. With support from **Youth Music's Trailblazer Fund** and our delivery partners **Hull Music Service** and **Beats Bus Records**, the project culminated in a headline showcase at the **Albemarle Music Centre**, spotlighting the creative energy of young artists.

The project then travelled to **Brighton**, supported by **Youth Music/Spotify Open Doors Fund**, where we partnered with **AudioActive**, **New Generation Jazz** and **Create Music** to

*"Without TW, I probably wouldn't know a good 75% of the people I know. I really can't explain the gravity or the importance of what TW has done in terms of broadening both my teaching career and my professional career. [...] The support is always there, it just changes. It's continual support and artistic development at every stage of one's career."*

**SULTAN STEVENSON** | Pianist, Composer, Band Leader, TW Alumnus and Music Leader



Sultan Stevenson performing with his Trio at Jazzahead! in Bremen (2024)

deliver **2 workshops** before the end of March, and **7 after the year end**, building to a showcase performance at the **Brighton Fringe Festival** later in the year.

### LDN Calling | Be Inspired!

We launched **LDN Calling**, a new flagship 3-year **schools outreach initiative** designed to inspire and support young musicians aged 11–15. Working with up to 18 schools in south east London from 2025-2027, LDN Calling features a series of inspiration sessions and workshops that build a gateway to our Young Artist Development Programme.

During the 2024-2025 academic term, TW delivered LDN Calling in **5 South London schools**: **The Elms Academy** and **The Elmgreen School** (Lambeth), **St Michael's Catholic College**, (Southwark), and **Ark Academy** (Walworth) providing free-to-access jazz music education, with a particular focus on young musicians of Black heritage and female students. A specialist team of **3 Tomorrow's Warriors Music Leaders** and **6 Music Assistants** delivered a total of **5 inclusive and interactive inspiration sessions**, and **15 practical jazz workshops** that saw the very best in established and emerging jazz artists and tutors engage with **157 participants** in jazz improvisation, ensemble playing, and exploration of a range of jazz styles towards showcasing students' musical development.

LDN Calling is generously supported by the **Toby Hayward-Seers Memorial Fund**, which also supports **Be Inspired!**, a ticket bursary scheme to enable young people to attend live concerts, helping them see where their own musical journey might take them.

In the first iteration of *Be Inspired!*, the fund enabled **18 students** from St Michael's College, Southwark to attend the live performance of ***Mississippi Goddam: A Tribute to Nina Simone*** by Nu Civilisation Orchestra on 31 January 2025 at the Royal Festival Hall.

## PARTNERSHIPS

### Southbank Centre

A highly valued partner, the Southbank Centre is the UK's largest arts complex and world-renowned cultural hub. It serves as **TW's creative home** and is the host venue for the YADP. We are proud of the work we have enabled together over the past 16 years, with the centre providing TW space in which to develop the YADP, while TW contributes high quality content to the venue in both their public engagement and artistic programming.

### PRS Foundation

TW was, once again, among the 78 organisations invited to join the refreshed UK-wide PRS Foundation Talent Development Network, bringing together **organisations working at the frontline of talent development in the UK** supporting a broad range of individual music creators across different music genres and UK regions. The Network facilitates peer networking, knowledge sharing, and helps to build connections across the sector. PRS Foundation supported TW's **Warriors Rise!** touring programme for emerging artists in 2025.

### Brick Lane Jazz Festival

TW returned to Brick Lane Jazz Festival as **charity partner for a second year** in 2024, where the Warriors family came together in full force. Across three days, **10 emerging artists' bands and our flagship development ensembles** lit up the Brick Lane Tap Room with electrifying performances and jam sessions.

# IMPACT 2024-25
## CONCERTS & PERFORMANCES

TOMORROW'S WARRIORS

# 178 CONCERTS/PUBLIC PERFORMANCES

**1,234** DAYS EMPLOYMENT FOR ARTISTS

**28** PROFESSIONAL PERFORMANCES

**13** PRIVATE FUNCTIONS

**132** EMERGING ARTIST OPPORTUNITIES AND TALENT DEVELOPMENT SHOWCASES

**5** PUBLIC JAM SESSIONS

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**236** MUSICIANS GIVEN EITHER PAID OR UNPAID PERFORMANCE OPPORTUNITIES

FEMALE 39%

GLOBAL MAJORITY 55%

# 30,526 TOTAL LIVE AUDIENCE

**73,000** RADIO BROADCAST AUDIENCE FIGURES INCLUDING BBC RADIO 3 DRAMA SERIES 'GATSBY IN HARLEM'

# IMPACT 2024-25

## LEARN & TRAIN

**419** £FREE LEARN & TRAIN SESSIONS

**4,658** LEARNING OPPORTUNITIES

**1,125** LEARN & TRAIN WORKSHOP HOURS

**563** DAYS PAID EMPLOYMENT FOR MUSIC LEADERS

**142** ACTIVE STUDENTS AGED 11-25 ENROLLED ON TW ARTIST DEVELOPMENT PROGRAMMES

- FEMALE 40%
- NON-BINARY 2%
- GLOBAL MAJORITY 54%

**13** STUDENTS ENROLLED/TAKING UP OFFERS ON CONSERVATOIRE/HE MUSIC COURSES

- FEMALE 46%
- GLOBAL MAJORITY 54%

**3** STUDENTS ATTENDED RESIDENTIAL INTERNATIONAL JAZZ SUMMER CAMP (USA)

- FEMALE 33%
- GLOBAL MAJORITY 66%

---

**41** MUSIC LEADER FACULTY MEMBERS

**30** VISITING FACULTY

- FEMALE 47%
- GLOBAL MAJORITY 77%

**11** CORE FACULTY

- FEMALE 27%
- NON-BINARY 8%
- GLOBAL MAJORITY 83%

# IMPACT 2024-25

## LEARN & TRAIN | SUMMER RUNNINGS 2024

**12** DAYS

**138** STUDENTS

**47** MASTERCLASSES AND WORKSHOPS

FEMALE — 47%

TRANS/ NON-BINARY — 5%

**5** AVERAGE NUMBER OF SESSIONS ATTENDED PER STUDENT

GLOBAL MAJORITY — 53%

**731** LEARNING OPPORTUNITIES

**41** MUSIC LEADERS

**9** MUSIC INDUSTRY & WELL BEING SESSIONS

**11** INSTRUMENT SPECIFIC WORKSHOPS

**11** JAM SESSIONS LED BY THE YOUNG SCENE FOR THE YOUNG SCENE

# IMPACT 2024-25
# OUTREACH INITIATIVES

TOMORROW'S WARRIORS

**28** OUTREACH SESSIONS

**556** LEARNING OPPORTUNITIES

**222** PARTICIPANTS

FEMALE 42%

GLOBAL MAJORITY 58%

## LDN CALLING

TOMORROW'S WARRIORS OUTREACH INITIATIVE FOR INNER LONDON SECONDARY SCHOOLS

**5** SCHOOLS IN SOUTH EAST LONDON

**21** SESSIONS

**428** LEARNING OPPORTUNITIES

**157** PARTICIPANTS

FEMALE 50%

GLOBAL MAJORITY 68%

## SWINGIN' STRINGS

JAZZ FOR STRINGS PLAYERS

**4** SESSIONS

**26** PARTICIPANTS

## A GRIME SUPREME

BRIGHTON and HULL

**3** SESSIONS

**39** PARTICIPANTS

### We Out Here Festival

In August TW returned to Gilles Peterson's We Out Here Festival and were honoured to take up residence in the **Tomorrow's Warriors Big Top**, a stage renamed by the Festival in honour of TW's vital importance to the cultural scene. TW staged **22 bands** showcasing **102 young musicians and emerging artists**.

### Universal Music Group | Decca Records

The **TW x Decca Records Career Mentoring Scheme** – in which senior executives mentor up to 15 Emerging Artists per year – was paused in 2024-25 following several redundancies at Universal Music Group, including the scheme lead. Happily, this has been resumed in 2025-26 and the scheme lead has been reinstated at the label.

### Lewisham Music | Trinity Laban Conservatoire

We were able to build on our 5-year **Lewisham Jazz Hang** partnership with **Trinity Laban Conservatoire for Music and Dance** and **Lewisham Music**. Aimed at 11–16-year-olds interested in jazz, these sessions feature taster workshops, weekly sessions, and masterclasses with a wrap up jam session. Those showing potential are invited to join TW's core development programme. **40 participants** were registered on the programme and, across the year, there were 400 learning opportunities, and 6 participants recruited to our core YADP as a result.

**Gordonbrock Primary School** was also introduced as part of this project reaching **15 pupils** and providing **45 learning opportunities**.

***"Tomorrow's Warriors have the best network of teachers and collaborators for jazz music in this country. Being a part of the organisation exposed me to the top level of jazz knowledge and tuition from an early age. [...] It feels mad to be playing at Downing Street. I wasn't expecting to see the Prime Minister in the flesh!"***

**MENELIK CLAFFEY** | Musician & TW Alumnus



TW Emerging Artist, Menelik Claffey taking his double bass upstairs at 10 Downing Street to perform at a reception, hosted by UK Prime Minister, Sir Keir Starmer, to mark Black History Month (2024)

## INTERNATIONAL PARTNERSHIPS

TW continued to expand its international presence this year, forging meaningful connections across borders and championing cultural exchange through music. Our work in Europe reflects our belief that jazz is a global language, one that thrives on collaboration, diversity and shared creativity.

We are proud that TW's model continues to inspire other organisations and music scenes at home and abroad.

### France | Jazz à Tours

In November 2024 TW was invited to **Tours, France** to launch **a new partnership with Jazz à Tours** – a music school – and jazz club **Le Petit Faucheux**. TW has the role of **organisational mentor**, sharing deep knowledge and experience in the development of young jazz talent from diverse backgrounds and providing music leader development to our French counterparts. **Tomorrow's Warriors Frontline**, our all-female development ensemble, delivered a dynamic live performance and open jam session, while TW music leader and drummer, **Romarna Campbell** led a workshop for local musicians.

### Belgium | BXL x LDN Interplay

We continued building our creative partnership with **Brosella Festival** in Belgium. **BXL x LDN Interplay** brings together **3 emerging artists from the UK** and teams them with **3 of their Belgian counterparts** to deliver a set of original compositions and inspirational musical alliances.

Maddy Coombs (saxophones), Luke Bacchus (piano) and Menelik Claffey (bass) represented LDN and, from Brussels, we had Diogo Alexandre on drums, flautist Lucia Pires, and guitarist Eliott Knuets complete the line-up of this exciting sextet.

The musicians and their mentors met up in Brussels for 3 days of development sessions and debuted their compositions at the **Brosella Spring Festival**. They reunited later in the year for further appearances at **Brick Lane Jazz Festival** (London), **Brosella Summer Festival** (Brussels), and Gilles Peterson's **We Out Here Festival** (Dorset), with 2 further shows in Antwerp and Brussels.

### USA | Jazz House Kids

Our special partnership with **Jazz House Kids** in Montclair New Jersey has been ongoing for nine years and we were delighted to offer scholarships and bursaries for **3 young Warriors aged 15-19** – Alessio Annecchiarico (trumpet), Karely Paola Mamani (guitar), Rion-Jensen Brown (guitar) – giving them the opportunity to travel to and attend the **Jazz House Kids Summer Workshop**. Run by the multiple Grammy winner, **Christian McBride** and his wife, jazz vocalist **Melissa Walker**, this two-week intensive residential summer school, offers expert tuition from some of the best jazz teachers in the US, the chance to be part of an international community and to forge lifelong, international friendships.



The legendary Chaka Khan with the Nu Civilisation Orchestra conducted by Peter Edwards at the Royal Festival Hall, London (2024)



Nu Civilisation Orchestra with Clod Ensemble perform Charles Mingus' ***Black Saint and The Sinner Lady*** at the Barbican Theatre, London (2024)

## PERFORMANCES & BROADCASTS

We presented our **Extraordinary Summer Showcase** and the **Extraordinary Winter Showcase** in August and December 2024, featuring performances from our flagship ensembles and the debut of the **Tomorrow's Warriors Big Band**. These two events provide a great opportunity for staff and trustees to celebrate the talent of our young musicians and thank our donors and other supporters for their ongoing commitment to the charity.

October brought a powerful celebration of women in jazz at the **Jazz Café**, with our annual **I AM WARRIOR** concert featuring special guest alumnae: **Camilla George, Rosie Turton, CHERISE, Maddy Coombs**, and **Romarna Campbell**.

Also in October, TW Emerging Artists, **Ky Osborne** and **Menelik Claffey** performed at **10 Downing Street** for a Black History Month reception hosted by **Prime Minister Keir Starmer** – a proud moment for the entire Warriors family.

In January 2025, the Warriors community celebrated TW Founder, **Dr Gary Crosby OBE's 70th Birthday** with a Sunday afternoon jazz jam at the **Jazz Cafe** in Camden, the birthplace of Tomorrow's Warriors. Musicians from across the generations joined in the celebration, taking it in turns to jam with their heroes and heroines.

### Nu Civilisation Orchestra

**Nu Civilisation Orchestra** (NCO) is a professional, variable-sized orchestra borne out of TW's ambition to create a pathway for musicians from Global Majority backgrounds to develop the skills needed to access orchestral live/studio work, and then to develop a pipeline of diverse orchestral players capable of playing at the highest level, not only jazz but also popular music and music of the so-called 'third stream' - where classical music meets jazz.

The NCO has continued to push artistic boundaries and build new audiences this year. In June, the NCO and Musical Director, **Peter Edwards** joined the legendary **Chaka Khan** on stage at the sold-out Royal Festival Hall for the finale of her **Meltdown Festival** – a moment of pure musical magic as she performed her ***ClassiKhan*** album live for the very first time. Just a week later, the orchestra, led by Musical Director, **Ben Burrell** performed with Brazilian maestro **Arthur Verocai** in the sold-out Barbican Hall, bringing his iconic eponymous album to life, and receiving a standing ovation from the packed auditorium.

September saw NCO reconnect with **Clod Ensemble** to remount their fantastic collaboration Charles Mingus' ***The Black Saint and the Sinner Lady*** at the Barbican Theatre, again led by Peter Edwards. Over 3 nights, the Barbican Theatre stage was transformed into a vibrant jazz club, immersing audiences in a multisensory experience that blurred the lines between concert and performance art. This work went on to be **nominated for the 2024 Sky Arts Award for Dance**.

***Mississippi Goddamn: A Celebration of Nina Simone***, was part of the Southbank Centre's Montreux Jazz Festival January residency and featured a 47-piece NCO with Peter Edwards alongside the extraordinary vocalist line-up of **Corinne Bailey Rae, Laura Mvula, China Moses, Ni Maxine**, and **Tony Njoku**. It was a powerful and emotional tribute that resonated deeply with audiences and reaffirmed NCO's place at the forefront of orchestral jazz innovation.

## Radio | TW x One Jazz

In August 2024, TW launched the **I AM WARRIOR radio show** in collaboration with new digital station, **One Jazz** and the UK's leading jazz radio station, **Jazz FM**, providing opportunities for three Warriors – **Ni Maxine** (vocals), **David Kayode** (saxophone) and **Shanise Hall** (trumpet) – to develop skills and gain experience in broadcasting and presenting, enabling them to build multifaceted musical careers. Listeners are able to enjoy the musical journey, influences and inspiration of the next jazz generation. A further three Warriors will be selected to present I AM WARRIOR shows in 2026.

## Radio | TW x Granny Eats Wolf | Gatsby In Harlem

TW was so proud to partner with the award-winning production company, Granny Eats Wolf on the immersive soundtrack of playwright **Roy Williams**' radio drama ***Gatsby In Harlem*** – a reimagining of Scott Fitzgerald's *The Great Gatsby* (BBC Radio 3) starring **Ncuti Gatwa**, **Gugu Mbatha-Raw** and **Malachi Kirby**. The play relocates the action from Long Island, dominated by WASPS (White Anglo Saxon Protestants), to the pulsating, jazz-loving streets of African American Harlem. TW alumnus, music leader and experienced composer/arranger, Benjamin Burrell mentored TW Emerging Artist and composer/arranger, Emily Tran through the process of creating the radio soundtrack – our Each One, Teach One ethos on repeat – and Gary Crosby led an all-TW band in performing the soundtrack. The drama has received multiple awards, including in November 2025, the Audio of the Year award at the inaugural British Audio Awards ('The Speakies') which celebrates excellence in Audiobooks and Audio Drama.

## LEADERSHIP & ADVOCACY

In September 2024 Janine Irons OBE joined British Phonographic Industry (BPI) Chair, saxophonist and broadcaster **YolanDa Brown** as the UK's recorded music industry's



Nu Civilisation Orchestra with Clod Ensemble perform with Arthur Verocai at the Barbican Concert Hall, London (2024)



Janine Irons (centre) speaking at the Adobe International Women's Day event on the theme of debunking the gender creativity myth alongside fellow panellist Isobel Perl, founder of Perl Cosmetics, and host Claire Darley, Senior VP at Adobe.

representative body hosted *A New Playbook*, *UK Jazz* as part of their Insight Sessions series. Also in September, Janine was invited as a speaker at the **Europe Jazz Network Conference in Ghent**, discussing ways to build intergenerational audiences for jazz and improvised music.

In November 2024, Janine provided **mentorship to the management team of Jazz à Tours**, whilst TW producer and Emerging Artist Lead, Patricia Pascal **joined a panel** exploring action needed to make the jazz scene truly inclusive, contributing to a vital conversation about equity and representation in the arts.

Also in November, Dr Gary Crosby OBE was **elected to the Senate of the Ivors Academy**, representing the interests and rights of songwriters and composers.

In December 2024, Janine was an invited speaker at an **Arts Council England** reception at the **House of Commons** in the UK Parliament, addressing an audience of peers and MPs and passionately making the case for continued and increased investment in the arts.

Janine was a speaker at **Adobe**'s inaugural **International Women's Day: Change Makers** event in London in March 2025, hosted by broadcaster and diversity champion **June Sarpong**. The event celebrated women leaders and changemakers across industries.

## AWARDS & RECOGNITION

Janine Irons OBE and Dr Gary Crosby OBE received the **Inspire Ambition Award** from Morley College London, recognising their lifelong commitment to inspiring others through music, and bringing to **61 the total number of awards** garnered by TW and its founders. We also received news that Gary was to be awarded honorary membership of the **Royal Academy of Music (Hon RAM)**, an honour bestowed on only 300 living musicians who did not attend the Academy.

The Tomorrow's Warriors community celebrated another remarkable win for jazz when TW alumni band, the **EZRA Collective** was announced as the winner of the **BRIT Award for Group of the Year 2025**, the first time ever that a jazz act has been awarded this prestigious accolade and has performed at the awards ceremony.

## FUNDRAISING & SUSTAINABILITY

We are so grateful to each and every one of our individual donors, trusts and foundations and corporates who choose to direct their generous support towards our organisation and its work. We appreciate you!

### Major Grants

Our largest grants in the year under review were gratefully received from:

- **Paul Hamlyn Foundation** – a generous 3-year grant (£100,000/year) to support TW's core costs, helping the organisation to develop existing and recruit additional staff to meet growing demand for TW's services
- **Old Possum Practical Trust** – the final year of a 3-year grant (£30,000/year) in support of programmes supporting our younger Warriors, along with a surprise 'bonus' of a £10,000 unrestricted gift rounding up their amazing support to £100,000 over the 3-year cycle
- **Sigrid Rausing Trust** – a 3-year grant (£25,000/year), contributing to the cost of leadership for our Learning, Outreach and Development team.

We also ran 4 successful fundraising campaigns over the period:

### GoFundMe | I AM WARRIOR 2023-24 |Target £100,000

Our **I AM WARRIOR £100,000 fundraising campaign** that ran from 23 October 2023-30 April 2024 reached target at the end of April. As a rolling fundraiser, funds were expended on our core programmes as and when needed throughout the campaign. It was undoubtedly more challenging this time to secure donations at a time of squeezed disposable incomes for the vast majority but, with a strong final push, we were able to hit our target.

To maintain all of our free-to-access activity, it is essential we continue fundraising in earnest and with as much energy and vigour as we can muster.

### Big Give | Arts For Impact 2024 | Target £5,000




We ran our first ever **Big Give Match Funding campaign – Arts For Impact** – from 19-26 March 2024 in support of **Summer Runnings**, raising £6,422 (excluding Gift Aid) including £2,500 match funding from **Big Give**.

### Big Give | Women & Girls 2024 | Target £10,000

In October 2024, we raised £10,100 (excluding Gift Aid) thanks to £5,000 match funding from the **The Big Give Trust** to support

**Beyond the Sound Barrier,** a new TW initiative enabling us to partner with inner London schools to discover, inspire and nurture the next generation of female jazz talent and address the under-representation of women in jazz music.

### Big Give | Christmas Challenge | Target £15,000

Our festive fundraiser garnered in excess of £15,415 (excluding Gift Aid) to bring **A Grime Supreme** to London, thanks to our two campaign Champions: **The Reed Foundation** and stalwart TW supporter, **Nick Hornby**, who each gifted £3,750 in match funding to help us achieve our fundraising target.

We are also so grateful to those who volunteered for TW in 2024-25, whether as members of the Capital Development Committee (Sandra Fryer [Committee Chair], Jude Goffe and Ian Ellison), or as an extra pair of hands at TW events (Bethan Williams-James)

### FINANCIAL REVIEW

The Statement of Financial Activities on page 23 discloses total income to March 2025 of £470,309 (2024: £286,920).

Total expenditure of £422,865 (2024: £185,628) increased substantially and this resulted in a surplus for the year of £47,444 (2024: £101,292).

The restricted fund surplus for the year was £141,308 (2024: £30,737). These funds have been generated through a successful fundraising campaign, to be expended on the Talent Development programme.

The unrestricted fund deficit for the year was £93,864 (2024: surplus £70,555).

Designated funds of £50,000 have been set aside to expend on the capital project to acquire a building to establish a permanent home/HQ. A further £214,164 was designated to fund the Talent Development programme.

Voluntary income raised was £459,740 and included within this are restricted funds to the value of £144,950.

£8,567 was paid as bursaries for talented individuals awarded scholarships to attend Jazz House kids in the USA.

During the year, the Trust granted £397,299 to TW to support the Talent Development programme.

We cannot thank our supporters enough for your ongoing contributions to the nurture of our young, emerging and established artists through the Learning, Outreach and Engagement programmes, and for all the artistic opportunities your financial and in-kind support enables.

We thank you also for supporting the immensely hardworking, committed TW team that delivers the activity on behalf of the Trust and continues consistently to produce outstanding results not only in creative terms but in the artists themselves. The trustees deeply appreciate all those who have made gifts of funds, instruments, equipment, space or time in support of our mission.

The Balance sheet on page 24 details the financial position of the charity and show net assets of £494,106 (2024: £446,662).

## CASE STUDY:
## EMMANUEL AMPONG (17) | DRUMS

***Joined 2020***

***Emmanuel's promise as a jazz musician was already being fuelled as a 12-year-old welcomed onto the Warriors young artist development programme. With five years of the programme under his belt, he has just won a place at the Royal Academy of Music.***



***"I'm very fortunate to have been taught by some of the best musicians in the country at Warriors. I've had amazing opportunities, from masterclasses with the world's best to even getting to learn more about this music in the States. I'm grateful for the support that Warriors provide, from both teachers and students alike and am always excited to see who and what's up next!""***

## CASE STUDY:
## LAUREN BREEN (20) | ALTO SAX

***Joined 2022***

**Lauren's journey with Warriors has seen her flourish through The Collective, our dedicated development sessions for female-identifying musicians, entirely focused on closing the gender gap. As a result, she's now encouraging the next generation of jazz musicians as a Music Assistant on our schools' outreach programme.**



***"I think it is incredibly important to have a female-and non-binary only space to play jazz as it's so common to always be in the minority as women. Often, we don't have as much access to jazz and so having this specialist series really helps to promote that jazz is for everyone. My technique has improved, and I'm excited about supporting as a Music Assistant to inspire others!"***

## Reserves Policy

Tomorrow's Warriors Trust's policy on unrestricted reserves is as follows: "In order to ensure the smooth running of the Charity and help guarantee the provision of funding for the talent development programme delivered through Tomorrow's Warriors Limited, Tomorrow's Warriors Trust's reserves policy is to maintain unrestricted reserves equivalent to 12 months of its annual gross expenditure budget".

Designated funds cover c. 9 months of relevant expenditure (2025-26 budget is £500,000); therefore, the free reserves target is to cover c. 3 months. At the year end, the charity held free reserves of £66,155 (calculated as General Funds balance, £88,634 less value of fixed Assets, £22,479) equivalent to more than 2 months' worth of operating expenditure. The trustees consider this level of reserves to be appropriate for the charity's current activities and financial commitments. The trustees regularly review the reserves policy to ensure it remains aligned with the charity's needs and strategic objectives.

## Risk management

The Trustees assess the major risks to which the charity is exposed and implement systems to mitigate both financial and non-financial risks. The Trustees review the Risk Register when required, but at least annually.

## Plans for future periods

Tomorrow's Warriors Trust will prioritise five key areas:

1. Increase capacity within TW's programmes to enable more young people to access development opportunities.
2. Support development of the TW Partnership Network to increase opportunity and reach.
3. Review and strengthen our governance structure with the appointment of a new Chair, a trustee with legal expertise and our first official Patrons for the charity.
4. Increase capacity by developing the existing TW team and recruitment in key areas covering fundraising, talent development, schools/community outreach and production.
5. Progress plans to secure, through a capital project, a permanent home for TW, giving the organisation security and the potential to develop revenue.

## Structure, governance and management

Tomorrow's Warriors Trust is a company incorporated in England and Wales under the Companies Acts and limited by guarantee (company registration number 08341045).

*"No single organisation has exerted a more profound or beneficial influence on jazz in Britain than Tomorrow's Warriors."*

**RICHARD WILLIAMS** | The Blue Moment

*"Tomorrow's Warriors remain the musical heart of the British jazz scene."*

**CERYS MATTHEWS** | Musician, Author and Broadcaster

The company is a registered charity (charity registration number 1153613) and is governed by its Memorandum and Articles of Association.

Its directors, who operate in a similar fashion to trustees of unincorporated charities, are elected by its members. The current directors are as set out below.

The directors undergo training either through courses or functional experience. Arrangements have been made for the induction of new trustees.

The charity does not employ any staff. Decisions of the charity are taken by the directors at board meetings.

The directors have examined the major strategic business and operational risks which the charity faces and confirms that systems have been established to enable regular reports to be made so that necessary steps can be taken to manage these risks.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

| | |
|---|---|
| V J Broughton | |
| Dr M Y Busby CBE | |
| S Abbott | |
| C Panayi | |
| N S O'Donnell | |
| N Cornforth | |
| C R George | |
| A W P Comber FCA (Treasurer) | |
| O G Fagbemiro FCMI (Secretary) | Appointed 31 July 2025 |
| J Nelson MBE | Appointed 31 July 2025 |
| T Okunniwa MBE (Chair) | Appointed 11 August 2025 |

## Recruitment and appointment of trustees

Trustees will be able to demonstrate an ability to support, promote and lead development of the charity. They will have an area of expertise that will enhance the work of the Trustees and contribute to the achievement of the charity's objectives.

New Trustees undergo induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the objectives and financial performance of the charity. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The Trustees report was approved by the Board of Trustees.

O G Fagbemiro FCMI - Company Secretary
**Director and Trustee**

Date: 18 December 2025




TOMORROW'S
WARRIORS
BIG TOP
Brick Lane
Jazz Festival
Tomorrow's Warriors Lineup
Friday 26.04
Tomorrow's Warriors Frontline
Christ-Stéphane Boizi // Jam
Saturday 27.04
Mali Sheard // Miranda Radford
Big Massive // David Kayode
Sunday 28.04
Junior band jam // KIKIMIK
Abeng // BLX x LDN Interp
At Brick La
TOMORROW'S
WARRIORS











# We Out Here

15 - 18 August | Wimborne St Giles, Dorset

TOMORROW'S WARRIORS

## TOMORROW'S WARRIORS BIG TOP

**THURSDAY 15 AUGUST**

| | |
|---|---|
| 19.05 - 19.45 | JOTI |
| 20.15 - 21.00 | ABENG |

**FRIDAY 16 AUGUST**

| | |
|---|---|
| 12.30 - 13.00 | TW JUNIOR BAND |
| 13.15 - 13.45 | KIKIMIKI |
| 14.15 - 14.45 | KEZIA ABUOMA |
| 15.15 - 15.45 | KY OSBORNE |
| 16.15 - 16.45 | EMILY TRAN |
| 16.45 - 17.40 | WARRIORS JAZZ JAM |
| 18.10 - 18.55 | DONOVAN HAFFNER |
| 19.35 - 20.20 | TESS HIRST |

**SATURDAY 17 AUGUST**

| | |
|---|---|
| 13.00 - 13.30 | SHANISE HALL |
| 14.00 - 14.30 | MIRANDA RADFORD |
| 14.50 - 15.30 | ALLEXA NAVA |
| 16.00 - 16.30 | BIG MASSIVE |
| 16.30 - 17.15 | WARRIORS JAM |
| 17.40 - 18.25 | DAVID KAYODE |
| 18.55 - 19.40 | MADDY COOMBS |
| 20.15 - 21.00 | CASSIUS COBBSON |

**SUNDAY 18 AUGUST**

| | |
|---|---|
| 12.30 - 13.00 | TW YOUTH ENSEMBLE |
| 13.25 - 14.05 | TW FRONTLINE |
| 14.50 - 15.30 | TW BIG BAND |
| 16.00 - 16.30 | WARRIORS JAZZ JAM |
| 16.45 - 17.30 | KIANJA |
| 18.00 - 18.45 | CHRIST-STÉPHANE BOIZI |
| 19.15 - 20.15 | BXL x LDN INTERPLAY |



# TOMORROW'S WARRIORS TRUST
## INDEPENDENT EXAMINER'S REPORT
## TO THE TRUSTEES OF TOMORROW'S WARRIORS TRUST

I report to the trustees on my examination of the financial statements of Tomorrow's Warriors Trust (the Charity) for the year ended 31 March 2025.

**Responsibilities and basis of report**

As the trustees of the Charity (and also its directors for the purposes of company law), you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006.

Having satisfied myself that the financial statements of the Charity are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the Charity's financial statements carried out under section 145 of the Charities Act 2011. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011.

Since the Charity's gross income exceeded £250,000, the independent examiner must be a member of a body listed in section 145 of the Charities Act 2011. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by section 386 of the Companies Act 2006.
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

_____

Berish Hoffman FCA
Landau Morley LLP
325-327 Oldfield Lane North
Greenford
Middlesex
UB6 0FX

Date: 18 December 2025

# TOMORROW'S WARRIORS TRUST
## STATEMENT OF FINANCIAL ACTIVITIES
## INCLUDING INCOME AND EXPENDITURE
## FOR THE YEAR ENDED 31 MARCH 2025

| | Notes | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ |
|---|---|---|---|---|---|---|---|
| **Income from:** | | | | | | | |
| Donations and legacies | **3** | 314,790 | 144,950 | 459,740 | 85,846 | 201,074 | 286,920 |
| Investments | **4** | 10,569 | - | 10,569 | - | - | - |
| **Total income** | | 325,359 | 144,950 | 470,309 | 85,846 | 201,074 | 286,920 |
| **Expenditure on:** | | | | | | | |
| Raising funds | **5** | 8,971 | - | 8,971 | 8,090 | - | 8,090 |
| Charitable activities | **6** | 410,252 | 3,642 | 413,894 | 7,201 | 170,337 | 177,538 |
| **Total expenditure** | | 419,223 | 3,642 | 422,865 | 15,291 | 170,337 | 185,628 |
| **Net income/(expenditure)** | | (93,864) | 141,308 | 47,444 | 70,555 | 30,737 | 101,292 |
| Transfers between funds | | 332,077 | (332,077) | - | - | - | - |
| **Net movement in funds** | | 238,213 | (190,769) | 47,444 | 70,555 | 30,737 | 101,292 |
| **Reconciliation of funds:** | | | | | | | |
| Fund balances at 1 April 2024 | | 114,585 | 332,077 | 446,662 | 44,030 | 301,340 | 345,370 |
| **Fund balances at 31 March 2025** | | 352,798 | 141,308 | 494,106 | 114,585 | 332,077 | 446,662 |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

-

# TOMORROW'S WARRIORS TRUST

## BALANCE SHEET
## AS AT 31 MARCH 2025

| | Notes | 2025 £ | £ | 2024 £ | £ |
|---|---|---|---|---|---|
| **Fixed assets** | | | | | |
| Tangible assets | **11** | | 22,479 | | - |
| **Current assets** | | | | | |
| Debtors | **12** | 25,120 | | 204 | |
| Cash at bank and in hand | | 518,172 | | 511,753 | |
| | | 543,292 | | 511,957 | |
| **Creditors: amounts falling due within one year** | **13** | (47,716) | | (36,178) | |
| Net current assets | | | 495,576 | | 475,779 |
| **Total assets less current liabilities** | | | 518,055 | | 475,779 |
| **Creditors: amounts falling due after more than one year** | **14** | | (23,949) | | (29,117) |
| **Net assets** | | | 494,106 | | 446,662 |
| **Income funds** | | | | | |
| Restricted funds | **15** | | 141,308 | | 332,077 |
| Unrestricted funds: | | | | | |
| Designated funds | | 264,164 | | 50,000 | |
| General funds | | 88,634 | | 64,585 | |
| Unrestricted funds | **16** | | 352,798 | | 114,585 |
| | | | 494,106 | | 446,662 |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the Trustees on 19 December 2025.

V J Broughton
**Director and Trustee**

A W P Comber FCA - Treasurer
**Director and Trustee**

**Company Registration No. 08341045**

## 1 Accounting policies

### Charity information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 1st Floor, 73 Canning Road, Harrow, Middlesex, HA3 7SP.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the Charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

The Charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention.The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds are funds that have been set aside from unrestricted funds for specific purposes by the Trustees.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

### 1.4 Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

### 1.5 Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of the financial activities to which it relates.

Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries.

## 2 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Donations and legacies

| | Unrestricted funds | Restricted funds | Total 2025 | Total 2024 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Donations | 204,657 | - | 204,657 | 170,431 |
| Grants | 110,133 | 144,950 | 255,083 | 116,489 |
| | 314,790 | 144,950 | 459,740 | 286,920 |
| **For the year ended 31 March 2024** | 85,846 | 201,074 | - | 286,920 |
| **Donations and legacies comprised:** | | | | |
| Donations received from Individuals | 119,490 | - | 119,490 | 111,286 |
| Gift Aid | 12,961 | - | 12,961 | 10,927 |
| Other donations received | 72,206 | - | 72,206 | 48,218 |
| | 204,657 | - | 204,657 | 170,431 |
| **Grants from corporates, trusts and foundations:** | | | | |
| Kusuma Trust UK | - | - | - | 10,000 |
| PPL | - | - | - | 10,000 |
| National Philanthropic Trust | 10,000 | - | 10,000 | 10,000 |
| Max Reinhardt Charitable Trust | - | 10,000 | 10,000 | 5,000 |
| Cognitive BI | 16,250 | | 16,250 | 4,250 |
| Old Possum's Practical Trust | 10,000 | 30,000 | 40,000 | 30,000 |
| D'Addario Foundation | - | 1,950 | 1,950 | 2,334 |
| The Fellfoot Charitable Trust | 2,500 | - | 2,500 | 2,500 |
| The Premises Music Education Programme | 1,200 | - | 1,200 | 3,200 |
| The Sigrid Rausing Trust | 25,000 | - | 25,000 | |
| Universal Music Group - DECCA Records | 20,000 | - | 20,000 | 20,000 |
| Henri Selmer Paris | - | - | - | 4,096 |
| The Atkin Foundation | 10,000 | - | 10,000 | - |
| Jack Petchey Foundation | - | 3,000 | 3,000 | - |
| Paul Hamlyn Foundation | - | 100,000 | 100,000 | - |
| Adobe Employee Community Fund | 15,183 | - | 15,183 | 15,109 |
| | 110,133 | 144,950 | 255,083 | 116,489 |

## 4 Income from investments

| | Unrestricted funds 2025 £ | Unrestricted funds 2024 £ |
|---|---|---|
| Interest receivable | 10,569 | - |

## 5 Raising funds

| | 2025 £ | 2024 £ |
|---|---|---|
| Staging fundraising events | 8,971 | 8,090 |
| | 8,971 | 8,090 |

## 6 Expenditure on charitable activities

| | 2025 £ | 2024 £ |
|---|---|---|
| **Direct costs** | | |
| Talent Development | 397,299 | 162,334 |
| Grant funding of activities to individuals | 8,567 | 8,003 |
| **Share of support and governance costs (see note 7)** | | |
| Support | 3,901 | 1,878 |
| Governance | 4,127 | 5,323 |
| | 413,894 | 177,538 |
| **Analysis by fund** | | |
| Unrestricted funds | 410,252 | 7,201 |
| Restricted funds | 3,642 | 170,337 |
| | 413,894 | 177,538 |

## 7 Support costs allocated to activities

| | Charitable activities 2025 £ | Total 2024 £ |
|---|---|---|
| Finance cost | 2,052 | 1,421 |
| Insurance | 337 | 299 |
| Sundry | 680 | 158 |
| Office cost | 832 | - |
| Total support costs | 3,901 | 1,878 |
| Governance costs | 4,127 | 5,323 |
| | 8,028 | 7,201 |

| Governance costs comprise: | 2025 £ | 2024 £ |
|---|---|---|
| Audit fees | 900 | 900 |
| Legal and professional | 3,000 | 3,600 |
| Conference & office meetings | 227 | 823 |
| | 4,127 | 5,323 |

## 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the year.

## 9 Employees

The average monthly number of employees during the year was:

| | 2025 Number | 2024 Number |
|---|---|---|
| Total | - | - |

There were no employees whose annual remuneration was more than £60,000.

## 10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

## 11 Tangible fixed assets

| | Musical instruments £ |
|---|---|
| **Cost** | |
| Additions | 22,479 |
| Disposals | - |
| At 31 March 2025 | 22,479 |
| **Depreciation** | |
| Depreciation charged in the year | - |
| At 31 March 2025 | - |
| **Carrying amount** | |
| At 31 March 2025 | 22,479 |
| At 31 March 2024 | - |

## 12 Debtors

| **Amounts falling due within one year:** | **2025 £** | **2024 £** |
|---|---|---|
| Other debtors | 4,878 | - |
| Prepayments and accrued income | 20,242 | 204 |
| | 25,120 | 204 |

## 13 Creditors: amounts falling due within one year

| | **2025 £** | **2024 £** |
|---|---|---|
| Bank loans | 5,127 | 5,010 |
| Trade creditors | 3,000 | - |
| Other creditors | 13,689 | 10,268 |
| Accruals and deferred income | 25,900 | 20,900 |
| | 47,716 | 36,178 |

Included within accruals is deferred income of £25,000 (2024: £nil) for the Harlem Renaissance project "The Blackbird and the Duke", concert held on 13th September 2025.

## 14 Creditors: amounts falling due after more than one year

| | 2025 | 2024 |
|---|---|---|
| | £ | £ |
| Bank loans | 23,949 | 29,117 |

## 15 Restricted funds

| | At 1 April 2024 | Incoming resources | Resources expended | Transfers | At 31 March 2025 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Restricted funds - Talent Development Programme | 332,077 | 44,950 | (3,642) | (332,077) | 41,308 |
| Restricted funds - Staff Capacity Building | - | 100,000 | - | - | 100,000 |
| | 332,077 | 144,950 | (3,642) | (332,077) | 141,308 |

| Previous year: | At 1 April 2023 | Incoming resources | Resources expended | Transfers | At 31 March 2024 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Restricted funds - Talent Development Programme | 301,340 | 201,074 | (170,337) | - | 332,077 |

The restricted funds of the charity comprises the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used. The purpose of these are for the talent development of young artist and capacity building.

## 16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used.

| | | Movement in funds | | | |
|---|---|---|---|---|---|
| | **Balance at 1 April 2024** | **Incoming resources** | **Resources expended** | **Transfers** | **Balance at 31 March 2025** |
| | **£** | **£** | **£** | **£** | **£** |
| General funds | 64,585 | 33,048 | (8,999) | - | 88,634 |
| Designated funds - Capital Fund Development | 50,000 | - | - | - | 50,000 |
| Designated funds - Talent Development Programme | - | 292,311 | (410,224) | 332,077 | 214,164 |
| | 114,585 | 325,359 | (419,223) | 332,077 | 352,798 |

The Designated funds have been set aside out of unrestricted funds by the trustees for specific purposes.

At the balance sheet date, the trustees transferred £332,077 from restricted funds to unrestricted designated funds, following the removal of the restrictions placed on the funds.

## 17 Analysis of net assets between funds

| | **Unrestricted funds 2025** | **Restricted funds 2025** | **Total 2025** | Unrestricted funds 2024 | Restricted funds 2024 | Total 2024 |
|---|---|---|---|---|---|---|
| | **£** | **£** | **£** | £ | £ | £ |
| Fund balances at 31 March 2025 are represented by: | | | | | | |
| Tangible assets | 22,479 | - | 22,479 | - | - | - |
| Current assets | 354,268 | 141,308 | 495,576 | 143,702 | 332,077 | 475,779 |
| Long term liabilities | (23,949) | - | (23,949) | (29,117) | - | (29,117) |
| | 352,798 | 141,308 | 494,106 | 114,585 | 332,077 | 446,662 |

## 18 Related party transactions

**Transactions with related parties**

During the year the Charity:

a. received donations totalling £24,854 (2024: £14,888) from trustees or organisations affiliated to the trustees of the Charity.
6. paid donations totalling £397,299 (2024: £162,334) to Tomorrow's Warriors Limited, a connected party.
7. incurred expenses totalling £13,689 (2024: £10,268) recharged from Tomorrow's Warriors Limited to the Charity.
8. received musical instruments valued at £22,479 (2024: £nil) from Tomorrow's Warriors Limited.

The Charity is controlled by an independent board of Trustees who carry out the day to day operations and have no connection with Tomorrow's Warriors Limited.


TOMORROW'S WARRIORS
inspiring musicians inspiring music
TO FIND OUT MORE ABOUT TOMORROW'S WARRIORS, INCLUDING HOW YOU CAN CHAMPION THE NEXT GENERATION OF EXCITING JAZZ TALENT, SPONSOR OUR LIVE CONCERTS AND TOURS, OR OTHERWISE GET INVOLVED, PLEASE VISIT:
www.tomorrowswarriors.org

**TOMORROW'S WARRIORS TRUST**

England & Wales - Charity number 1153613

# Accounts



TOMORROW'S WARRIORS

inspiring musicians
inspiring music

*"Tomorrow's Warriors remain the musical heart of the British jazz scene"*

**Cerys Matthews** - Musician, Author and Broadcaster

# TOMORROW'S WARRIORS TRUST

## ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2024

Charity No. 1153613
Company No. 08341045
(England & Wales)

The Trustees (who are also directors for the purpose of the Companies Act) present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 and comply with the Trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

**Cover: Christ-Stéphane Boizi -** Trombonist and TW Emerging Artist

Images by Tomorrow's Warriors team members: Graeme Miall and Patricia Pascal. Image of Gilles Peterson and Nubya Garcia supplied by the artist. All rights reserved.

# TOMORROW'S WARRIORS TRUST

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# TOMORROW'S WARRIORS TRUST

## LEGAL & ADMINISTRATIVE INFORMATION

| | | |
|---|---|---|
| **Trustees** | V J Broughton<br>Dr M Y Busby CBE<br>S Abbott<br>C Panayi<br>N S O'Donnell<br>N Cornforth<br>C R George | <br><br><br><br><br><br>Appointed 13 September 2023 |
| | A W P Comber FCA - Treasurer | Appointed 19 July 2024 |
| **Charity number** | 1153613 | |
| **Company number** | 08341045 | |
| **Principal office and registered office** | 1st Floor<br>73 Canning Road<br>Harrow<br>Middlesex<br>HA3 7SP | |
| **Independent examiner** | David Passey ACA<br>Landau Morley LLP<br>325-327 Oldfield Lane<br>Greenford<br>Middlesex<br>UB6 0FX | |

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*"EZRA Collective met at Tomorrow's Warriors - it's like a youth club for jazz musicians. Our Mercury Prize win represents a special moment for organisations like them who plough their efforts and resources into helping young people play music."*

**FEMI KOLEOSO** - Musician, TW Alumnus, Band Leader of EZRA Collective, and drummer for Damon Albarn's Gorillaz



# TOMORROW'S WARRIORS TRUST

## TRUSTEES REPORT

### PRIMARY ACTIVITIES OF THE TRUST

**Tomorrow's Warriors Trust** exists to ensure opportunities for participation, ownership and leadership in music and the arts are available to all. We aim to inspire, foster and grow a vibrant community of artists, audiences and leaders who together will transform the lives of future generations by increasing opportunity, diversity and excellence in and through jazz.

To achieve our ambition, we support diverse young and emerging artists through an acclaimed talent development programme, increase access through creation of inspirational learning and participation opportunities for communities around the UK, and develop diverse artists and audiences through investment in the commission and production of new music projects to promote and sustain artists developed through our programme.

Tomorrow's Warriors Trust is a national charity with a diverse funding model sourcing income through individual donors, trusts and foundations, corporations and public funds. The charity acts as grant maker to **Tomorrow's Warriors Limited** (TW) – a change-making talent incubator, music educator and creative producer established in 1991 by inspirational founders: double bassist and Artistic Director, Dr Gary Crosby OBE (recipient of The Queen's Medal for Music 2018) and Chief Executive, Janine Irons OBE – and to participants engaged in TW's programmes. TW is a company limited by guarantee (3598198) delivering activity that furthers the charitable aims of the Trust [see panel below].

TW has earned its reputation for its pioneering artist development programme, innovative community outreach activities, and critically acclaimed concerts and touring programmes.

Free access to TW's development programme has proved crucial in nurturing the nascent talent and early careers of so many of the most exciting UK artists currently tearing up the international jazz scene.

TW's alumni features many of the leading lights of UK jazz. Award-winning artists such as Moses Boyd, Nubya Garcia, Sheila Maurice-Grey, Cassie Kinoshi, Femi Koleoso and EZRA Collective, Binker Golding, Shabaka Hutchings and Sons of Kemet, ESKA, Denys Baptiste, Soweto Kinch, Blue Lab Beats, Mark Crown, David Okumu, Ben Burrell, Zara McFarlane, Mark Kavuma, Camilla George, CHERISE, Nathaniel Facey and Empirical, Peter Edwards, Sultan Stevenson, Jason Yarde and J-Life, Robert Mitchell, Tony Kofi, Byron Wallen...the list goes on and on.

> *"I know there are young people from a similar background to me who, if given the opportunities, can create great art. It's not curriculum style, because what we're dealing with is art. The individuals are artists, and I want to hear what they have to say about the world."*

**Dr Gary Crosby OBE**, Co-Founder & Artistic Director, Tomorrow's Warriors & Recipient of The Queen's Medal for Music 2018



### HISTORY AND RELATIONSHIP BETWEEN TOMORROW'S WARRIORS TRUST AND TOMORROW'S WARRIORS LTD

Tomorrow's Warriors was the name of Gary Crosby's jam sessions at The Jazz Café in London, which started in 1991. The sessions provided a much needed, unique platform for young people who loved jazz but lacked opportunities. With rising demand, Crosby and Irons set up Crosby Irons Associates Limited (CIA) in 1996 to provide a framework for career progression for young musicians into the professional music industry. CIA became The Dune Music Company (Dune) in 2004 and continued to reinvest its commercial profits to support the development of young jazz musicians.

In 1998, at the recommendation of Arts Council England (ACE), Tomorrow's Warriors was incorporated as a Company Limited by Guarantee (3598198) to enable ACE to provide ongoing support to it as a Regularly Funded Organisation (RFO). ACE has continued to fund Tomorrow's Warriors Limited (TW) ever since, now as a National Portfolio Organisation (NPO). Janine Irons and Gary Crosby are the directors of TW.

Tomorrow's Warriors Trust ('the Trust') was founded as a Not for Profit Company Limited by Guarantee (2012) and a registered charity (2013) to activate learning, professional development and touring programmes for young, emerging and mid-career musicians from diverse backgrounds and participatory music activities for all. It achieves these aims primarily through support, as grantmaker, of educational and creative programmes delivered through TW and of individuals through the grant of bursaries. The Trust is governed by a board of trustees, who are also directors of the Trust and who have full discretion to operate within its constitution.

Neither Irons nor Crosby is a trustee or director of the Trust and deliberately so, to avoid any conflicts of interests, perceived or otherwise, in transactions between the Trust and TW. The trustees have discretion to decline grants, should they consider activities proposed by TW not to be in the best interests of the Trust or if they are incompatible with its charitable objects.

TW has been a National Portfolio Organisation of ACE since 1999. In 2019 TW was announced as a PRS Foundation (PRSF) Talent Development Partner, and became a signatory to Keychange, the international initiative to promote gender equality across music commissioning and programming.

The work of TW is fully aligned to the charity's aims and objectives. Through funding this work, Tomorrow's Warriors Trust is able to reach, and have real impact on the lives of those the Trustees and donors seek to support, helping to deliver lasting social change.

The core ethos of TW is **'Each One, Teach One'**, where each generation supports the next, sharing skills, passing on the legacy and building a vibrant, supportive, self-sustaining community of jazz artists and audiences. We and TW have a relentless commitment to diversity and inclusion, and this is reflected across all the activity undertaken by or on behalf of the charity.

## Objects of Tomorrow's Warriors Trust

The objects of the charity are to promote the arts and, in particular jazz music, and to advance the education of young people aged 8-25, primarily though not exclusively those from Black and Minority Ethnic backgrounds, girls and those of moderate or limited means through provision of quality training, performance and professional development opportunities in the field of jazz music in such ways as to enable them to become self-supporting for the public benefit.

## Public Benefit

The Trustees confirm their compliance with the duty to have due regard to the Public Benefit guidance published by the Charity Commission when reviewing the charity's aims and objectives and in planning activities for the year and are satisfied that the charity's aims are for the public benefit, as can be seen from this Report.

## Main Activities

There are  three distinct, yet interconnected strands of work created and delivered by TW in support of the Trust's aims:

### TALENT DEVELOPMENT

*"Tomorrow's Warriors' accessible, collaborative and passionate approach gets the most out of young people from all backgrounds and it's most telling that all those who have gone on to secure critical acclaim internationally remain active champions, advocates and friends of Tomorrow's Warriors. What a legacy that continues to grow...."* **Joe Frankland, Chief Executive, PRS Foundation**

TW offers a comprehensive and immersive ***Learn & Train*** programme which comprises of the **Young Artist Development Programme** (**YADP**) focusing on entry level workshop training and performance practice for talented musicians primarily aged 11-15; and the **Emerging Artist Development Programme** (**EADP**) supporting advanced groups primarily aged 15-25 while focusing additionally on career development and professional performance opportunities. TW delivers 10 weekly learning sessions across the academic year at its creative home at Southbank Centre in London, all of which are free to young people at the point of access. Two of these sessions are devoted to the development of girls, young women and non-binary musicians, providing a safe, supportive creative space in which they can develop skills, share learning, and build confidence.



Jazz Jamaica Workshop at Tomorrow's Warriors Summer Runnings 2023

Through support of this programme, the Trust is able to:

- **Develop the next generation of leading jazz artists and music leaders** – provide free, extensive year-round development opportunities through a weekly programme of workshops, masterclasses, mentoring, public performances, cross-artform collaborations, supplemented by industry talks, and concert visits
- **Widen participation** – remove and avoid creation of barriers that inhibit participation and/or progression by providing free and flexible artist development opportunities within a culturally rich training programme
- **Showcase diversity** – be actively inclusive and set high standards for commitment, progression and involvement for all
- **Inspire future generations of jazz artists and audiences** – make young and diverse jazz talent visible and accessible through public workshops and performances to inspire tomorrow's artists and audiences to engage with and get involved in jazz

## OUTREACH

The Trust supports TW to devise and deliver innovative, bespoke educational and participatory outreach programmes around the UK and internationally in partnership with its network of music education hubs, schools, community groups, venues and promoters who, collectively, form the **Tomorrow's Warriors Partnership Network (TWPN)**. This initiative by TW – introduced in 2017 as a mechanism to promote sustainable partnership working across and between organisations, cities and regions – helps to deliver improved outcomes with deeper impact for all partners and participants.

## DEVELOPING ARTISTS & AUDIENCES

As award-winning creative producers, TW works with emerging artists on its development programmes and with professional artists – solo artists and bands, including many of its illustrious alumni, and TW's flagship jazz ensemble, **Nu Civilisation Orchestra** and Gary Crosby's skazz (reggae, ska, jazz) big band, **Jazz Jamaica All Stars** – to help realise artistic ambitions, engage audiences that may not typically go to jazz concerts, and provide progression routes for artists 'graduating' the *Learn & Train* programme. The trustees lend support to selected artistic projects that chime with the values and aims of the Trust.

TW helps to enrich and contribute to the UK's vibrant jazz scene and wider cultural landscape by facilitating the commission and production of work of outstanding artistic merit in a range of settings – from clubs and private functions to concert halls and major festivals – presented to diverse groups of people of all ages and backgrounds. Projects can be one-off solo gigs or concerts with small ensembles to extensive, multifaceted national and international touring projects involving collaborations of TW's orchestras with large choirs, synchronised film or live dancers.

## ACHIEVEMENTS & PERFORMANCE

This has been another successful, impactful year for Warriors. TW has strengthened the Young Artist Development Programme, seen increased numbers of young musicians attend the Summer Runnings summer school, delivered new outreach projects outside London, and seen a substantial uplift in the number of live performances by our young musicians.

However, it should also be noted that these successes came against a backdrop of an economy facing rising energy prices and a cost-of-living crisis, which made the affordability of music education an even more difficult choice for many households, placed an enormous strain on live music venues, and made concert tickets and nights out to see live music a 'luxury item'.



***"Tomorrow's Warriors occupies a unique and vital space in our cultural landscape.***

***Their work in helping positively shape future generations is of critical importance, especially in light of the tribulations we currently face.***

***We need to keep supporting.***

***Each one, teach one!"***

**GILLES PETERSON** – DJ, Broadcaster and Producer

# IMPACT 2023-24
# CONCERTS & PERFORMANCES

TOMORROW'S WARRIORS

## 133 CONCERTS/PUBLIC PERFORMANCES

**1,030** DAYS EMPLOYMENT FOR ARTISTS

**30** PROFESSIONAL PERFORMANCES

**4** PRIVATE FUNCTIONS

**90** EMERGING ARTIST OPPORTUNITIES AND TALENT DEVELOPMENT SHOWCASES

**9** PUBLIC JAM SESSIONS

---

**178** MUSICIANS GIVEN EITHER PAID OR UNPAID PERFORMANCE OPPORTUNITIES

FEMALE 44%

GLOBAL MAJORITY 51%

## 16,605 TOTAL LIVE AUDIENCE

**860,000** RADIO BROADCAST AUDIENCE FIGURES INCLUDING NU CIVILISATION ORCHESTRA LIVE AT MAIDA VALE FOR BBC 3

# IMPACT 2023-24
# LEARN & TRAIN

TOMORROW'S WARRIORS

**441** £FREE LEARN & TRAIN SESSIONS

**3,060** LEARNING OPPORTUNITIES

**1,023** LEARN & TRAIN WORKSHOP HOURS

**471** DAYS PAID EMPLOYMENT FOR MUSIC LEADERS

**152** ACTIVE STUDENTS AGED 11-25 ENROLLED ON TW ARTIST DEVELOPMENT PROGRAMMES

- FEMALE 47%
- NON-BINARY 1%
- GLOBAL MAJORITY 66%

**9** STUDENTS ENROLLED/TAKING UP OFFERS ON CONSERVATOIRE/HE MUSIC COURSES

- FEMALE 22%
- GLOBAL MAJORITY 55%

**5** STUDENTS ATTENDED RESIDENTIAL INTERNATIONAL JAZZ SUMMER CAMP (USA)

- FEMALE 40%
- GLOBAL MAJORITY 75%

---

**48** MUSIC LEADER FACULTY MEMBERS

**39** VISITING FACULTY

- FEMALE 26%
- GLOBAL MAJORITY 59%

**9** CORE FACULTY

- FEMALE 33%
- GLOBAL MAJORITY 89%

# IMPACT 2023-24

## LEARN & TRAIN

### SUMMER RUNNINGS 2024 IMPACT AND REACH

TOMORROW'S WARRIORS

**9** DAYS

**88** STUDENTS

**29** WORKSHOPS

FEMALE 33%

TRANS/ NON-BINARY 1%

**5** AVERAGE NUMBER OF SESSIONS ATTENDED PER STUDENT

GLOBAL MAJORITY 53%

**399** LEARNING OPPORTUNITIES

**39** MUSIC LEADERS

**3** COMPOSITION & PRODUCTION WORKSHOPS

**9** INSTRUMENT SPECIFIC WORKSHOPS

**2** JAZZ HANGS LED BY THE YOUNG SCENE FOR THE YOUNG SCENE

We were delighted to appoint TW alumna and internationally-acclaimed saxophonist, **Camilla George** to our Board of Trustees, bringing to the Board a trustee with lived experience as a Black woman instrumentalist developed by Tomorrow's Warriors.

## HIGHLIGHTS DURING THE YEAR

In a challenging financial climate, it seemed fitting that, in June 2023, Tomorrow's Warriors was part of an artistic collaboration for the **Greenpeace** *Don't Stop Thinking About Tomorrow* campaign. With a re-imagining of the classic Fleetwood Mac song, produced by **Fraser T. Smith** and featuring **Avelino** plus a host of TW alumni and young musicians, the campaign was supported by a short film directed by **Samona Olanipekun**, executive produced by **Steve McQueen** and **Lammas Park** and starring **Will Poulter**.

Suffice to say our focus was very much on our hopes for 'tomorrow' and the future of jazz as we moved through the year.

Inflationary pressures were not restricted to households and business. They also massively impacted operating costs for charities. On 27 October 2023, we launched our I AM WARRIOR Fundraising Campaign at the Jazz Café, London. The six-month campaign concluded at the end of April 2024 and the £100k target set out to provide essential funding to support TW's Young Artist Development Programme and ensure the programme remains free and accessible to all, increasing diversity in the music industry and ensuring the equality of opportunity that has always been central to our values.

TW has continued to strengthen its organisational structure and build capacity in response to increased demand. In April 2023, TW recruited a **Production Coordinator** to provide back office support to the Production Manager and Head of Special Projects who demonstrated skill and excellence in managing a significant rise in the number and scale of live events presented by the organisation. TW also successfully recruited a new **Learning, Outreach & Engagement Manager** (June 2023), a role that has paid immediate dividends, increasing the level of management expertise within the team, enabling the development of new partnerships that extend TW's reach and impact, and providing robust support for the Music Leader Faculty and LO&E department.

### Learn & Train

During the year under review, TW developed **152 young musicians aged 11-25** through the YADP, delivering **441 development sessions (up 34% on previous year),** all 100% free to access. The cohort comprised of **47% female** musicians and students from **Black, Asian or other non-White backgrounds made up 66%** (up 3% on the previous year).

In addition to the weekly TW timetable we supported supplementary master classes during the year, led by legendary bassist **Dave Holland**, drummer **Terri Lyne Carrington** with bassist, **Esperanza Spalding**, and a session with the **Atom String Quartet**.

We announced the third recipient of the Alf Williams Memorial Award – trumpeter **Shanise Hall** – who received a bursary to meet the cost of trumpet lessons with a teacher of her choice.

### CASE STUDY: SHEON TOMS (19) | GUITAR

**Joined April 2022**

**Sheon was initially nervous about joining Warriors, questioning whether he was 'good enough as a musician' to fit in. He is now studying jazz at Trinity Laban, and with support from TW, attended the Jazz House Kids Summer School in Montclair, NJ.**

*"I'm currently at Trinity Laban studying jazz which is a very different experience to Tomorrow's Warriors. Warriors leans more towards the mentorship aspect of jazz which I find more useful in many ways. Mentorship is how everyone in the 50s and 60s came up. I think that aspect has been a bit lost in jazz education and I think it's really important.*

*I feel like Warriors have helped me see that I have a place in jazz music and that I can thrive in this music, and I love it!."*



### CASE STUDY: CIARA OSUAGWU (15) | FLUTE

**Joined September 2022**

**Ciara joined Warriors from our Jazz Hang partnership with Trinity Laban and now plays in our all-female developoment ensemble, Frontline.**

*"For me, Warriors is such a safe and inclusive environment for women, especially now I play in Frontline, compared to other places I have been to where most people were white and male. So, coming to Warriors is like a game changer – it's great to have so many different people around you!*

*Just the fact that Warriors is free is crazy, there's just so much teaching and it's just a great environment for a young person."*





*A GRIME SUPREME* live showcase at The Goods Shed, Stroud

## Partnerships

In September 2023, TW partnered once again with **Universal Music Group** to deliver the innovative TW x Decca Records Career Mentoring Scheme to 15 emerging Warrior musicians.

This is the second year of a partnership that has seen TW collaborate with Decca on a year-long programme to deliver vital one-to-one mentoring support to a cohort of 18–25-year-old musicians from diverse backgrounds as part of our Emerging Artist Programme. Under the scheme, each Warrior musician is paired with a Decca music industry executive from a variety of departments, including A&R, Marketing, Commercial and Streaming, Press & Promotions and Digital. Each Warrior mentee also benefited from a half-day in Decca Records' studio, when they could record 1-2 tracks of their choice – either solo or with their bands, and with no strings attached – supported by a Decca Records recording engineer.

With the support of **London Music Fund** and **Lewisham Music**, we were also able to build on our *Jazz Hang* partnership with **Trinity Laban**, increasing the number of sessions to 17 (compared to 7 the previous year). Aimed at 11–16-year-olds interested in jazz, these sessions feature a headline performance, multiple workshops and wrap up with a jam session. Those showing potential are invited to join TW's core development programme.

## A Grime Supreme

*A Grime Supreme* (AGS) is our outreach project fostering connections between jazz instrumentalists and grime/hip-hop MCs and producers. The project builds bridges between musical and social communities which are often segregated and disconnected.

Following a successful pilot in 2022, TW secured a **Youth Music Trailblazer** grant to deliver AGS in **Gloucester** and **Hull**. From September-November 2023, TW Music Leaders (including producer **Swindle**, **Moses Boyd** and **Deji Ijishakin, aka XVNGO**) worked with local partners **The Music Works** and **Jazz Stroud**, and **22 young musicians** to deliver the Gloucester leg of AGS.

The project culminated in a **community showcase** at The Music Works, followed by a **headline show** at **The Goods Shed** in Stroud, where the group opened for a concert by Moses Boyd and XVNGO.

Across the 3-month period, TW facilitated **2 panel sessions**, 3 **workshops**, **2 jam sessions**, **2 rehearsals** and **2 performances**, with an additional **17 rehearsals** delivered by our partners between visits, creating a total of **276 learning opportunities** across the project.

**41% of project participants identified as being from a Black or Mixed background**, and **27% identified as female/non-binary**.

The project fostered an incredible community, providing a space for young people to push their creative boundaries, widen their network, and develop their confidence. After the project ended, the group went on to record the work produced during AGS at **Real World Studios**, and were booked to perform at **Cheltenham Jazz Festival** and **WOMAD**.

The first AGS sessions in Hull began in February 2024 running until April 2024, working in partnership with **Hull Music Service** and **Beats Bus Records**.

## Summer Runnings

Summer Runnings ran over a **9-day period** from 26 July-6 August 2023, with **39 music leaders** and **20 seasoned music industry professionals** serving up a varied menu of **21 workshops and master classes**, **8 music industry sessions**, and **9 jam sessions**, culminating in our **Extraordinary Summer Showcase** in the Clore Ballroom at Southbank Centre - **all 100% free**, thanks to support from **Adobe.**

Session leaders featured a mix of TW alumni and leading industry figures, with **Joe Armon-Jones**, **Tenderlonious**, **Camilla George**, **Cassie Kinoshi**, **Blue Lab Beats** and professionals from the **Performing Rights Society** (PRS), **Phonographic Performance Ltd** (PPL UK), the **Musicians' Union**, mental health charity, **Music Minds Matter** and many more, all contributing to the success of this unique opportunity for participants to access free jazz education in a supportive community environment at a time when youth services and cultural budgets are facing challenges across London and the rest of the UK.

Summer Runnings 2023 was attended by **88 young musicians** (an increase of 14% on the previous year) of whom **59% were from Global Majority backgrounds** and **31% were female or non-binary**. **77% of participants came from 25 of the 32 London boroughs**. The remaining **23% came from outside London** – East Sussex, Lincolnshire, Merseyside, County Durham, Wiltshire, Northamptonshire and the Vale of Glamorgan in Wales. Of these, **48% of attendees were current Warriors** and **52% were non-members of TW**, including from TW's waiting list.

## International Activity

Our special partnership with Jazz House Kids in Montclair, New Jersey has been ongoing for eight years and we were delighted to offer scholarships and bursaries for **5 young Warriors aged 15-19** – Klara Devlin (trumpet), Miranda Radford (drums), Emmanuel Ampong (drums), Sheon Toms (guitar) and Tom Sheen (double bass) – giving them the opportunity to travel to and attend the **Jazz House Kids Summer Workshop**. Run by the multiple Grammy winner, **Christian McBride** and his wife, jazz vocalist **Melissa Walker**, this two-week intensive residential summer school, offers expert tuition from some of the best jazz teachers in the US, the chance to be part of an international community and to forge lifelong, international friendships.



**L-R: Tom Sheen, Christian McBride, Miranda Radford, Klara Devlin, Emmanuel Ampong and Sheon Toms**

In September 2023 TW was invited to join the **European Jazz Network**, which was the catalyst to launching BXL x LDN Interplay, a new international collaboration between Tomorrow's Warriors and **Brosella Jazz Festival** in



***BXL x LDN Interplay*** **on stage at Brosella Spring Festival 2024**



*"Tomorrow's Warriors gave me space to learn without limitations and encouraged me to expand as an artist. Their guidance and education was priceless - they are the guardians of our young and future professional musicians."*

**NUBYA GARCIA** - Saxophonist, Composer and TW Alumna

Brussels at the start of March 2024. This wonderful creative project brings together three TW emerging artists and teams them with three of their European counterparts to deliver a set of original compositions and inspirational musical alliances.

The musicians and their mentors met up in Brussels for three days of development sessions and debuted their compositions at the **Brosella Spring Festival**. They reunited later in the year for further appearances at **Brick Lane Jazz Festival** (London), **Brosella Summer Festival** (Brussels), and Gilles Peterson's **We Out Here Festival** (Dorset), with further shows planned in Belgium.

## Performances & Broadcasts

We launched LDN Rising in April 2023, a new season of live music events, as Tomorrow's Warriors went 'on tour' across London, taking the best rising jazz talent to **4 venues** across the capital every month. Pulling together a network of venues and building engaged audiences, this first LDN RISING was a pilot that aimed to build a music eco-system that could help deliver diversity and dynamism to the talent pipeline.




April also saw Tomorrow's Warriors at **Brick Lane Jazz Festival**, hosting a takeover of the Tap Room, showcasing **10 ensembles** to capacity crowds across all three days of the event.

We have continued our existing partnership with **Karamel** in north London, providing a platform for our young musicians and development ensembles to perform in public, and have built on our **Tomorrow's Warriors +1** residency at the **Foyles** flagship bookstore in central London, pairing a featured artist with young musicians from our development programme.

A new venue partner, **The Oval Tavern**, was established in Croydon, with monthly live gigs for TW emerging artists being launched during the **London Borough of Culture** programme.

The summer festival season saw Warriors return to **We Out Here** with 10 of our development ensembles and emerging artists performing across two stages.

In October our **I AM WARRIOR concert** at the Jazz Café, London, saw the launch of our third £100k fundraising campaign. With support from **PPL UK**, TW commissioned new works from **Joe Armon-Jones** (EZRA Collective), award-winning bassist **Daniel Casimir** (Jazz FM Instrumentalist of the Year), drummer **Rod Youngs** (Gil Scott-Heron), tenor saxophonist **Maddy Coombs**, and alto saxophonist **Donovan Haffner** (Moses Boyd and Kamaal Williams). In front of a sold-out audience, each of the composing artists joined young musicians on TW's development programme for a set of performances that encapsulated the Warriors ethos of 'each one, teach one.'

Festival vibes returned (albeit indoors) in November with the **EFG London Jazz Festival**. Two of TW's key development groups played shows to packed houses, with **Youth Ensemble** performing at Karamel, and the all-female development band, **Tomorrow's Warriors Frontline** headlining at PizzaExpress Live in Holborn. Three TW emerging artists – **Allexa Nava**, **Donovan Haffner** and **Amy Gadiaga –** performed with their own projects for the **Late Shows** at the **Nutcracker Suite** nights at the Southbank Centre, London.

**Jazz Jamaica All Stars** took centre stage at a packed **Royal Festival Hall** to mark the **75th anniversary of the Windrush**, a generational moment that shaped the future of so many lives, changed forever how Britain looked, and began a journey that made sure the whole world heard the sounds and voice of Jamaica. Featuring **Brinsley Forde** (Aswad), and the sweet, **Dem Three** on backing vocals, the 32-piece line-up was joined on stage by the **Jazz Jamaica All Stars Choir**, led by **Mark De-Lisser**.

## Nu Civilisation Orchestra (NCO)

NCO's first performance of our fiscal year saw them closing **Brick Lane Jazz Festival** with a performance of **Charles Mingus'** ***Black Saint and the Sinner Lady*** in April. This iconic Mingus composition was to form a central part of the Orchestra's repertoire and the basis for an artistic collaboration with dance company **Clod Ensemble**.

The Orchestra headlined with Clod's dancers at **Charleston Festival**, Sussex in May and then reprised the performance for two ground-breaking participative concerts in November as part of the **EFG London Jazz Festival** at **Shoreditch Town Hall**, earning a five-star review from the Guardian.

Another spring engagement for the orchestra saw them perform at the Royal Festival Hall as the Southbank celebrated the 50th anniversary of **David Bowie's** classic Aladdin Sane



Trombonist Anoushka Nanguy takes a solo with NCO during Black Saint and the Sinner Lady

album featuring special guests **Anna Calvi**, **Jake Shears** (Scissor Sisters), **Roxanne Tataei**, **Lynks** and **Tawiah**.

In September NCO and **Nubya Garcia** realised a dream that the Orchestra's Artistic Director, **Gary Crosby OBE,** had held for more than 15 years, as they took to the Queen Elizabeth Hall stage to perform **Stan Getz's** seminal album ***Focus***, a landmark piece of 'third stream' repertoire that marks the meeting point between jazz and classical music. Mercury Prize nominee and TW alumna, Nubya Garcia improvised over the original string arrangements, bringing her own interpretation and energy to the performance.

The concert, produced by TW, also featured the world premiere of two new pieces by Black British composers **Oleta Haffner** and **Peter Edwards**, specially commissioned for NCO with support from the **PRS Foundation Talent Development Network Fund**. **Jamie Cullum** previewed the *Focus* concert on his show for **BBC Radio 3**, which featured NCO performing live from the iconic Maida Vale studios.




EZRA Collective – formed at Tomorrow's Warriors – celebrate their Mercury Prize win - photo: Mercury Music Prize



Tomorrow's Warriors Frontline perform at our Extraordinary Winter Showcase at the Southbank Centre, London

***"Tomorrow's Warriors are a beacon of hope for creative kids of all kinds everywhere. The work they do to ensure that music is accessible to all is invaluable. The work they do with our talented youngsters is essential.***

***Where would UK jazz be without them?"***

ROBERT ELMS, Writer, Broadcaster and TW Champion

## Awards and Recognition

The Trustees and team were extremely proud to announce in June that our Co-Founder and Chief Executive, **Janine Irons** had been awarded an **OBE** in the King's Birthday Honours List 2023 in recognition of her **Services to the Music Industry**. Janine received her medal from HRH Princess Anne, The Princess Royal at her investiture at Buckingham Palace in January 2024.

Janine received further recognition for her **Services to Jazz** at the **Parliamentary Jazz Awards** 2023 – the 60th award presented to either Janine, Gary Crosby OBE, or the organisation since TW's journey began in 1991.



Janine Irons OBE receiving her medal from HRH Princess Anne, The Princess Royal at Buckingham Palace

There was more Warriors related success at the **Parliamentary Jazz Awards**, with TW alum, emerging artist and music leader, **Sultan Stevenson** deservedly scooping the accolade for **Best Newcomer**. Another TW alum, bassist **Daniel Casimir,** received the **The Arts Foundation Fellowship Award for Jazz Composition** in February 2024.

However, the most poignant award moment of the year came as we celebrated **EZRA Collective's** amazing Mercury Prize 2023 win. They were the 8th Mercury Prize nominee led by TW alumni to be nominated for the UK music industry's most prestigious award in the past 9 years. Watching them become the first ever jazz act ever to scoop the Prize, and hearing **Femi Koleoso** shine a light on Warriors and all the organisations that work so hard to deliver so much to young musicians, was a huge moment for TW and for UK jazz.

## FINANCIAL REVIEW

The Statement of Financial Activities on page 16 discloses total income to March 2024 of £286,920 (2023: £195,110) and total expenditure of £185,628 (2023: £168,935). This has resulted in a surplus for the year of £101,292 (2023: £26,175).

The restricted fund surplus is £30,737 (2023: £39,904). These funds continue to be generated through successful fundraising campaigns and will be expended on TW's Talent Development programmes.

The unrestricted fund surplus is £70,555 (2023 deficit: £13,729) which has increased our general reserves to £114,585 (2023: £44,030).

Designated funds of £50,000 have been set aside to expend on the capital project to acquire a building to establish a permanent home/HQ.

## CASE STUDY: TAMI ADEBANJO (22) | GUITAR

### Joined June 2022

**Currently studying at Goldsmith's College, London, guitarist Tami came from an R&B background before joining Warriors.**

*"At Tomorrow's Warriors, I can see myself and my own journey reflected in everyone around me. We share those experiences and understanding of each other, and then all of us bring that together when we're making music.*

*Tomorrow's Warriors is good at listening to us, to our backgrounds and to who we are. They understand why that's important and take that forward when they champion us.*

*Without trying to sound soppy, I think Warriors has been life-changing and life altering in a lot of ways."*



## CASE STUDY: HANNAH CLIFTON (21) | TRUMPET

### Joined October 2019

**Hannah first encountered Warriors at a jam session at Rich Mix in London. Encouraged by Gary Crosby to overcome her nerves and get up on stage to play, she now regularly performs with TW Frontline at venues and festivals across the country.**

*"Warriors connects you to a whole community. Knowing that all these musicians who you aspire to be like have gone through the same pathway and they all are up for being contacted and giving advice or coming back to teach or leading workshops. That kind of mentality that you're always part of Warriors and the willingness of the older players to continually contribute even when they're busy is amazing."*



Voluntary income raised is £286,920 of which £201,074 is restricted. Of the total income, £63,034 was raised from charitable trusts, £61,185 from 5 corporate donations, and 10 gifts ranging from £1,000 - £50,000 from exceptionally generous individuals amounting to £121,300.

£8,003 was paid as bursaries to 3 of the 5 talented individuals awarded scholarships to attend Jazz House Kids.

During the year, the Trust granted £162,334 to TW to support the Talent Development programme.

We are grateful to our donors and funders for their ongoing support of the young, emerging and established artists through the Learn & Train and Concert & Touring opportunities offered by TW and, of course, supporting the immensely hardworking, committed team at TW that delivers the activity on behalf of the Trust and continues consistently to produce outstanding results not only in creative terms but in the artists themselves. The trustees deeply appreciate each of the individual donors and companies who have supported the Trust over the year.

The Balance Sheet on page 17 details the financial position of the charity and shows net assets of £446,662 (2023: £345,370).

**RESERVES POLICY**

Tomorrow's Warriors Trust has a policy on unrestricted reserves as follows: 'in order to ensure the smooth running of the Charity and help guarantee the provision of fundraising for the Education and Development programme expended through Tomorrow's Warriors Limited, Tomorrow's Warriors Trust has a reserves policy of maintaining unrestricted reserves of the equivalent of 12 months of its annual gross expenditure budget'.

Unrestricted reserves as at 31st March 2024 total £114,585, which represents over 12 months of the current budgeted expenditure and therefore comply with this policy. The Trustees will continue to review this and are committed to maintaining sufficient unrestricted reserves.

## FUTURE PLANS

Tomorrow's Warriors Trust will prioritise five key areas:

1. Increase capacity within TW's programmes to enable more young people to access development opportunities.
2. Support development of the TW Partnership Network to increase opportunity and reach.
3. Review and strengthen our governance structure with the appointment of a trustee with legal expertise and a new Chair, along with our first official Patrons for the charity.
4. Increase capacity through development of the existing TW team and recruitment in key areas covering development, talent development, production and digital transformation.
5. Progress plans to secure, through a capital project, a permanent home for TW, giving the organisation security and the potential to develop revenue.

## STRUCTURE, MANAGEMENT AND GOVERNANCE

Tomorrow's Warriors Trust is a company incorporated in England and Wales under the Companies Acts and limited by guarantee (company registration number 08341045).

The company is registered charity (Charity Registration No 1153613) and is governed by its Memorandum and Articles of Association.

Its directors, who operate in a similar fashion to trustees of unincorporated charities, are elected by its members. The current directors are as set out below.

The directors undergo training either through courses or functional experience. Arrangements have been made for the induction of new trustees.

The charity does not employ any staff. Decisions of the charity are taken by the directors at board meetings.

The directors have examined the major strategic business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be made so that necessary steps can be taken to manage these risks.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V J Broughton
Dr M Y Busby CBE
S Abbott
C Panayi
N S O'Donnell
N Cornforth
C R George (Appointed 13 September 2023)
A W P Comber FCA - Treasurer (Appointed 19 July 2024)

The Trustees report was approved by the Board of Trustees on 23 December 2024.

Viv Broughton (Dec 23, 2024 19:30 GMT)

**V J Broughton**
Director and Trustee

***"No single organisation has exerted a more profound or beneficial influence on jazz in Britain than Tomorrow's Warriors."***

**Richard Williams** - Music Journalist/The Blue Moment

# TOMORROW'S WARRIORS TRUST

## INDEPENDENT EXAMINER'S REPORT

## TO THE TRUSTEES OF TOMORROW'S WARRIORS TRUST

I report to the trustees on my examination of the financial statements of Tomorrow's Warriors Trust (the trust) for the year ended 31 March 2024.

**Responsibilities and basis of report**

As the trustees of the trust (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the trust's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

Since the trust's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ICAEW, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the trust as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

David Passey
David Passey (Dec 24, 2024 01:06 GMT)

David Passey ACA
Landau Morley LLP
325-327 Oldfield Lane North
Greenford
Middlesex
UB6 0FX

23 December 2024

# TOMORROW'S WARRIORS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES
## INCLUDING INCOME AND EXPENDITURE
## FOR THE YEAR ENDED 31 MARCH 2024

| | Notes | Unrestricted funds 2024 £ | Restricted funds 2024 £ | Total 2024 £ | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ |
|---|---|---|---|---|---|---|---|
| **Income from:** | | | | | | | |
| Donations and legacies | 3 | 85,846 | 201,074 | 286,920 | - | 195,110 | 195,110 |
| **Total income** | | 85,846 | 201,074 | 286,920 | - | 195,110 | 195,110 |
| **Expenditure on:** | | | | | | | |
| Raising funds | 4 | 8,090 | - | 8,090 | - | - | - |
| Charitable activities | 5 | 7,201 | 170,337 | 177,538 | 13,729 | 155,206 | 168,935 |
| **Total expenditure** | | 15,291 | 170,337 | 185,628 | 13,729 | 155,206 | 168,935 |
| **Net income and movement in funds** | | 70,555 | 30,737 | 101,292 | (13,729) | 39,904 | 26,175 |
| **Reconciliation of funds:** | | | | | | | |
| Fund balances at 1 April 2023 | | 44,030 | 301,340 | 345,370 | 57,759 | 261,436 | 319,195 |
| **Fund balances at 31 March 2024** | | 114,585 | 332,077 | 446,662 | 44,030 | 301,340 | 345,370 |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# TOMORROW'S WARRIORS TRUST

## BALANCE SHEET

### AS AT 31 MARCH 2024

| | Notes | 2024 £ | £ | 2023 £ | £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 11 | 204 | | 20,201 | |
| Cash at bank and in hand | | 511,753 | | 387,347 | |
| | | 511,957 | | 407,548 | |
| **Creditors: amounts falling due within one year** | 12 | (36,178) | | (28,020) | |
| Net current assets | | | 475,779 | | 379,528 |
| **Creditors: amounts falling due after more than one year** | 13 | | (29,117) | | (34,158) |
| **Net assets** | | | 446,662 | | 345,370 |
| **Income funds** | | | | | |
| Restricted funds | 14 | | 332,077 | | 301,340 |
| Unrestricted funds | | | | | |
| General funds | 15 | 100,848 | | - | |
| General unrestricted funds | | 13,737 | | 44,030 | |
| | | | 114,585 | | 44,030 |
| | | | 446,662 | | 345,370 |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the Trustees on 24 December 2024

Peter Comber (Dec 23, 2024 19:28 GMT)

A W P Comber FCA - Treasurer
Director and Trustee

**Company Registration No. 08341045**

## 1 Accounting policies

### Charity information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 1st Floor, 73 Canning Road, Harrow, Middlesex, HA3 7SP.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The trust has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention.The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the trust.

### 1.4 Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

## 1 Accounting policies (Continued)

### 1.5 Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of the financial activities to which it relates.

Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries.

### 1.6 Cash and cash equivalents

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

### 1.7 Financial instruments

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

*Basic financial assets*

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

*Basic financial liabilities*

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

## 2 Critical accounting estimates and judgements

In the application of the trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Donations and legacies

| | Unrestricted funds | Restricted funds | Total 2024 | Total 2023 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Donations | 65,000 | 120,540 | 185,540 | 158,160 |
| Grants | 20,846 | 80,534 | 101,380 | 36,950 |
| | 85,846 | 201,074 | 286,920 | 195,110 |
| **For the year ended 31 March 2023** | - | 195,110 | - | 195,110 |
| **Donations and legacies comprised:** | | | | |
| Donations received from Individuals | 65,000 | 46,286 | 111,286 | 117,628 |
| Gift Aid | - | 10,927 | 10,927 | 8,016 |
| Other donations received | - | 63,327 | 63,327 | 32,516 |
| | 65,000 | 120,540 | 185,540 | 158,160 |
| **Grants from corporates, trusts and foundations:** | | | | |
| Kusuma Trust UK | - | 10,000 | 10,000 | - |
| PPL | - | 10,000 | 10,000 | - |
| National Philanthropic Trust | 10,000 | - | 10,000 | - |
| Max Reinhardt Charitable Trust | - | 5,000 | 5,000 | - |
| Cognitive BI | 4,250 | - | 4,250 | - |
| Old Possum's Practical Trust | - | 30,000 | 30,000 | 30,000 |
| D'Addario Foundation | - | 2,334 | 2,334 | 2,550 |
| The Fellfoot Charitable Trust | 2,500 | - | 2,500 | 2,000 |
| The Premises Music Education Programme | - | 3,200 | 3,200 | 900 |
| Universal Music Group - DECCA Records | - | 20,000 | 20,000 | 1,500 |
| Henri Selmer Paris | 4,096 | - | - | - |
| | 20,846 | 80,534 | 101,380 | 36,950 |

## 4 Raising funds

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| Staging fundraising events | 8,090 | - |
| | 8,090 | - |

## 5 Expenditure on charitable activities

| | 2024 | 2023 |
|---|---|---|
| | £ | £ |
| **Direct costs** | | |
| Talent Development and Support costs | 162,334 | 146,680 |
| Grant funding of activities (see note 6) | 8,003 | 8,526 |
| **Share of support and governance costs (see note 7)** | | |
| Support | 1,878 | 12,829 |
| Governance | 5,323 | 900 |
| | 177,538 | 168,935 |
| **Analysis by fund** | | |
| Unrestricted funds | 7,201 | 13,729 |
| Restricted funds | 170,337 | 155,206 |
| | 177,538 | 168,935 |

## 6 Grants payable

| | Charitable Expenditure 2024 | Charitable Expenditure 2023 |
|---|---|---|
| | £ | £ |
| Grants to individuals | 8,003 | 8,526 |
| | 8,003 | 8,526 |

## 7 Support costs

| | Support costs £ | Governance costs £ | 2024 £ | 2023 £ |
|---|---|---|---|---|
| Support costs - Governance | - | 1,723 | 1,723 | 1,413 |
| Support costs - Finance | 1,421 | - | 1,421 | 1,393 |
| Support costs - General | 299 | - | 299 | 298 |
| Support costs - Sundry | 158 | - | 158 | 50 |
| Support costs - Research & Development cost | - | - | - | 10,575 |
| Support costs - Legal & Professional | - | 3,600 | 3,600 | - |
| | 1,878 | 5,323 | 7,201 | 13,729 |
| Analysed between | | | | |
| Charitable activities | 1,878 | 5,323 | 7,201 | 13,729 |

Governance costs include payments to the independent examiner of £900 (2023 - £900).

## 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the trust during the year.

## 9 Employees

The average monthly number of employees during the year was:

| | 2024 Number | 2023 Number |
|---|---|---|
| Total | - | - |

There were no employees whose annual remuneration was more than £60,000.

## 10 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

## 11 Debtors

| Amounts falling due within one year: | 2024 £ | 2023 £ |
|---|---|---|
| Other debtors | - | 20,000 |
| Prepayments and accrued income | 204 | 201 |
| | 204 | 20,201 |

## 12 Creditors: amounts falling due within one year

| | 2024 £ | 2023 £ |
|---|---|---|
| Bank loans | 5,010 | 4,897 |
| Other borrowings | 10,268 | 22,223 |
| Creditors and accruals | 20,900 | 900 |
| | 36,178 | 28,020 |

## 13 Creditors: amounts falling due after more than one year

| | 2024 £ | 2023 £ |
|---|---|---|
| Bank loans | 29,117 | 34,158 |

## 14 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

| | At 1 April 2023 £ | Incoming resources £ | Resources expended £ | At 31 March 2024 £ |
|---|---|---|---|---|
| Restricted funds - Talent Development Programme | 301,340 | 201,074 | (170,337) | 332,077 |

| Previous year: | At 1 April 2022 £ | Incoming resources £ | Resources expended £ | At 31 March 2023 £ |
|---|---|---|---|---|
| Restricted funds - Talent Development Programme | 261,436 | 195,110 | (155,206) | 301,340 |

## 15 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

| | | Movement in funds | | |
|---|---|---|---|---|
| | Balance at 1 April 2023 | Incoming resources | Resources expended | Balance at 31 March 2024 |
| | £ | £ | £ | £ |
| Unrestricted funds | 44,030 | 15,000 | (8,182) | 50,848 |
| Designated funds | - | 50,000 | - | 50,000 |
| | 44,030 | 65,000 | (8,182) | 100,848 |

## 16 Analysis of net assets between funds

| | Unrestricted funds 2024 | Restricted funds 2024 | Total 2024 | Unrestricted funds 2023 | Restricted funds 2023 | Total 2023 |
|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ |
| Fund balances at 31 March 2024 are represented by: | | | | | | |
| Current assets | 475,779 | - | 475,779 | 78,188 | 301,340 | 379,528 |
| Long term liabilities | (29,117) | - | (29,117) | (34,158) | - | (34,158) |
| | 446,662 | - | 446,662 | 44,030 | 301,340 | 345,370 |

## 17 Related party transactions

**Transactions with related parties**

During the year the trust received donations totaling £14,888 (2023: £13,300) from trustees or organisations affiliated to the trustees of the Trust.

*"Tomorrow's Warriors is an organisation that is very close to my heart. It is a place for jazz musicians – our safe space – where young people from different backgrounds can learn jazz for free. Without it, I simply wouldn't be who I am today.*

*I first met Gary and Janine when I was 11 years old. I had just got my first saxophone and my mother took me to see Jazz Jamaica live. Needless to say, I was hooked and in awe of the amazing musicianship and pure joy on display. I remember very grandly telling then Tomorrow's Warriors bandleader, Jason Yarde that I was going to be a saxophone player just like him! That was my first introduction to Gary and Janine and their wonderful programme, and with their help and guidance I was able to fulfil that very dream of becoming a professional saxophonist and member of Jazz Jamaica.*

*Having received support from Tomorrow's Warriors, it's timely now to give my support. I'm energised to contribute and help the organisation grow and build on its impact for young people."*

**Camilla George** - Saxophonist, Composer, Band Leader, TW Alumna

Appointed to the Board of Trustees, 13 September 2023

Photo credit: Daniel Adhami



# TOMORROW'S WARRIORS

inspiring musicians inspiring music

TO FIND OUT MORE ABOUT TOMORROW'S WARRIORS, INCLUDING HOW YOU CAN CHAMPION THE NEXT GENERATION OF EXCITING JAZZ TALENT, SPONSOR OUR LIVE CONCERTS AND TOURS, OR OTHERWISE GET INVOLVED, PLEASE VISIT:

**www.tomorrowswarriors.org**

**TOMORROW'S WARRIORS TRUST**

England & Wales - Charity number 1153613

# Accounts



TOMORROW'S WARRIORS

inspiring musicians
inspiring music

# TOMORROW'S WARRIORS TRUST

## ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2023

*"No single organisation has exerted a more profound or beneficial influence on jazz in Britain than Tomorrow's Warriors."*

**Richard Williams** - Music Journalist/The Blue Moment

Charity No. 1153613
Company No. 08341045
(England & Wales)

The trustees (who are also directors for the purpose of the Companies Act) present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 and comply with the Trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

**Cover: Nathan Dawkins -** Bassist and TW Emerging Artist

Images by Tomorrow's Warriors team members: Graeme Miall, Patricia Pascal, and Janine Irons. Images of Nick Hornby and CHERISE supplied by the artists. All rights reserved.

# TOMORROW'S WARRIORS TRUST

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# TOMORROW'S WARRIORS TRUST

## LEGAL & ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | V J Broughton<br>Dr M Y Busby CBE<br>L Malkani (Resigned 3 January 2023)<br>S Abbott<br>C Panayi<br>N S O'Donnell<br>N Cornforth (Appointed 17 August 2022)<br>C R George (Appointed 13 September 2023) |
| **Charity number** | 1153613 |
| **Company number** | 08341045 |
| **Principal office and registered office** | 1st Floor<br>73 Canning Road<br>Harrow<br>Middlesex<br>HA3 7SP |
| **Independent examiner** | David Passey ACA<br>Landau Morley LLP<br>325-327 Oldfield Lane<br>Greenford<br>Middlesex<br>UB6 0FX |

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***"The thing I love about Tomorrow's Warriors is, it encourages kids to find their own voice in the music and, in so doing, they are creating the sound of young London. Support them today!"***

**Nick Hornby** - Novelist, Screenwriter and TW Champion



# TOMORROW'S WARRIORS TRUST

## TRUSTEES REPORT

### PRIMARY ACTIVITIES OF THE TRUST

**Tomorrow's Warriors Trust** exists to ensure opportunities for participation, ownership and leadership in music and the arts are available to all. We aim to inspire, foster and grow a vibrant community of artists, audiences and leaders who together will transform the lives of future generations by increasing opportunity, diversity and excellence in and through jazz.

To achieve our ambition, we support diverse young and emerging artists through an acclaimed talent development programme, increase access through creation of inspirational learning and participation opportunities for communities around the UK, and develop diverse artists and audiences through investment in the commission and production of new music projects to promote and sustain artists developed through our programme.

Tomorrow's Warriors Trust is a national charity with a diverse funding model sourcing income through individual donors, trusts and foundations, corporations and public funds. The charity acts as grant maker to **Tomorrow's Warriors Limited** (TW) – a change-making talent incubator, music educator and creative producer established in 1991 by inspirational founders: double bassist and Artistic Director, Dr Gary Crosby OBE (recipient of The Queen's Medal for Music 2018) and Chief Executive, Janine Irons OBE – and to participants engaged in TW's programmes. TW is a company limited by guarantee (3598198) delivering activity that furthers the charitable aims of the Trust [see panel below].

TW has earned its reputation for its pioneering artist development programme, innovative community outreach activities, and critically acclaimed concerts and touring programmes.

Free access to TW's development programme has proved crucial in nurturing the nascent talent and early careers of so many of the most exciting UK artists currently tearing up the international jazz scene.

TW's alumni features many of the leading lights of UK jazz. Award-winning artists such as Moses Boyd, Nubya Garcia, Sheila Maurice-Grey, Cassie Kinoshi and Nérija, Femi Koleoso and Ezra Collective, Binker Golding, Shabaka Hutchings and Sons of Kemet, Eska, Denys Baptiste, Soweto Kinch, Blue Lab Beats, Mark Crown, David Okumu, Ben Burrell, Zara McFarlane, Mark Kavuma, Camilla George, Cherise, Nathaniel Facey and Empirical, Peter Edwards, Jason Yarde and J-Life, Robert Mitchell, Byron Wallen...the list goes on and on.

*"I know there are young people from a similar background to me who, if given the opportunities, can create great art. It's not curriculum style, because what we're dealing with is art. The individuals are artists, and I want to hear what they have to say about the world."*

**Dr Gary Crosby OBE**, Co-Founder & Artistic Director, Tomorrow's Warriors & Recipient of The Queen's Medal for Music 2018



### HISTORY AND RELATIONSHIP BETWEEN TOMORROW'S WARRIORS TRUST AND TOMORROW'S WARRIORS LTD

Tomorrow's Warriors was the name of Gary Crosby's jam sessions at The Jazz Café in London, which started in 1991. The sessions provided a much needed, unique platform for young people who loved jazz but lacked opportunities. With rising demand, Crosby and Irons set up Crosby Irons Associates Limited (CIA) in 1996 to provide a framework for career progression for young musicians into the professional music industry. CIA became The Dune Music Company (Dune) in 2004 and continued to reinvest its commercial profits to support the development of young jazz musicians.

In 1998, at the recommendation of Arts Council England (ACE), Tomorrow's Warriors was incorporated as a Company Limited by Guarantee (3598198) to enable ACE to provide ongoing support to it as a Regularly Funded Organisation (RFO). ACE has continued to fund Tomorrow's Warriors Limited (TW) ever since, now as a National Portfolio Organisation (NPO). Janine Irons and Gary Crosby are the directors of TW.

Tomorrow's Warriors Trust ('the Trust') was founded as a Not for Profit Company Limited by Guarantee (2012) and a registered charity (2013) to activate learning, professional development and touring programmes for young, emerging and mid-career musicians from diverse backgrounds and participatory music activities for all. It achieves these aims primarily through support, as grantmaker, of educational and creative programmes delivered through TW and of individuals through the grant of bursaries. The Trust is governed by a board of trustees, who are also directors of the Trust and who have full discretion to operate within its constitution.

Neither Irons nor Crosby is a trustee or director of the Trust and deliberately so, to avoid any conflicts of interests, perceived or otherwise, in transactions between the Trust and TW. The trustees have discretion to decline grants, should they consider activities proposed by TW not to be in the best interests of the Trust or if they are incompatible with its charitable objects.

TW has been a National Portfolio Organisation of ACE since 1999. In 2019 TW was announced as a PRS Foundation (PRSF) Talent Development Partner, and became a signatory to Keychange, the international initiative to promote gender equality across music commissioning and programming.

The work of TW is fully aligned to the charity's aims and objectives. Through funding this work, Tomorrow's Warriors Trust is able to reach, and have real impact on the lives of those the Trustees and donors seek to support, helping to deliver lasting social change.

The core ethos of TW is **'Each One, Teach One'**, where each generation supports the next, sharing skills, passing on the legacy and building a vibrant, supportive, self-sustaining community of jazz artists and audiences. We and TW have a relentless commitment to diversity and inclusion, and this is reflected across all the activity undertaken by or on behalf of the charity.

## Objects of Tomorrow's Warriors Trust

The objects of the charity are to promote the arts and, in particular jazz music, and to advance the education of young people aged 8-25, primarily though not exclusively those from Black and Minority Ethnic backgrounds, girls and those of moderate or limited means through provision of quality training, performance and professional development opportunities in the field of jazz music in such ways as to enable them to become self-supporting for the public benefit.

## Public Benefit

The Trustees confirm their compliance with the duty to have due regard to the Public Benefit guidance published by the Charity Commission when reviewing the charity's aims and objectives and in planning activities for the year and are satisfied that the charity's aims are for the public benefit, as can be seen from this Report.

## Main Activities

There are  three distinct, yet interconnected strands of work created and delivered by TW in support of the Trust's aims:

### TALENT DEVELOPMENT

*"Tomorrow's Warriors' accessible, collaborative and passionate approach gets the most out of young people from all backgrounds and it's most telling that all those who have gone on to secure critical acclaim internationally remain active champions, advocates and friends of Tomorrow's Warriors. What a legacy that continues to grow...."* **Joe Frankland, Chief Executive, PRS Foundation**

TW offers a comprehensive and immersive ***Learn & Train*** programme which comprises of the **Young Artist Development Programme** (**YADP**) focusing on entry level workshop training and performance practice for talented musicians primarily aged 11-15; and the **Emerging Artist Development Programme** (**EADP**) supporting advanced groups primarily aged 15-25 while focusing additionally on career development and professional performance opportunities. TW delivers 10 weekly learning sessions across the academic year at its creative home at Southbank Centre in London, all of which are free to young people at the point of access. Two of these sessions are devoted to the development of girls, young women and non-binary musicians, providing a safe, supportive creative space in which they can develop skills, share learning, and build confidence.



Tomorrow's Warriors Frontline



*"I am honestly beyond words and grateful for this award. Coming to Warriors has changed my life for the better. They found me in a very difficult time in my life. I spent my teenage years pretending to be grown up to get through day-to-day life. Here I am finally given the chance to grow. Every day spent with them I feel closer to achieving my goals. I would not call myself a religious man but, either way, God bless you for your help. I hope to make you all proud someday."*

**David Kayode** - Musician, TW Emerging Artist and recipient of the 2022 Alf Williams Memorial Award

Through support of this programme, the Trust is able to:

- **Develop the next generation of leading jazz artists and music leaders** – provide free, extensive year-round development opportunities through a weekly programme of workshops, masterclasses, mentoring, public performances, cross-artform collaborations, supplemented by industry talks, and concert visits
- **Widen participation** – remove and avoid creation of barriers that inhibit participation and/or progression by providing free and flexible artist development opportunities within a culturally rich training programme
- **Showcase diversity** – be actively inclusive and set high standards for commitment, progression and involvement for all
- **Inspire future generations of jazz artists and audiences** – make young and diverse jazz talent visible and accessible through public workshops and performances to inspire tomorrow's artists and audiences to engage with and get involved in jazz

## OUTREACH

The Trust supports TW to devise and deliver innovative, bespoke educational and participatory outreach programmes around the UK and internationally in partnership with its network of music education hubs, schools, community groups, venues and promoters who, collectively, form the **Tomorrow's Warriors Partnership Network** (**TWPN**). This initiative by TW – introduced in 2017 as a mechanism to promote sustainable partnership working across and between organisations, cities and regions – helps to deliver improved outcomes with deeper impact for all partners and participants.

## DEVELOPING ARTISTS & AUDIENCES

As award-winning creative producers, TW works with emerging artists on its development programmes and with professional artists – solo artists and bands, including many of its illustrious alumni, and TW's flagship jazz ensemble, **Nu Civilisation Orchestra** and Gary Crosby's skazz (reggae, ska, jazz) big band, **Jazz Jamaica All Stars** – to help realise artistic ambitions, engage audiences that may not typically go to jazz concerts, and provide progression routes for artists 'graduating' the *Learn & Train* programme. The trustees lend support to selected artistic projects that chime with the values and aims of the Trust.

TW helps to enrich and contribute to the UK's vibrant jazz scene and wider cultural landscape by facilitating the commission and production of work of outstanding artistic merit in a range of settings – from clubs and private functions to concert halls and major festivals – presented to diverse groups of people of all ages and backgrounds. Projects can be one-off solo gigs or concerts with small ensembles to extensive, multifaceted national and international touring projects involving collaborations of TW's orchestras with large choirs, synchronised film or live dancers.

## ACHIEVEMENTS & PERFORMANCE

This was the first year completely clear of Covid-19 restrictions since the pandemic hit the UK in Spring 2020. Whilst this eased many operational issues for Tomorrow's Warriors' Young Artist Development Programme (YADP), particularly the Southbank Centre-based sessions, the impact of Covid across venues of all sizes was still felt as venues rebuilt their capacity and worked to clear a backlog of events.

The following pages cover some of the key statistics and indicators over the reporting period.

# IMPACT 2022-23
## CONCERTS & PERFORMANCES

TOMORROW'S WARRIORS

# 112 CONCERTS/PUBLIC PERFORMANCES

**899** DAYS EMPLOYMENT FOR ARTISTS

**57** PROFESSIONAL PERFORMANCES

**6** PRIVATE FUNCTIONS

**44** EMERGING ARTIST OPPORTUNITIES AND TALENT DEVELOPMENT SHOWCASES

**1** PERFORMANCE THAT WAS LIVE STREAMED AND ALSO OPEN TO THE PUBLIC

**5** PUBLIC JAM SESSIONS

---

**137** MUSICIANS GIVEN EITHER PAID OR UNPAID PERFORMANCE OPPORTUNITIES

FEMALE 39%

GLOBAL MAJORITY 64%

# 21,072 TOTAL LIVE AUDIENCE

**12,143** AUDIENCE REACH FOR TOMORROW'S WARRIORS ONLINE STREAMS AND BROADCASTS

**3** RADIO SHOWS PRODUCED BY TOMORROW'S WARRIORS

# IMPACT 2022-23
# LEARN & TRAIN

TOMORROW'S WARRIORS

**330** £FREE LEARN & TRAIN SESSIONS

**6,153** LEARNING OPPORTUNITIES

**817** LEARN & TRAIN WORKSHOP HOURS

**396** DAYS PAID EMPLOYMENT FOR MUSIC LEADERS

**165** ACTIVE STUDENTS AGED 11-25 ENROLLED ON TW ARTIST DEVELOPMENT PROGRAMMES




**19** STUDENTS ENROLLED/TAKING UP OFFERS ON CONSERVATOIRE/HE MUSIC COURSES




**8** STUDENTS ATTENDED RESIDENTIAL INTERNATIONAL JAZZ SUMMER CAMP (USA)




**37** MUSIC LEADER FACULTY MEMBERS

**27** VISITING FACULTY




**10** CORE FACULTY



# IMPACT 2022-23

## LEARN & TRAIN

### SUMMER RUNNINGS 2022 IMPACT AND REACH

FOR THE FIRST TIME SINCE THE PANDEMIC, WE WERE ABLE TO RETURN TO FACE-TO-FACE SESSIONS FOR OUR SUMMER SCHOOL, OPEN TO MUSICIANS REGISTERED ON OUR YOUNG ARTIST DEVELOPMENT PROGRAMME, TO THOSE ON OUR WAITING LIST AND BEYOND.

---

**7** DAYS

**77** STUDENTS

**15** WORKSHOPS

FEMALE 33%

TRANS/ NON-BINARY 1%

GLOBAL MAJORITY 53%

**3** AVERAGE NUMBER OF SESSIONS ATTENDED PER STUDENT

**284** LEARNING OPPORTUNITIES

**28** MUSIC LEADERS

**2** COMPOSITION & PRODUCTION WORKSHOPS

**6** INSTRUMENT SPECIFIC WORKSHOPS

**8** JAZZ HANGS LED BY THE YOUNG SCENE FOR THE YOUNG SCENE

## HIGHLIGHTS DURING THE YEAR

### Learn & Train

During the year under review, TW developed **165 young musicians aged 11-25** through the YADP, delivering **330 development sessions,** all 100% free to access. The cohort comprised of 47% female musicians (down 1% on 2021-22) and students from Black, Asian or other non-White backgrounds made up 64% (up 3% on the previous year). The core Music Leader Faculty is now 90% from Black or Mixed Black backgrounds and grew from 8 to 10 in 2022, with the addition of female music leaders – both of them TW alumna: **Romarna Campbell** (mentor for Frontline flagship ensemble) and **Rosie Turton** (mentoring Junior Band) – so that women on the Faculty now make up 30% (up from 13%).

Over the course of the year, TW has **strengthened the back office team** further and **built capacity**, successfully recruiting a new Production Manager (June 2022) – whose children are both alumni of TW – and Learning, Outreach and Engagement Coordinator (September 2022). Both roles are providing tangible benefits to the level, extent and delivery of both the YADP and TW's Emerging Artist Development Programme.

We announced the second recipient of the **Alf Williams Memorial Award** – saxophonist David Kayode – in April 2022 who received a bursary towards his travel costs from Manchester where he is studying to the Southbank Centre in London to enable him to attend weekly development sessions.

In February 2023, members of TW formed part of the cast for the new **Tyler Perry movie, *Six Triple Eight***, which tells the story of World War II's only all-Black, all-women battalion. TW was commissioned to provide 11 Black female musicians to act as the big band for a party scene within the film, shot at a school in London Colney. The band featured Warriors past and present, and they were directed on the shoot by Tyler Perry, and received movement coaching from the legendary Debbie Allen of *Grey's Anatomy* and *Fame* acclaim.

### Partnerships

We continued our **Jazz Hang partnership with Trinity Laban Conservatoire** and welcomed **Lewisham Music Hub** to the partnership. Through the Jazz Hang, we work with young musicians aged 11-15 – some of whom progress onto our Young Artist Development Programme – whilst providing on-the-job training for 3 Music Leader Assistants drawn from TW members who are students at the Conservatoire – *Each One Teach One* at play. At the other end of the scale, 6 TW students secured places at each of the London conservatoires, helping to ensure some diversity within the jazz student cohorts at these important educational institutions.

In March 2023, the Trust announced a partnership with the prestigious French instrument manufacturer, **Henri Selmer Paris**, makers of some of the finest saxophones and clarinets in the world. Selmer donated two of their beautiful Axos saxophones (c. £6,000 in total), which were immediately put through their paces by a group of Warriors. We are also grateful for an additional donation from Selmer of €2,000.

### A Grime Supreme

TW developed a pilot outreach programme, ***A Grime Supreme,*** at the Southbank Centre that explores and creates connections between grime and jazz with the aim of breaking down musical,

## CASE STUDY: OTONÉ YEE-KING (14) | PIANO

### Joined August 2021

**Otoné was a participant in the Trinity Jazz Hang led by Tomorrow's Warriors music leader, Diân Gasper and was one of those invited to join TW's core weekly Young Artist Development Programme.**

*"To be honest, I wasn't sure what to expect, but I enjoyed the Jazz Hang at Trinity, so when I was invited, I joined Tomorrow's Warriors. Being part of the Junior Band, and attending Ky's jam sessions has boosted my confidence in playing. I am inspired by older musicians and alumni-led workshops, and playing at the festival with the Junior Band was a big highlight. My life has been changed being at Tomorrow's Warriors. I receive so many performance opportunities and always have the chance to showcase my music theory knowledge in GCSE music classes when creating compositions. Thank you for your support!"*



## CASE STUDY: KY OSBORNE (19) | PIANO

### Joined September 2019

**Ky joined when he was 15 and is now working as an Assistant Music Leader for the Trinity Jazz Hang and on the core TW programmes.**

*"It's brilliant that Warriors provides professional opportunities to support you transitioning into a career as a musician, plus the ability to give back and teach the younger Warriors! I was stunned at the lack of diversity on my conservatoire course, simply because at Warriors I was surrounded by so many talented and diverse students and teachers. Warriors has created a great space to foster confidence (especially in girls), but as a society we have a long way to go for that confidence to manifest into structural change in the education system and music industry."*



***A Grime Supreme*: Moses Boyd (right) with participants at Southbank Centre, London**



*Tomorrow's Warriors + 1:* TW alumnus Soweto Kinch (left) with TW's Soon Come Ensemble at Foyles, London

social and cultural barriers experienced by young people who are involved in each genre. This unique development opportunity for **22 young instrumentalists, producers and rappers** featured a full day of workshops led by TW alumni **Moses Boyd** and **Deji Ijishakin** (aka **Xvngo**) plus acclaimed producer, **Swindle** and rapper, **ConSensus** and culminated in a public performance in the Queen Elizabeth Hall foyer. Of the participants, 52% were from Global Majority backgrounds, whilst 33% were young women.

Throughout the day, the group created two new jazz/grime tracks which were made available to all participants. *A Grime Supreme* was made possible through the generosity of the family and friends of upcoming grime artist, Bailey Churchill aka Baytrilla who sadly passed away in 2020 aged just 26.

### Summer Runnings

2022 saw the return of our **Summer Runnings** summer school to 100% in-person sessions for the first time since the restrictions imposed during the pandemic. Summer Runnings is usually a 14-day programme. However, due to Southbank Centre building closures, the programme could only be held across **7 days** (25-31 July 2022), during which we held **15 workshops** and masterclasses plus **7 jam sessions**. We had sessions led by TW alumni including **Blue Lab Beats, Cherise, Shane Forbes, Ruben Fox** and we were also delighted to welcome **Pedro Segundo, Colectiva**, and **Michael Olatuja** to share their knowledge and inspire the next generation. Summer Runnings was attended by **77 participants**, of whom 51% were from Global Majority backgrounds and 32% were female. 85% of participants came **from 22 of the 32 London boroughs**. The remaining 15% came from South-East England, East of England, Vale of Glamorgan in Wales and Angus in Scotland. Of these 49% were current Warriors, 9% TW alumni, and 42% were non-members of TW, including several from TW's waiting list.

### Farewell to a True Warrior

We said a fond farewell to top UK soul vocalist, **Noel McKoy**, who passed away on 3 November 2022. Noel was a frequent vocalist with both Jazz Jamaica (***The Trojan Story***) and Nu Civilisation Orchestra (***What's Going On***), a great entertainer and a generous musician who would share the benefit of his experience with the younger musicians around him. Whilst not a TW alum, he was a true Warrior and is dearly missed.

### International Activity

With the lifting of Covid-19 restrictions on travel, we were able to celebrate our 7th year of partnership with **Jazz House Kids** in Montclair, New Jersey with offers of 50% tuition scholarships for 6 students and 100% tuition scholarships for 2 students. Of this

**"Exceeding all hopes, this made Mingus and Mitchell's visions as vivid as they've ever been, and as breathtakingly advanced. An unbelievable experience. If you get the chance to see this, do not miss it."**

**The Arts Desk** - Nu Civilisation Orchestra featuring ESKA presents Joni Mitchell's *Hejira* & *Mingus: A Tribute to Joni Mitchell*

group, 3 were female, 5 male with 6 from Black or Asian backgrounds. Our Trust provided 1 full bursary (travel, accommodation, subsistence) to a Black male Warrior and 1 partial bursary (travel only) also to a Black male student. All the students had the best time, making new friends, learning a lot from their US tutors, and all returned to London with improved technique and more knowledge of jazz music.

In September 2022, CEO Janine Irons was invited by the **Europe Jazz Network** as a guest speaker on ***Leadership*** at the **European Jazz Conference** in Sofia, Bulgaria attended by **arts leaders from 36 countries**. In December, she was invited to attend **Les Rencontres AJC** in Paris as a guest speaker on an expert panel discussing ***Models of Artist Development.*** In January 2023, Janine was invited to attend the **JEN Conference** in Orlando, FL in the USA as a speaker on the ***Women Who Power Jazz*** panel about Black female entrepreneurs in jazz, with **Melissa Walker**, President of Jazz House Kids. She was also invited to the **M4Music Festival** in Zurich, Switzerland as speaker on a panel discussing ***Diversity and Inclusion in Jazz***.

**Performances and Broadcasts**

As the year progressed and venues continued to rebuild after the pandemic, more performance opportunities for both TW's young musicians and professional ensembles developed. In all, TW produced or presented **112 concerts/performances** in venues ranging from concert halls to arts centres to small clubs, reaching an audience in excess of 21,000 people and providing **137 musicians** a combined total of **899 days' employment**. Of these musicians, 64% were from Black, Asian or other non-White background and 39% were women.

TW was able to continue the partnership with **Karamel** in north London, to provide a platform for young and emerging artists to perform at the venue and an outlet for young artists on TW's **Young Composer Mentoring Scheme**.

The summer saw a strong return to outdoor events and festivals. TW emerging artist/music leader, **Sultan Stevenson** performed at **Love Supreme Festival**, and **We Out Here Festival** saw a **TW takeover** with TW programming **14 performances across 2 stages** and featuring **61 musicians** across the duration of the festival. In August, TW led another live music-filled takeover of **This Bright Land** at Somerset House, London featuring the **Tomorrow's Warriors Marching Band** at intervals throughout the day, a jazz swing dance workshop led by Warriors alumna and tap dancer **Annette Walker**, a live interview with **Gary Crosby** and an alumni/emerging artist jam to end the day.

In September, TW returned to **Foyles** bookshop on Charing Cross Road in London, with a special showcase featuring Gary Crosby, Moses Boyd and Alex Ho, before launching the monthly ***Tomorrow's Warriors +1*** residency, performances that provide



***Hejira & Mingus: A Tribute to Joni Mitchell:*** TW alumna ESKA (right) with Nu Civilisation Orchestra, Queen Elizabeth Hall, London



**"If it wasn't free, I couldn't have done it. I had all the heart and none of the money but I was just as deserving. The fact that it was free changed my life and I think it could change many other people's too."**

**CHERISE** - Vocalist and TW Alumna

an excellent development platform for TW's various emerging artist bands working with a leading TW alum. So far, featured alumni have included **Soweto Kinch, Nathaniel Facey** and **Daniel Casimir**.

A 22-piece **Jazz Jamaica All Stars** marked the **60th anniversary of Jamaica's independence** with an appearance at The Playhouse, Leeds for the **Out Of Many Festival**, sharing the bill with reggae legends **Freddie McGregor** and **Dennis Al Capone**, while the 11-piece edition headlined at the **Reggae Got Soul Festival** in Montpellier, France.

### Nu Civilisation Orchestra (NCO)

In April 2022 we received a generous £25,000 donation to support the work of the Orchestra, providing a pathway for Black and female musicians to access and excel in orchestral music. Later the same month, NCO reprised its acclaimed production of Marvin Gaye's ***What's Going On***, conducted by NCO musical director, Peter Edwards, marking **International Jazz Day** at Cheltenham Jazz Festival.

In June, NCO, led by TW alum and music leader, Ben Burrell performed arrangements of popular tunes with a **500-voice children's choir** conducted by Richard Frostick at the Victoria Memorial in front of Buckingham Palace as part of HM The Queen's **Official Platinum Jubilee Pageant**.

As part of Southbank Centre's **Platinum Jubilee** celebrations, NCO performed Duke Ellington's ***The Queen's Suite*** at Queen Elizabeth Hall, London. Conducted by Peter Edwards, the concert also featured Peter's own mesmerising composition, *Above and Beyond the Horizon.*

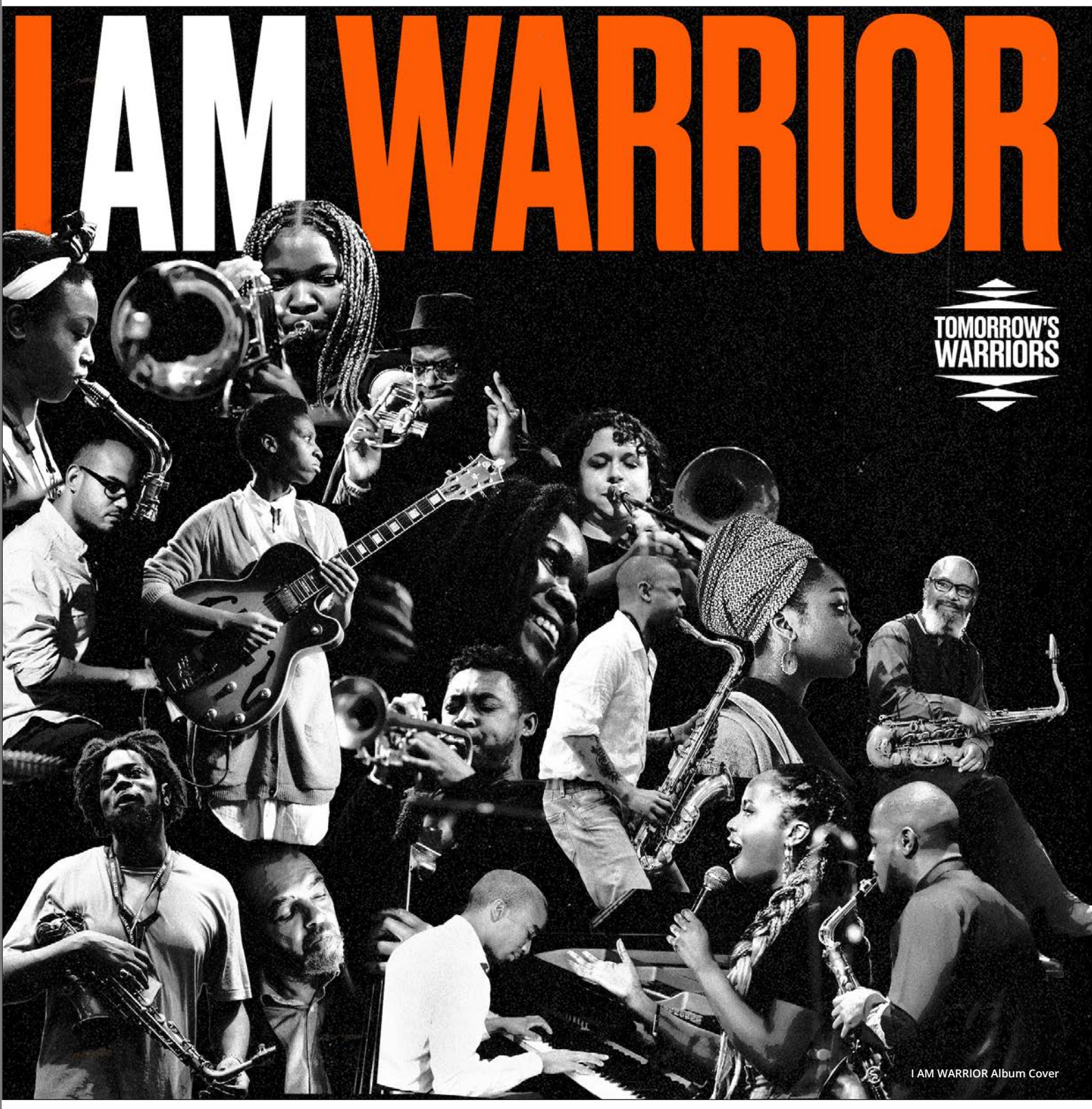
In September, NCO performed Marvin Gaye's *What's Going On* at the prestigious **Jazz à la Villette Festival in Paris**, taking to the stage at the Grande Halle de la Villette for a performance that was also streamed by France.tv.

In late November, NCO, joined by TW alum ESKA on vocals, embarked on a national tour performing **Joni Mitchell's *Hejira***



TW alumnus and music leader, Ben Burrell (left) leads members of Nu Civilisation Orchestra in the Official Queen's Platinum Jubilee Pageant

**and *Mingus*** albums. The **six-date tour** visited Brighton, Poole, Bristol, Liverpool, Sunderland, culminating at the Queen Elizabeth Hall, Southbank Centre, as part of the EFG London Jazz Festival. Every performance of this superb interpretation of Joni Mitchell's music was greeted by roaring cheers from the audiences, it was also exceedingly well received by the critics.




I AM WARRIOR Album Cover

**I AM WARRIOR Album Launch**

The end of October saw the culmination of our ***I AM WARRIOR*** project with the release of a limited-edition vinyl pressing and a special showcase event at the Jazz Café to mark the occasion.

Recorded live at **The Jazz Café, Camden**, across three I AM WARRIOR gigs between 2019-2021, the album features recordings of new, original works specially commissioned from members of our award-winning alumni, including **Zara McFarlane, Cherise Adams-Burnett, Camilla George, Cassie Kinoshi, Denys Baptiste, Nathaniel Facey, Sheila Maurice-Grey, Soweto Kinch, Mark**



*We Out Here Festival*: TW alumna and music leader **Romarna Campbell (left) leads the jam with Tomorrow's Warriors**

***"Their ethos of 'Each One Teach One' has gone global! Tomorrow's Warriors alumni are now gracing main stages across continents and, in so doing, are inspiring the next generation of players. An ever-evolving achievement by Tomorrow's Warriors, the essential musical family at the heart of the British jazz scene"***

Cerys Matthews, Singer, Songwriter, Author, Broadcaster and TW Champion

**Kavuma, Rosie Turton, Mark Crown, Shirley Tetteh, Ben Burrell, Binker Golding, Peter Edwards** and **Femi Koleoso**.

With funding support for the special commissions originally coming from PRS Foundation, the project saw established musicians composing for and performing with the next generation of young jazz talent, creating collaborations that cross over generations of musicians and capture the essence of the Warriors ethos: *Each One, Teach One.*

The album is released on our Trust's own label – **The Sound Of Tomorrow's Warriors** (TSTW) and is available as a digital download and limited edition vinyl (500 units pressed) via Bandcamp and on all major digital channels – such as Apple Music and Spotify – through the aggregator, The State 51 Conspiracy. All artists kindly waived their royalties from album sales to support the work of the Trust.

### Awards and Recognition

In May 2022, TW's impact on the UK jazz scene was acknowledged when Gary Crosby and Janine Irons were presented with Gilles Peterson's **WorldWide Award for Community** at the newly reopened KOKO in London.

Janine received upgraded public honours (from MBE) with the award of an OBE for Services to the Music Industry in the 2023 King's Birthday Honours List.

### FINANCIAL REVIEW

The Statement of Financial Activities on page 16 discloses total income to March 2023 of £195,110 (2022: £137,897) and total expenditure of £168,935 (2022: £58,353). This has resulted in a surplus for the year of £26,175 (2022: £79,544).

The restricted fund surplus is £39,904 (2022: £66,322). These funds continue to be generated through successful fundraising campaigns and will be expended on TW's Talent Development programmes.

The unrestricted fund deficit is £13,729 (2022: £13,222) which has decreased our general reserves (all unrestricted) to £44,030 (2022: £57,759).

Voluntary income raised is £195,110 (all restricted). Of this £36,950 was raised from charitable trusts, £32,516 from 9 corporate donations, and 7 gifts ranging from £1,000-£25,000 from exceptionally generous individuals amounting to £83,420.

£8,525 was paid in bursaries to 4 talented individuals: 1 Black female to study at Berklee College of Music in Boston, MA; 1 Black male awarded the Alf Williams Memorial Fund; and 2 Black males to attend Jazz House Kids.

During the year, the Trust granted £109,351 to TW to support the Talent Development Programme.

We are grateful to our donors and funders for their ongoing support of the young, emerging and established artists through the Learn & Train and Concert & Touring opportunities offered by TW and, of course, supporting the immensely hardworking, committed team at TW that delivers the activity on behalf of the Trust and continues consistently to produce outstanding results not only in creative terms but in the artists themselves. The trustees deeply appreciate each of the individual donors and companies who have supported the Trust over the year.

The Balance Sheet on page 17 details the financial position of the charity and shows net assets of £345,370 (2022: £319,195).

## CASE STUDY: KEZIA POLLENDINE (19) | PIANO

### Joined September 2021

**Kezia was originally studying classical piano until she joined TW. Very soon, she was selected to join TW's flagship band, Frontline and to be one of TW's Jazz House Kids scholars. Her previous testimony points to her learning at TW giving her practice 'much more intention, direction and purpose'.**




*"The absolute highlight of my time at Warriors was the trip to Jazz House Kids. The opportunity to travel to the US with a group of Warriors helped me make meaningful connections, build my confidence, and helped me rise to the challenge of playing in a new, intense musical context. This trip was a turning point for me choosing to pursue jazz as my career and to go and study piano at Trinity Laban.*

*Without Warriors, I wouldn't have the confidence or the skills I need to pursue a career in playing jazz."*

## CASE STUDY: SHANISE HALL (21) | TRUMPET

### Joined March 2022

**Shanise was a first year student at Bristol University studying Neuroscience when the pandemic hit but decided that music is where her heart is , so changed direction in 2023**



*"Being at Warriors made me realise that it was okay to become a professional musician because, normally, in the Black community, pursuing a creative career is rarely seen as an option, especially when trying to break the cycle of generational trauma and poverty.*

*Tomorrow's Warriors creates a safe space that other institutions fail to; it's inclusive of all individuals regardless of your background or socio-economic status. Their focus on diversity and inclusion in jazz means a lot to me as it means I feel seen, heard and safe."*

## RESERVES POLICY

Tomorrow's Warriors Trust has a policy on unrestricted reserves as follows: 'in order to ensure the smooth running of the Charity and help guarantee the provision of fundraising for the Education and Development programme expended through Tomorrow's Warriors Limited, Tomorrow's Warriors Trust has a reserves policy of maintaining unrestricted reserves of the equivalent of 12 months of its annual gross expenditure budget'.

> *"No single organisation has exerted a more profound or beneficial influence on jazz in Britain than Tomorrow's Warriors."*
>
> **Richard Williams** - Music Journalist/The Blue Moment

Unrestricted reserves as at 31st March 2023 total £44,030, which represents over 12 months of the current budgeted unrestricted expenditure and therefore comply with this policy. The Trustees will continue to review this and are committed to maintaining sufficient unrestricted reserves.

## FUTURE PLANS

Tomorrow's Warriors Trust will prioritise five key areas:

1. Support efforts to increase capacity within TW's programmes for young and emerging artists to enable more young people to access development opportunities.
2. Support development of the TW Partnership Network to increase opportunity and reach.
3. Align TW's use of technology with the organisation's mission statement through digital transformation. Use technology to drive engagement with internal and external stakeholders and enable TW to capture and unlock data to inform strategic decisions.
4. Increase the capacity of the team through recruitment in key areas covering development, talent development, production and digital transformation.
5. The Trustees have commissioned a feasibility study into their plans for a permanent home for Tomorrow's Warriors and will move forward plans to secure, through a capital project, a permanent home for TW, giving the organisation security and the potential to develop revenue.

## STRUCTURE, MANAGEMENT AND GOVERNANCE

Tomorrow's Warriors Trust is a company incorporated in England and Wales under the Companies Acts and limited by guarantee (company registration number 08341045).

The company is registered charity (Charity Registration No 1153613) and is governed by its Memorandum and Articles of Association.

Its directors, who operate in a similar fashion to trustees of unincorporated charities, are elected by its members. The current directors are as set out below.

The directors undergo training either through courses or functional experience. Arrangements have been made for the induction of new trustees.

The charity does not employ any staff. Decisions of the charity are taken by the directors at board meetings.

The directors have examined the major strategic business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be made so that necessary steps can be taken to manage these risks.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

| | |
|---|---|
| V J Broughton | |
| Dr M Y Busby CBE | |
| L Malkani | (Resigned 3 January 2023) |
| S Abbott | |
| C Panayi | |
| N S O'Donnell | |
| N Cornforth | (Appointed 17 August 2022) |
| C R George | (Appointed 13 September 2023) |

The Trustees report was approved by the Board of Trustees on 29 December 2023.



**V J Broughton**
Director and Trustee

# TOMORROW'S WARRIORS TRUST

## INDEPENDENT EXAMINER'S REPORT

## TO THE TRUSTEES OF TOMORROW'S WARRIORS TRUST

I report to the trustees on my examination of the financial statements of Tomorrow's Warriors Trust (the trust) for the year ended 31 March 2023.

**Responsibilities and basis of report**

As the trustees of the trust (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the trust's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the trust as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

David Passey
David Passey (Dec 29, 2023 15:25 GMT)

David Passey ACA
Landau Morley LLP
325-327 Oldfield Lane North
Greenford
Middlesex
UB6 0FX

29 December 2023

# TOMORROW'S WARRIORS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES
## INCLUDING INCOME AND EXPENDITURE
## FOR THE YEAR ENDED 31 MARCH 2023

| | Notes | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total 2022 £ |
|---|---|---|---|---|---|---|---|
| **Income from:** | | | | | | | |
| Donations and legacies | **3** | - | 195,110 | 195,110 | - | 137,897 | 137,897 |
| Charitable activities | **4** | 13,729 | 155,206 | 168,935 | 3,553 | 54,800 | 58,353 |
| **Net income/(expenditure)** | | (13,729) | 39,904 | 26,175 | (3,553) | 83,097 | 79,544 |
| Transfers between funds | | - | - | - | 16,775 | (16,775) | - |
| **Net movement in funds** | | (13,729) | 39,904 | 26,175 | 13,222 | 66,322 | 79,544 |
| **Reconciliation of funds:** | | | | | | | |
| Fund balances at 1 April 2022 | | 57,759 | 261,436 | 319,195 | 44,537 | 195,114 | 239,651 |
| **Fund balances at 31 March 2023** | | 44,030 | 301,340 | 345,370 | 57,759 | 261,436 | 319,195 |

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

# TOMORROW'S WARRIORS TRUST

## BALANCE SHEET

## AS AT 31 MARCH 2023

| | Notes | 2023 £ | 2023 £ | 2022 £ | 2022 £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | **10** | 20,201 | | 178 | |
| Cash at bank and in hand | | 387,347 | | 381,986 | |
| | | 407,548 | | 382,164 | |
| **Creditors: amounts falling due within one year** | **11** | 28,020 | | 23,895 | |
| Net current assets | | | 379,528 | | 358,269 |
| **Creditors: amounts falling due after more than one year** | **12** | | (34,158) | | (39,074) |
| **Net assets** | | | 345,370 | | 319,195 |
| **The funds of the trust** | | | | | |
| Restricted income funds | **13** | | 301,340 | | 261,436 |
| Unrestricted funds | | | 44,030 | | 57,759 |
| | | | 345,370 | | 319,195 |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2023.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the trustees on 29 December 2023

V J Broughton
**Trustee**

Company registration number 08341045 (England and Wales)

## 1 Accounting policies

### Charity information

The charity is a private company limited by gurantee, registered in England and Wales and a registered charity in England and Wales. The adress of the registered office is 1st Floor, 73 Canning Road, Harrow, Middlesex, HA3 7SP.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The trust has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the trust.

### 1.4 Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

**1 Accounting policies** **(Continued)**

**1.5 Resources expended**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of the financial activities to which it relates.

Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries.

**1.6 Cash and cash equivalents**

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

**1.7 Financial instruments**

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

## 2 Critical accounting estimates and judgements

In the application of the trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Donations and legacies

| | 2023 | 2022 |
|---|---|---|
| | £ | £ |
| Donations | 158,160 | 131,097 |
| Grants | 36,950 | 6,800 |
| | 195,110 | 137,897 |
| **Donations and legacies comprised:** | | |
| Donations received from Individuals | 117,628 | 71,452 |
| Gift Aid | 8,016 | 29,288 |
| Other donations received | 32,516 | 30,357 |
| | 158,160 | 131,097 |
| **Grants from trusts and foundations:** | | |
| The Fellfoot Charitable Trust | 2,000 | 2,000 |
| The Premises Music Education Programme | 900 | 800 |
| D'Addario Foundation | 2,550 | - |
| The Dentons UK & Middle East LLP Charitable Trust | 1,500 | - |
| Old Possum's Practical Trust | 30,000 | - |
| The GC Gibson Charitable Trust | - | 4,000 |
| | 36,950 | 6,800 |

## 4 Expenditure on charitable activities

| | 2023<br>£ | 2022<br>£ |
|---|---|---|
| **Direct costs** | | |
| Talent Development and Support costs | 146,680 | 47,300 |
| Grant funding of activities (see note 5) | 8,526 | 7,500 |
| **Share of support and governance costs (see note 6)** | | |
| Support | 12,829 | 2,653 |
| Governance | 900 | 900 |
| | 168,935 | 58,353 |
| **Analysis by fund** | | |
| Unrestricted funds | 13,729 | 3,553 |
| Restricted funds | 155,206 | 54,800 |
| | 168,935 | 58,353 |

## 5 Grants payable

| | Charitable Expenditure 2023<br>£ | Charitable Expenditure 2022<br>£ |
|---|---|---|
| Grants to individuals | 8,526 | 7,500 |
| | 8,526 | 7,500 |

## 6 Support costs

| | Support costs £ | Governance costs £ | 2023 £ | 2022 £ |
|---|---|---|---|---|
| Support costs - Governance | 513 | 900 | 1,413 | 1,413 |
| Support costs - Finance | 1,393 | - | 1,393 | 1,272 |
| Support costs - General | 298 | - | 298 | 371 |
| Support costs - Sundry | 50 | - | 50 | 497 |
| Support costs - Research & Development cost | 10,575 | - | 10,575 | - |
| | 12,829 | 900 | 13,729 | 3,553 |
| Analysed between | | | | |
| Charitable activities | 12,829 | 900 | 13,729 | 3,553 |

Governance costs include payments to the independent examiner of £900 (2022- £900).

## 7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the trust during the year.

## 8 Employees

The average monthly number of employees during the year was:

| | 2023 Number | 2022 Number |
|---|---|---|
| Total | - | - |

There were no employees whose annual remuneration was more than £60,000.

**Remuneration of key management personnel**
The remuneration of key management personnel is as follows.

## 9 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

## 10 Debtors

| Amounts falling due within one year: | 2023 £ | 2022 £ |
|---|---|---|
| Other debtors | 20,000 | - |
| Prepayments and accrued income | 201 | 178 |
| | 20,201 | 178 |

## 11 Creditors: amounts falling due within one year

| | 2023 £ | 2022 £ |
|---|---|---|
| Bank loans | 4,897 | 4,788 |
| Other borrowings | 22,223 | 16,832 |
| Creditors and accruals | 900 | 2,275 |
| | 28,020 | 23,895 |

## 12 Creditors: amounts falling due after more than one year

| | 2023 £ | 2022 £ |
|---|---|---|
| Bank loans | 34,158 | 39,074 |

## 13 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

| | At 1 April 2022 £ | Incoming resources £ | Resources expended £ | Transfers £ | At 31 March 2023 £ |
|---|---|---|---|---|---|
| Restricted funds - Talent Development Programme | 261,436 | 195,110 | (155,206) | - | 301,340 |

| Previous year: | At 1 April 2021 £ | Incoming resources £ | Resources expended £ | Transfers £ | At 31 March 2022 £ |
|---|---|---|---|---|---|
| Restricted funds - Talent Development Programme | 195,114 | 137,897 | (54,800) | (16,775) | 261,436 |

## 14 Analysis of net assets between funds

| | Unrestricted funds 2023 £ | Restricted funds 2023 £ | Total 2023 £ | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total 2022 £ |
|---|---|---|---|---|---|---|
| Fund balances at 31 March 2023 are represented by: | | | | | | |
| Current assets | 78,188 | 301,340 | 379,528 | 96,833 | 261,436 | 358,269 |
| Long term liabilities | (34,158) | - | (34,158) | (39,074) | - | (39,074) |
| | 44,030 | 301,340 | 345,370 | 57,759 | 261,436 | 319,195 |

## 15 Related party transactions

**Transactions with related parties**

During the year the trust entered into the following transactions with related parties:

Donations received included £600 (2022: £600) from Mr VJ Broughton, £2,700 from Mr N Cornforth (2022: £NIL) and £10,000 (2022: £10,000) from NS O'Donnell, all of whom are trustees of the charity.



**"Now more than ever we need to support Tomorrow's Warriors. Providing a safe space for young people whilst empowering them with the tools to change the creative landscape is vital to the next generation. You need look only to the many success stories of their alumni that continue to inspire, contribute and redefine culture to understand why."**

**Moses Boyd** - Drummer, Producer and TW Alumnus

*We Out Here Festival* – Tomorrow's Warriors Junior Band perform in the Big Top as part of the TW festival takeover

# TOMORROW'S WARRIORS

inspiring musicians inspiring music

TO FIND OUT MORE ABOUT TOMORROW'S WARRIORS, INCLUDING HOW YOU CAN CHAMPION THE NEXT GENERATION OF EXCITING JAZZ TALENT, SPONSOR OUR LIVE CONCERTS AND TOURS, OR OTHERWISE GET INVOLVED, PLEASE VISIT:

**www.tomorrowswarriors.org**

**TOMORROW'S WARRIORS TRUST**

England & Wales - Charity number 1153613

# Accounts




TOMORROW'S WARRIORS

CELEBRATING 30 YEARS

inspiring musicians inspiring music

# TOMORROW'S WARRIORS TRUST

# ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2022

Charity No. 1153613
Company No. 08341045
(England & Wales)

The trustees (who are also directors for the purpose of the Companies Act) present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 and comply with the Trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

# TOMORROW'S WARRIORS TRUST

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# TOMORROW'S WARRIORS TRUST

## LEGAL & ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | V J Broughton<br>Dr M Y Busby CBE<br>L Malkani<br>S Abbott<br>C Panayi (Appointed 14 April 2021)<br>N S O'Donnell (Appointed 6 September 2021)<br>N Cornforth (Appointed 17 August 2022) |
| **Charity number** | 1153613 |
| **Company number** | 08341045 |
| **Principal office and registered office** | 1st Floor<br>73 Canning Road<br>Harrow<br>Middlesex<br>HA3 7SP |
| **Independent examiner** | David Passey ACA<br>Landau Morley LLP<br>325-327 Oldfield Lane<br>Greenford<br>Middlesex<br>UB6 0FX |



***"Their ethos of 'Each One Teach One' has gone global! Tomorrow's Warriors alumni are now gracing main stages across continents and, in so doing, are inspiring the next generation of players – an ever-evolving achievement by Tomorrow's Warriors, the essential musical family at the heart of the British jazz scene. Congratulations!"***

Cerys Matthews, Singer, Songwriter, Author, Broadcaster and TW Supporter

# TOMORROW'S WARRIORS TRUST

## TRUSTEES REPORT

*"I know there are young people from a similar background to me who, if given the opportunities, can create great art. It's not curriculum style, because what we're dealing with is art. The individuals are artists, and I want to hear what they have to say about the world."*

Dr Gary Crosby OBE, Co-Founder & Artistic Director, Tomorrow's Warriors & Recipient of The Queen's Medal for Music 2018



### PRIMARY ACTIVITIES OF THE TRUST

**Tomorrow's Warriors Trust** exists to ensure opportunities for participation, ownership and leadership in music and the arts are available to all. We aim to inspire, foster and grow a vibrant community of artists, audiences and leaders who together will transform the lives of future generations by increasing opportunity, diversity and excellence in and through jazz.

To achieve our ambition, we support diverse young and emerging artists through an acclaimed talent development programme, increase access through creation of inspirational learning and participation opportunities for communities around the UK, and develop diverse artists and audiences through investment in the commission and production of new music projects to promote and sustain artists developed through our programme.

Tomorrow's Warriors Trust is a national charity with a diverse funding model sourcing income through individual donors, trusts and foundations, corporations and public funds. The charity acts as grant maker to **Tomorrow's Warriors Limited** (TW) – a change-making talent incubator, music educator and creative producer established in 1991 by inspirational founders: double bassist and Artistic Director, Gary Crosby OBE (recipient of The Queen's Medal for Music 2018) and Chief Executive, Janine Irons MBE – and participants engaged in TW's programmes. TW is a company limited by guarantee (3598198) delivering activity that furthers the charitable aims of the Trust [see panel below].

TW has earned its reputation for its pioneering artist development programme, innovative community outreach activities, and critically acclaimed concerts and touring programmes.

Free access to TW's development programme has proved crucial in nurturing the nascent talent and early careers of so many of the most exciting UK artists currently tearing up the international jazz scene.

TW's alumni features many of the leading lights of UK jazz. Award-winning artists such as Moses Boyd, Nubya Garcia, Sheila Maurice-Grey, Cassie Kinoshi and Nérija, Femi Koleoso and Ezra Collective, Binker Golding, Shabaka Hutchings and Sons of Kemet, Eska, Denys Baptiste, Soweto Kinch, Blue Lab Beats, Mark Crown, David Okumu, Ben Burrell, Zara McFarlane, Mark Kavuma, Camilla George, Cherise, Nathaniel Facey and Empirical, Peter Edwards, Jason Yarde and J-Life, Robert Mitchell, Byron Wallen...the list goes on and on.

### HISTORY AND RELATIONSHIP BETWEEN TOMORROW'S WARRIORS TRUST AND TOMORROW'S WARRIORS LTD

Tomorrow's Warriors was the name of Gary Crosby's jam sessions at The Jazz Café in London, which started in 1991. The sessions provided a much needed, unique platform for young people who loved jazz but lacked opportunities. With rising demand, Crosby and Irons set up Crosby Irons Associates Limited (CIA) in 1996 to provide a framework for career progression for young musicians into the professional music industry. CIA became The Dune Music Company (Dune) in 2004 and continued to reinvest its commercial profits to support the development of young jazz musicians.

In 1998, at the recommendation of Arts Council England (ACE), Tomorrow's Warriors was incorporated as a company limited by guarantee (3598198) to enable ACE to provide ongoing support to it as a Regularly Funded Organisation (RFO). ACE has continued to fund Tomorrow's Warriors Limited (TW) ever since, now as a National Portfolio Organisation (NPO). Janine Irons and Gary Crosby are the directors of TW.

Tomorrow's Warriors Trust ('the Trust') was founded as a Not for Profit Company Limited by Guarantee (2012) and a registered charity (2013) to activate learning, professional development and touring programmes for young, emerging and mid-career musicians from diverse backgrounds and participatory music activities for all. It achieves these aims primarily through support, as grantmaker, of educational and creative programmes delivered through TW and of individuals through the grant of bursaries. The Trust is governed by a board of trustees, who are also directors of the Trust and who have full discretion to operate within its constitution.

Neither Irons nor Crosby is a trustee or director of the Trust and deliberately so, to avoid any conflicts of interests, perceived or otherwise, in transactions between the Trust and TW. The trustees have discretion to decline grants, should they consider activities proposed by TW not to be in the best interests of the Trust or if they are incompatible with its charitable objects.

TW has been a National Portfolio Organisation of ACE since 1999. In 2019 TW was announced as a PRS Foundation (PRSF) Talent Development Partner, and became a signatory to Keychange, the international initiative to promote gender equality across music commissioning and programming.

The work of TW is fully aligned to the charity's aims and objectives. Through funding this work, Tomorrow's Warriors Trust is able to reach, and have real impact on the lives of those the Trustees and donors seek to support, helping to deliver lasting social change.

The core ethos of TW is **'Each One, Teach One'**, where each generation supports the next, sharing skills, passing on the legacy and building a vibrant, supportive, self-sustaining community of jazz artists and audiences. We and TW have a relentless commitment to diversity and inclusion, and this is reflected across all the activity undertaken by or on behalf of the charity.

## Objects of Tomorrow's Warriors Trust

The objects of the charity are to promote the arts and, in particular jazz music, and to advance the education of young people aged 8-25, primarily though not exclusively those from Black and Minority Ethnic backgrounds, girls and those of moderate or limited means through provision of quality training, performance and professional development opportunities in the field of jazz music in such ways as to enable them to become self-supporting for the public benefit.

## Public Benefit

The Trustees confirm their compliance with the duty to have due regard to the Public Benefit guidance published by the Charity Commission when reviewing the charity's aims and objectives and in planning activities for the year and are satisfied that the charity's aims are for the public benefit, as can be seen from this Report.

## Main Activities

There are  three distinct, yet interconnected strands of work created and delivered by TW in support of the Trust's aims:

### TALENT DEVELOPMENT

*"Tomorrow's Warriors' accessible, collaborative and passionate approach gets the most out of young people from all backgrounds and it's most telling that all those who have gone on to secure critical acclaim internationally remain active champions, advocates and friends of Tomorrow's Warriors. What a legacy that continues to grow...."* **Joe Frankland, Chief Executive, PRS Foundation**

TW offers a comprehensive and immersive ***Learn & Train*** programme which comprises of the **Young Artist Development Programme** (**YADP**) focusing on entry level workshop training and performance practice for talented musicians primarily aged 11-15; and the **Emerging Artist Development Programme** (**EADP**) supporting advanced groups primarily aged 15-25 while focusing additionally on career development and professional performance opportunities. TW delivers 12 weekly learning sessions across the academic year at its creative home at Southbank Centre in London, all of which are free to young people at the point of access. Two of these sessions are devoted to the development of girls and young women, providing a safe, supportive creative space in which female musicians can develop skills, share learning, and build confidence.



Through support of this programme, the Trust is able to:

- **Develop the next generation of leading jazz artists and music leaders** – provide free, extensive year-round development opportunities through a weekly programme of workshops, masterclasses, mentoring, public performances, cross-artform collaborations, supplemented by industry talks, and concert visits
- **Widen participation** – remove and avoid creation of barriers that inhibit participation and/or progression by providing free and flexible artist development opportunities within a culturally rich training programme
- **Showcase diversity** – be actively inclusive and set high standards for commitment, progression and involvement for all
- **Inspire future generations of jazz artists and audiences** – make young and diverse jazz talent visible and accessible through public workshops and performances to inspire tomorrow's artists and audiences to engage with and get involved in jazz

## OUTREACH

The Trust supports TW to devise and deliver innovative, bespoke educational and participatory outreach programmes around the UK and internationally in partnership with its network of music education hubs, schools, community groups, venues and promoters who, collectively, form the **Tomorrow's Warriors Partnership Network (TWPN)**. This initiative by TW – introduced in 2017 as a mechanism to promote sustainable partnership working across and between organisations, cities and regions – helps to deliver improved outcomes with deeper impact for all partners and participants.

## DEVELOPING ARTISTS & AUDIENCES

As award-winning creative producers, TW works with emerging artists on its development programmes and with professional artists – solo artists and bands, including many of its illustrious alumni, and TW's flagship jazz ensemble, **Nu Civilisation Orchestra** and Gary Crosby's skazz (reggae, ska, jazz) big band, **Jazz Jamaica All Stars** – to help realise artistic ambitions, engage audiences that may not typically go to jazz concerts, and provide progression routes for artists 'graduating' the *Learn & Train* programme. The trustees lend support to selected artistic projects that chime with the values and aims of the Trust.

TW helps to enrich and contribute to the UK's vibrant jazz scene and wider cultural landscape by facilitating the commission and production of work of outstanding artistic merit in a range of settings – from clubs and private functions to concert halls and major festivals – presented to diverse groups of people of all ages and backgrounds. Projects can be one-off solo gigs or concerts with small ensembles to extensive, multifaceted national and international touring projects involving collaborations of TW's orchestras with large choirs, synchronised film or live dancers.

## ACHIEVEMENTS & PERFORMANCE

TW was able to bring its Young Artist Development Programme (YADP) back to the Southbank Centre with in-person development sessions, albeit with masks and restrictions on numbers. They were also able to return to live performances, also socially distanced with 2 seats empty for every 1 seat sold. The success of the online delivery of the YADP throughout lockdown meant that our student base remained engaged throughout and TW was delighted to welcome back a strong cohort of students to the Southbank Centre from May 2021.

The following pages cover some of the key statistics and indicators over the reporting period.



***"Thanks to you both [Janine & Gary] for having the vision and drive to make it happen time after time.***

***I'm so grateful for you both. What you guys have created is so incredible... seeing the lineage in front my eyes, and how it's still going from strength to strength, was my highlight of the year.***

***I can't thank you both enough for how many young black lives – including my own – you have changed for the better."***

Moses Boyd, Musician, Music Producer & TW Alumnus

# IMPACT 2021-22
# CONCERTS & PERFORMANCES

TOMORROW'S WARRIORS

## 85 CONCERTS/PUBLIC PERFORMANCES

**671** DAYS PAID EMPLOYMENT FOR MUSICIANS

**23** PROFESSIONAL PERFORMANCES

**3** PRIVATE FUNCTIONS

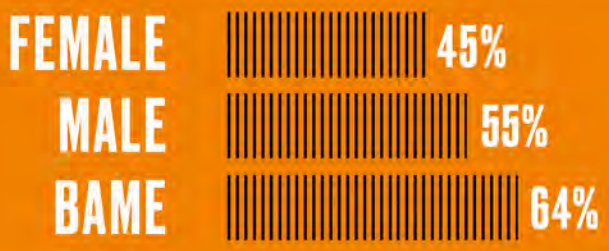
**43** EMERGING ARTIST OPPORTUNITIES AND TALENT DEVELOPMENT SHOWCASES

**9** PERFORMANCES WERE LIVE STREAMED - ONE OF THESE WAS ALSO OPEN TO THE PUBLIC

**7** PUBLIC JAM SESSIONS

---

**136** MUSICIANS GIVEN PAID PERFORMANCE OPPORTUNITIES




**19,558** LIVE AUDIENCES

**13,037** AUDIENCE REACH FOR TOMORROW'S WARRIORS ONLINE STREAMS AND BROADCASTS

**5** WORLD PREMIERES OF NEW MUSIC COMMISSIONS

**7** RADIO SHOWS PRODUCED BY TOMORROW'S WARRIORS

# IMPACT 2021-22
# LEARN & TRAIN

TOMORROW'S WARRIORS

**384** £FREE LEARN & TRAIN SESSIONS

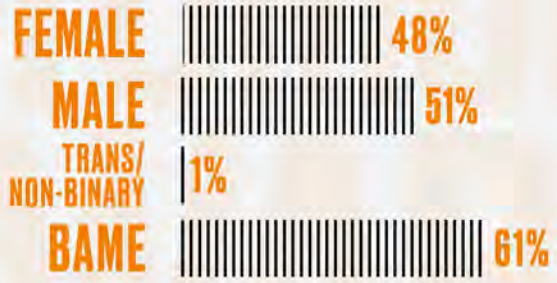
**3,309** LEARNING OPPORTUNITIES

**842** LEARN & TRAIN WORKSHOP HOURS

**417** DAYS PAID EMPLOYMENT FOR MUSIC LEADERS

**113** ACTIVE STUDENTS AGED 11-25 ENROLLED ON TW ARTIST DEVELOPMENT PROGRAMMES

**25** STUDENTS ENROLLED/TAKING UP OFFERS ON CONSERVATOIRE/HE MUSIC COURSES

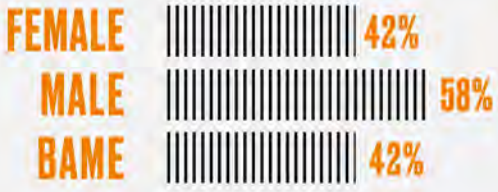






**20** MUSIC LEADER FACULTY MEMBERS

**12** VISITING FACULTY




**8** CORE FACULTY



IMPACT 2021-22

# LEARN & TRAIN

## SUMMER RUNNINGS 2021 IMPACT AND REACH

TOMORROW'S WARRIORS

COVID RESTRICTIONS WERE RELAXED IN SPRING 2021, WHICH SAW A RETURN TO THE CLASSROOM FOR THE TOMORROW'S WARRIORS LEARNING & DEVELOPMENT PROGRAMME, AND A RETURN IN AUGUST TO RUNNING OUR SUCCESSUL SUMMER RUNNINGS SERIES OF WORKSHOPS FACE-TO-FACE WITH THE PARTICIPANTS.

**6** DAYS

**29** WORKSHOPS

**88** STUDENTS




**3** AVERAGE NUMBER OF SESSIONS ATTENDED PER STUDENT

**258** LEARNING OPPORTUNITIES

**18** MUSIC LEADERS

**5** MUSIC INDUSTRY WORKSHOPS

**10** COMPOSITION WORKSHOPS

**5** JAZZ HANGS LED BY THE YOUNG SCENE FOR THE YOUNG SCENE

## HIGHLIGHTS DURING THE YEAR

This was another difficult year for the arts and culture sector, with Covid restrictions still in place across the UK for the first quarter of this reporting period (live events were only possible from June 2021) and the industry working hard to adapt and recover.

TW was able to bring its **Young Artist Development Programme (YADP)** back to the Southbank Centre with in-person development sessions (albeit with restrictions on numbers) and return to live performances. The success of the online delivery of the YADP throughout lockdown meant that our student base remained engaged throughout and TW was delighted to welcome back a full cohort of students to the Southbank Centre from May 2021.

We were delighted to welcome **two new trustees**, Chris Panayi and Nicky O'Donnell to the Trust's Board in April and September 2021 respectively. Both highly respected music industry professionals, they bolster the level of expertise on the board in the areas of strategy, marketing and financial control. In Quarter 3, TW recruited **two new full-time members of staff** by way of a Production Co-ordinator and Marketing and Communications Manager, building capacity within the organisation to enable it to emerge from a position of strength as TW returned to live and in-person activity.

TW introduced **session monitors** at Southbank Centre as part of the Covid control measures, providing paid work to young musicians who are paid London Living Wage to support the music leaders and students and manage registers. Whilst these measures have now been lifted, TW has retained the monitors as they help to alleviate the administrative burden on the staff team whilst having the opportunity to extend their learning in the sessions.

### International Activity

In August 2021, TW CEO, Janine Irons was invited to deliver a keynote address (via Zoom) on diversity and inclusion to Jazz Academy students and education staff at the Elbphilharmonie Concert Hall in Hamburg. In March 2022, she was invited to the major international music industry conference, **SXSW in Austin, TX** as a co-speaker with promoter **Jazz Re:freshed**'s co-founder, Adam Moses on a panel to discuss the ***Dope Black British Jazz*** scene, moderated by Arts Council England representative, Adem Holness. She joined several Warriors alumni who were appearing in Jazz Re:freshed's Outernational Showcase including CHERISE, Cassie Kinoshi (Brown Penny) and Daniel Casimir. TW Trustee, Steve Abbott also attended the conference in his capacity as artist manager of two of the performing artists.

Our US partners, **Jazz House Kids** in Montclair, NJ were unable to offer an online Summer programme this year (as they did in 2020). Instead they ran short, socially-distanced programmes in Montclair, which made it uneconomic for us to send our students in 2021 on bursaries from the Trust. However, we expect to resume the bursary scheme in 2022/23, when we hope the pandemic will be over.

### Summer Runnings

**Summer Runnings** is TW's summer school offering masterclasses that complement the general learning programme and give new musicians and those on our waiting list a chance to engage with the TW community. In 2021, TW could only secure 5 days at Southbank Centre due to the venue's reduced capacity and ongoing Covid restrictions and pressure on space from the various resident groups at the Centre. This limited TW's delivery potential, resulting in TW having to turn down applicants, causing disappointment. TW delivered **29 sessions** in all, taking over the Spirit Level and Clore Ballroom to deliver **24 in-person sessions – 14 development sessions, 5 jams** and **5 sessions for composition mentoring** drop-ins – and **5 online sessions** as part of TW's **Music Industry Day**. Summer Runnings 2021 welcomed **88 students**, of which **39% were Female** (42% in 2020) and **58% identified as Black, Asian, Mixed or Other** (45% in 2020). In all TW provided **258 learning opportunities** which, like the core programme, were 100% free to access.

### Performances & Broadcasts

Despite the difficulties faced recovering from the impact of the pandemic – many venues had to rebuild staff and infrastructure to deliver events and the public showed some signs of a lack of confidence booking tickets – TW had a strong year delivering **85 live events** compared to just 9 live events in 2020-21. Of the 2021-22 live events, **9 were streamed live or 'as live'** as part of our digital offer to online audiences, made possible with ACE/DCMS Culture Recovery Funding through TW (reflected in TW's accounts).

Performances during the year included some of the shows that were rescheduled due to the pandemic; a new six-date concert hall tour for Nu Civilisation Orchestra presenting **Marvin Gaye's *What's Going On***; showcases for our flagship Junior Band, Female Frontline and Soon Come Ensemble; gigs for several of our Emerging Artists at a variety of venues and festivals; and our incredible 30-year anniversary event, ***A Great Day In London***, in the Queen Elizabeth Hall at London's Southbank Centre.

The first events of the year were in May, with live stream gigs from **Maddy Coomb**s and **XVNGO** for **Cheltenham Jazz Festival**. These shows were produced at **the Albany** in Deptford, south London as a continuation of the live collaboration started last year under lockdown and a stepping stone to full live events returning to the Albany later in the year. Whilst the streaming activity served good purpose throughout the pandemic in maintaining a level of activity for artists, the costs involved were substantial. TW is not able to monetise the streams to a level where it could be viable to continue this strand of activity so, without funding, it is not a strand of work TW envisages taking forward.

The summer saw the return of live 'in person performances' to venues in the UK, although social distancing restrictions remained in place.



On 2 July we presented a specially curated version of our show, ***Catch A Fire: A tribute to Bob Marley & The Wailers*** by **Jazz Jamaica All Stars** for the prestigious **Manchester International Festival**. The day was curated by singer-songwriter and broadcaster, **Cerys Matthews** and, with a scaled down band, TW gave the show a twist by having its alumna, **Zara McFarlane** take the lead vocal role throughout. Poet **Lemn Sissay** made a special appearance performing a sublime, stripped down version of Marley's ***Redemption Song.***

**Nu Civilisation Orchestra** performed its ***Parallel: A Tribute to Joe Harriott*** project at Kings Place in London, rescheduled due to the pandemic featuring specially commissioned live visuals from **Catarina Rodrigues**. TW delivered the postponed legs of ***The Trojan Story*** concerts with Jazz Jamaica playing live to socially-distanced audiences at **The Sage, Gateshead** (also streamed live), and a finale at **Royal Festival Hall**, London that included *The Trojan Story* exhibition in the foyer with additional images captured during our associated outreach project, ***The Reggae Ticket***. This outreach activity was delivered as part of **Brent Council's Borough of Culture** activities alongside work with our local partner, **Harrow Music Education Hub**, and included 2 inspiration sessions and reggae-jazz workshops delivered by Jazz Jamaica, and open-air performances at Southbank Centre by **2 school bands** from Brent and Harrow in The Reggae Ticket grand finale in July.

In August TW re-established its relationship with **Gilles Peterson's We Out Here Festival**, programming **12 bands** featuring **53 musicians**, and running a merchandise/information stand to drive awareness of TW, and a raffle featuring prizes from Ronnie Scott's and Premises Studios.

TW's collaboration with **the Albany** – through which they showcased Emerging Artists – was paused over the summer due to audiences displaying a degree of trepidation in returning to live shows, but resumed in September with **Maddy Coombs** performing in person to a live audience, and further shows in October and November from **Donovan Haffner** and **Loucin**.

Presentation of the annual ***I AM WARRIOR*** show at London's **Jazz Café** in October was in doubt until 5 weeks before the event while the team awaited news of the imminent imposition of new Covid restrictions. Amazingly, in this short space of time, TW managed to commission **5 brand new compositions** from leading members of the alumni – **Denys Baptiste, Nathaniel Facey, Sheila Maurice-Grey, Rosie Turton**, and **Benjamin Burrell** – for the **11 rising stars** of our **Soon Come Ensemble**, who performed the works brilliantly with special guest appearances from three of the composers.

The first quarter of 2022 saw TW Junior Band opening Jez Nelson's ***Jazz In The Round 10th Anniversary*** gig at **The Cockpit**, London, their first public show since blowing away audiences with their stunning performance at TW's 30th Anniversary celebration on stage with **Sons of Kemet** (more on this below). We were also very happy to see TW's founder, **Gary Crosby** making his much-anticipated return to live performance, leading his trio at **PizzaExpress Jazz Club** in Soho, featuring long-time collaborator **Denys Baptiste** as guest on a special Valentine's Day gig.

**"★★★★★ With its themes of racism, violence, oppression and climate change, Marvin Gaye's 1971 album, What's Going On, is as pertinent today as it was when it was released 50 years ago.**

**Nu Civilisation Orchestra played this seminal body of work with all the soul and spirit the record merits, in a performance that was both inherently faithful to the album, but still unique."**

The Arts Desk, Miranda Heggie

## Nu Civilisation Orchestra - What's Going On Tour

In October, NCO embarked on a **6-date tour in England** supported by Arts Council England through TW, taking audiences on a musical exploration of **Marvin Gaye**'s iconic album ***What's Going On***, alongside music from the soundtrack to ***Trouble Man***. The 24-piece orchestra featuring **UK RnB/Soul legend, Noel McKoy** on vocals and conducted by **Peter Edwards**, reflected on current times through the lens of Marvin Gaye's incredible catalogue and, in each city, they invited a local performance poet to give their take on what's going on in their city as part of the show. TW worked with some outstanding artists on this project including the actor **Colin Salmon**, and performance poets **Malik Al Nasir, Malakai Kegode, AFLO** and **Casey Bailey**. We were also delighted to present an orchestra that had a **majority women line-up**, with female section leaders heading up the brass and strings sections.

The tour visited **The Brighton Dome, Bristol St George's, Queen Elizabeth Hall in London** (part of the EFG London Jazz Festival), **Birmingham Town Hall, Liverpool Philharmonic Hall** and **Canterbury's Gulbenkian Theatre,** providing 237 days' paid employment for the musicians on tour. A stunning project, NCO received standing ovations and roars of approval at every show.

## A Great Day in London
## Celebrating 30 Years of Tomorrow's Warriors

2021 marked 30 amazing years of Tomorrow's Warriors and of course TW and the Trustees wanted to celebrate this milestone with something extraordinarily special! Inspired by Art Kane's iconic 1957 photograph, *A Great Day In Harlem,* which featured 57 o New York's now legendary jazz artists, on 4 December 2021 TW assembled **114 Warriors**, past and present, on the steps of London's Southbank Centre for what was billed as both **'the largest gathering of Warriors ever'** and **'the biggest London jazz happening in a generation'**. Photographer **Suki Dhanda** captured this **seismic moment in British jazz history** capturing a unique Warriors 'family photo', along with a select group of photographers who had been invited to document the day. With just a 6-week window in which to produce this astonishing extravaganza, jam packed with the leading lights of the UK jazz scene, the TW team swept into action to deliver **2 free foyer performances** featuring musicians from the YADP followed by the main event, **a breathtaking concert** in the Queen Elizabeth Hall featuring TW's high-profile alumni across the generations - Denys Baptiste, Shabaka Hutchings, Nubya Garcia, Jason Yarde, Zara McFarlane, Cherise Adams-Burnett, and so many





more – performing alongside junior and senior members of the Warriors family. Two anthemic songs on the night came from Zara (*I Am Warrior*) and Denys (*Warriors Rise As One*), both pieces commissioned by TW as part of the ***I AM WARRIOR*** series. In total, **80 musicians took part in the performances** with even more joining in the after-party jam.

Around **150 Warriors** came through on the day to mark this momentous occasion, which lived up to its pre-event billing. The audience response was incredible, but the overriding emotion was one of joy, watching the alumni give their time and work so closely with the next generation of young talent. This really was the embodiment of the TW ethos: ***'Each One, Teach One'***. The event generated proceeds of £8,000 through ticket and merchandise sales and ensured the Warriors community ended 2021 on a high.




## Partnerships

Following an introduction by our trustee, Steve Abbott, we launched the first edition of the **TW/Decca Records Mentoring Scheme**, with **12 Emerging Artists** receiving a year of monthly mentoring from senior executives at one of the most prestigious jazz record labels in the world.

TW strengthened their existing **Partnership Network** with a range of venues, music hubs and community groups in London, Brighton, Bristol, Birmingham, Bristol, Liverpool and Gateshead, delivering quality professional and outreach music projects to each of these cities and beyond.

TW also partnered with **Folded Wing** and **WorldWide FM** (see Broadcasts) to produce original internet radio and podcast content, while providing development opportunities to budding young Black/Mixed Heritage radio producers. Of the **40 applicants** who applied for this training opportunity, just **8 bright young people from diverse backgrounds** were selected to move forward with broadcast production training from Folded Wing, one of whom went on to work on the TW podcast.



"Tomorrow's Warriors' contribution to Jazz - not just British Jazz - has been nothing short of monumental. Their youth ensembles, Junior Band and Female Frontline, demonstrated the dizzy levels of talent rising from the next generation of young players. There's no doubt that it was indeed a Great Day in London."

The Telegraph, Tina Edwards

"I've seen the future of jazz and I can assure you that it's in safe hands."

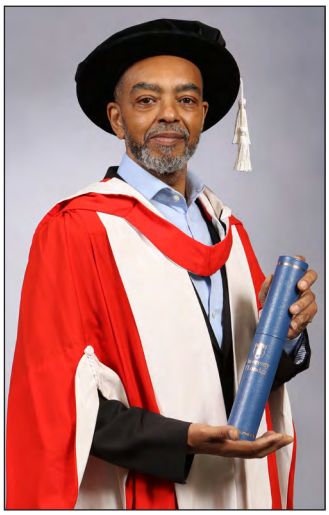
Robert Elms, Broadcaster, BBC Radio London

TW continued its successful ***Jazz Hang*** education partnership with **Trinity Laban Conservatoire of Music and Dance**, offering weekly development opportunities for musicians from diverse backgrounds aged 11-15. Four of these young musicians were subsequently enrolled onto TW's Young Artist Development Programme at Southbank Centre.

We were happy to be announced as the **AIM Awards Charity Partner** in 2021, through which members of TW will receive AIM membership bursaries, giving them access to a network of professionals and suppliers who can provide industry-related advice and support.

## Awards and Recognition

In June 2021, Janine Irons and Gary Crosby were honoured to receive the prestigious **Inspiration Award** from the **Music Producers Guild** in association with Audio Note (UK) Ltd. TW's founders graced the cover of the July 2021 issue of **Jazzwise Magazine**, with 4-page features on TW in this and the music industry bible, **Music Week** acknowledging the organisation's indelible impact on the UK jazz scene.



In October, TW was honoured to receive the **Impact Award** at the 2021 **Jazz FM Awards,** bringing TW's gongs tally to an impressive **57 awards.** The award was introduced and presented by TW alum, Femi Koleoso with a wonderful congratulatory video message from award-winning novelist and stalwart TW supporter, **Nick Hornby**. This truly was an award for the entire TW family and reflects the love and community ethos central to everything the trustees and TW team do, values that are carried by everyone involved in TW's 30-year journey.

In December, Gary Crosby was awarded an honorary doctorate, Doctor of Music *honoris causa* from University of London Institute in Paris.

## Alumni Successes

The TW alumni continue to achieve success, acting as beacons for the next generation to follow. Tenor saxophonist Nubya Garcia was nominated for the 2021 Mercury Music Prize, becoming the 8th TW band leader to be shortlisted for the UK music industry's most prestigious award. Bassist Daniel Casimir was a fellow award winner at the Jazz FM awards, winning Instrumentalist Of The

***"Across 30 years, through their base at the Southbank, they've provided a platform for the likes of Moses Boyd, Nubya Garcia, Ezra Collective, Shabaka Hutchings and many more to develop as artists.***

***A pivotal organisation in developing and elevating young talents, the UK jazz scene would look a whole lot different without the impact of Gary and Janine and Tomorrow's Warriors."***

Tony Platt, Chair, Music Producers Guild



Year. Cherise Adams-Burnett featured with Gregory Porter on the 2021 Disney Christmas Charity track, *Love Runs Deeper*, an opportunity that came about as a direct result of our mentoring scheme in partnership with Decca Records. Daniel Smithson secured a 1st with Distinction for his PCGE teaching qualification, having received bursary funding for his course from two of the Trust's generous donors.

## FINANCIAL REVIEW

The Statement of Financial Activities on page 17 discloses total income to March 2022 of £137,897 (2021: £205,568) and total expenditure of £58,353 (2021: £31,895). This has resulted in a surplus for the year of £79,544 (2021 surplus: £173,673).

The restricted fund surplus is £66,322 (2021 surplus: £193,280). These funds continue to be generated through the successful **#IAMWARRIOR** fundraising campaign and will be expended on TW's Talent Development programmes.

The unrestricted fund surplus is £13,222 (2021 deficit: £19,607) which has increased our general reserves to £57,759 (2021: £44,537).

Voluntary income raised is £137,897 and included within this are restricted funds to the value of £137,897. Of this, £6,800 was raised from charitable trusts, £30,034 from 5 corporate donations, and 9 gifts ranging from £1,000-£25,000 from exceptionally generous individuals amounting to £43,850. We also received two *in memoriam* funds - **The Alf Williams Memorial Fund** to provide a cash bursary in support of a student's national rail costs enabling him to attend the TW programme; and a new fund, **The Baytrilla Memorial Fund** to fund the pilot of TW's *A Grime Supreme* programme (delivered in April 2022), bringing together jazz and grime artists for a collaborative workshop and performance project at Southbank Centre.

£7,500 was paid as bursaries to talented individuals: one black male musician and one black female musician, in support of their higher education/living costs during the pandemic, generously supported by private donors.

During the year, the Trust was not required to make grants to TW as the company successfully applied for Culture Recovery Funds from Arts Council England/Department for Digital, Culture, Media & Sport. These funds were used to help fund the Talent Development programmes and ensured the company was well placed to resume the in-person education programme and live performances post-Covid.

We are grateful to our donors and funders for their ongoing support of the young, emerging and established artists through the Learn & Train and Concert & Touring opportunities offered by TW and, of course, supporting the immensely hardworking, committed team at TW that delivers the activity on behalf of the Trust and continues consistently to produce outstanding results not only in creative terms but in the artists themselves. The trustees deeply appreciate each of the individual donors and companies who have supported the Trust over the year.

The Balance Sheet on page 18 details the financial position of the charity and shows net assets of £319,195 (2021: £239,651).

TOMORROW'S WARRIORS | CELEBRATING 30 YEARS

## CASE STUDY:
## KEZIA POLLENDINE (18) | PIANO

**Joined September 2021**



*"When I joined TW, I was expecting a class that would teach me the basics of jazz performance and improvisation, as I had little to no experience of playing jazz beforehand. My expectations were definitely exceeded. The standard of musicianship was really high which motivated me to practise a lot more, and I was surprised by how much playing and performance opportunity we received rather than just being spoon fed information. I was also surprised to become part of such a vibrant community of musicians.*

*Playing with other musicians every week definitely improved my confidence, built my resilience and made me less afraid of taking risks and making mistakes in a group. I also have had a huge confidence boost from the performance opportunities I've been given in Female Frontline.*

*I've learnt a lot more about jazz harmony and improvisation from the development sessions. Going to Warriors has also given my practice much more intention, direction and purpose which has helped improve my technique massively. After a year of going to Warriors, I am now applying to study jazz at conservatoire which seemed impossible this time last year.*

*I've found the process of learning tunes in a group, guided by a teacher has been really helpful as opposed to trying to do this process alone as I benefit from being able to ask questions and observe how my peers approach playing over different tunes. I also think the opportunity to play regularly with others is very important as it has taught me how to support other musicians in the rhythm section and how to contribute generously to the music and listen to others whilst playing, this is especially important to me as TW is the only opportunity I have to do this.*

*I have made many great friends from being part of Warriors and have gained access to an amazingly supportive community of talented musicians. Being able to attend the one-off sessions such as the Summer Runnings has also been really special and has given me the opportunity to meet some musicians that I really admire.*

*The diversity and open-mindedness of Tomorrow's Warriors is definitely unique. As a black woman in jazz, Warriors is the environment I definitely feel most recognised and uplifted in. I also think the sense of community is unique at Warriors in that it is very strong, there is much less social division between age/ability/experience than in other jazz environments*

*Warriors has given me a way in to playing jazz that I definitely wouldn't have had otherwise, and to now belong to a community of jazz musicians is really important to me."*

## FUTURE PLANS

As we emerge from the pandemic, it is clear we still have some way to go to encourage audiences back to the concert hall/gig venues. This time, however, it's not solely the threat of Covid but also the cost of living crisis which will have a significant cooling effect on ticket sales, even for concerts with major artists, and will start to impact.

TW will prioritise five key areas:

1. Re-establish TW's in-person Learn & Train programme to pre-pandemic levels, ensuring student retention and increasing outreach activity.
2. Work with partners to develop the live events calendar, re-engage with audiences, and provide paid employment for emerging and established artists.
3. Align TW's use of technology with the organisation's mission statement through digital transformation. Use technology to drive engagement with internal and external stakeholders and enable TW to capture and unlock data to inform strategic decisions.
4. Increase the capacity of the team through recruitment in key areas covering development, talent development, production and digital transformation.
5. The Trustees will move forward plans to secure, through a capital project, a permanent home for TW, giving the organisation security and the potential to develop revenue.

## STRUCTURE, MANAGEMENT AND GOVERNANCE

Tomorrow's Warriors Trust is a company incorporated in England and Wales under the Companies Acts and limited by guarantee (company registration number 08341045).

The company is registered charity (Charity Registration No 1153613) and is governed by its Memorandum and Articles of Association.

Its directors, who operate in a similar fashion to trustees of unincorporated charities, are elected by its members. The current directors are as set out below.

The directors undergo training either through courses or functional experience. Arrangements have been made for the induction of new trustees.

The charity does not employ any staff. Decisions of the charity are taken by the directors at board meetings.

The directors have examined the major strategic business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be made so that necessary steps can be taken to manage these risks.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V J Broughton
Dr M Y Busby
L Malkani
S Abbott
C Panayi (Appointed 14 April 2021)
N S O'Donnell (Appointed 6 September 2021)
N Cornforth (Appointed 17 August 2022)

The Trustees report was approved by the Board of Trustees.


Viv Broughton (Dec 30, 2022 17:03 GMT)

V J Broughton
Director and Trustee

Dated: 29 December 2022

# TOMORROW'S WARRIORS TRUST

## INDEPENDENT EXAMINER'S REPORT

## TO THE TRUSTEES OF TOMORROW'S WARRIORS TRUST

I report to the trustees on my examination of the financial statements of Tomorrow's Warriors Trust (the trust) for the year ended 31 March 2022.

**Responsibilities and basis of report**

As the trustees of the trust (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the trust's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145 (5)(b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the trust as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

D R Passey
D R Passey (Dec 30, 2022 17:09 GMT)

David Passey ACA
Landau Morley LLP
325-327 Oldfield Lane North
Greenford
Middlesex
UB6 0FX

Dated: 29 December 2022

# TOMORROW'S WARRIORS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES
## INCLUDING INCOME AND EXPENDITURE
## FOR THE YEAR ENDED 31 MARCH 2022

| | Notes | Unrestricted funds 2022 £ | Restricted funds 2022 £ | Total 2022 £ | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total 2021 £ |
|---|---|---|---|---|---|---|---|
| **Income from:** | | | | | | | |
| Donations and legacies | 3 | - | 137,897 | 137,897 | - | 205,568 | 205,568 |
| **Expenditure on:** | | | | | | | |
| Charitable activities | 4 | 3,553 | 54,800 | 58,353 | 19,607 | 12,288 | 31,895 |
| **Net (outgoing)/incoming resources before transfers** | | (3,553) | 83,097 | 79,544 | (19,607) | 193,280 | 173,673 |
| Gross transfers between funds | | 16,775 | (16,775) | - | - | - | - |
| **Net income for the year/ Net movement in funds** | | 13,222 | 66,322 | 79,544 | (19,607) | 193,280 | 173,673 |
| Fund balances at 1 April 2021 | | 44,537 | 195,114 | 239,651 | 64,144 | 1,834 | 65,978 |
| **Fund balances at 31 March 2022** | | 57,759 | 261,436 | 319,195 | 44,537 | 195,114 | 239,651 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# TOMORROW'S WARRIORS TRUST

## BALANCE SHEET

## AS AT 31 MARCH 2022

| | Notes | 2022 £ | £ | 2021 £ | £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | **9** | 178 | | 268 | |
| Cash at bank and in hand | | 381,986 | | 297,012 | |
| | | 382,164 | | 297,280 | |
| **Creditors: amounts falling due within one year** | **10** | (23,895) | | (14,524) | |
| Net current assets | | | 358,269 | | 282,756 |
| **Creditors: amounts falling due after more than one year** | **11** | | (39,074) | | (43,105) |
| **Net assets** | | | 319,195 | | 239,651 |
| **Income funds** | | | | | |
| Restricted funds | **12** | | 261,436 | | 195,114 |
| Unrestricted funds | | | 57,759 | | 44,537 |
| | | | 319,195 | | 239,651 |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 29 December 2022.

Viv Broughton (Dec 30, 2022 17:03 GMT)

.....

V J Broughton

**Trustee**

**Company registration number 08341045**

## 1 Accounting policies

### Charity information

The charity is a private company limited by gurantee, registered in England and Wales and a registered charity in England and Wales. The adress of the registered office is 1st Floor, 73 Canning Road, Harrow, Middlesex, HA3 7SP.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The trust has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future. The trustees have, however, recognised that, due to the impact of COVID-19, there has been a significant impact on the activities of the charity. The trustees are committed to supporting the charity and will continue to evaluate the situation on an ongoing basis and to develop plans for the charity to manage the financial impact going forward.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the trust.

### 1.4 Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

**1 Accounting policies** **(Continued)**

**1.5 Resources expended**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of the financial activities to which it relates.

Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries.

**1.6 Cash and cash equivalents**

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

**1.7 Financial instruments**

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

## 2 Critical accounting estimates and judgements

In the application of the trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Donations and legacies

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Donations | 131,097 | 202,368 |
| Grants | 6,800 | 3,200 |
| | 137,897 | 205,568 |
| **Donations and legacies comprised:** | | |
| Donations received from Individuals | 71,452 | 177,978 |
| Gift Aid | 29,288 | 9,951 |
| Other donations received | 30,357 | 14,439 |
| | 131,097 | 202,368 |
| **Grants from trusts and foundations:** | | |
| The Fellfoot Charitable Trust | 2,000 | 2,000 |
| The Premises Music Education Programme | 800 | 1,200 |
| The GC Gibson Charitable Trust | 4,000 | - |
| | 6,800 | 3,200 |

## 4 Charitable activities

| | Charitable Expenditure 2022 £ | Charitable Expenditure 2021 £ |
|---|---|---|
| Talent Development and Support costs | 47,300 | 16,775 |
| Grant funding of activities (see note 5) | 7,500 | 12,288 |
| Share of support costs (see note 6) | 2,653 | 1,932 |
| Share of governance costs (see note 6) | 900 | 900 |
| | 58,353 | 31,895 |
| **Analysis by fund** | | |
| Unrestricted funds | 3,553 | 19,607 |
| Restricted funds | 54,800 | 12,288 |
| | 58,353 | 31,895 |

## 5 Grants payable

| | Charitable Expenditure 2022 £ | Charitable Expenditure 2021 £ |
|---|---|---|
| Grants to individuals | 7,500 | 12,288 |
| | 7,500 | 12,288 |

## 6 Support costs

| | Support costs £ | Governance costs £ | 2022 £ | 2021 £ |
|---|---|---|---|---|
| Support costs - Governance | 513 | 900 | 1,413 | 1,400 |
| Support costs - Finance | 1,272 | - | 1,272 | 702 |
| Support costs - General | 371 | - | 371 | 386 |
| Support costs - Sundry | 497 | - | 497 | 344 |
| | 2,653 | 900 | 3,553 | 2,832 |
| Analysed between | | | | |
| Charitable activities | 2,653 | 900 | 3,553 | 2,832 |

Governance costs include payments to the independent examiner of £900 (2021- £900).

## 7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the trust during the year.

## 8 Employees

The average monthly number of employees during the year was:

| | 2022 Number | 2021 Number |
|---|---|---|
| Total | - | - |

There were no employees whose annual remuneration was more than £60,000.

## 9 Debtors

| Amounts falling due within one year: | 2022 £ | 2021 £ |
|---|---|---|
| Prepayments and accrued income | 178 | 268 |

## 10 Creditors: amounts falling due within one year

| | 2022 £ | 2021 £ |
|---|---|---|
| Bank loans | 4,788 | 3,895 |
| Other borrowings | 16,832 | 6,275 |
| Creditors and accruals | 2,275 | 4,354 |
| | 23,895 | 14,524 |

## 11 Creditors: amounts falling due after more than one year

| | 2022 | 2021 |
|---|---|---|
| | £ | £ |
| Bank loans | 39,074 | 43,105 |

## 12 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

| | Movement in funds | | | Movement in Funds | | | | |
|---|---|---|---|---|---|---|---|---|
| | Balance at 1 April 2020 | Incoming resources | Resources expended | Balance at 1 April 2021 | Incoming resources | Resources expended | Transfers | Balance at 31 March 2022 |
| | £ | £ | £ | £ | £ | £ | £ | £ |
| Restricted funds: Talent Development Programme | 1,834 | 205,568 | (12,288) | 195,114 | 137,897 | (54,800) | (16,775) | 261,436 |

## 13 Analysis of net assets between funds

| | Unrestricted funds 2022 | Restricted funds 2022 | Total 2022 | Unrestricted funds 2021 | Restricted funds 2021 | Total 2021 |
|---|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ | £ |
| Fund balances at 31 March 2022 are represented by: | | | | | | |
| Current assets | 96,833 | 261,436 | 358,269 | 87,642 | 195,114 | 282,756 |
| Long term liabilities | (39,074) | - | (39,074) | (43,105) | - | (43,105) |
| | 57,759 | 261,436 | 319,195 | 44,537 | 195,114 | 239,651 |

## 12 Related party transactions

During the year the Trust entered into the following transactions with related parties:

Donations received included £600 (2021: £600) from Mr V J Broughton and £10,000 (2021: £0) from N S O'Donnell, both of whom are trustees of the charity.

# TOMORROW'S WARRIORS

inspiring musicians inspiring music

TO FIND OUT MORE ABOUT TOMORROW'S WARRIORS, INCLUDING HOW YOU CAN CHAMPION THE NEXT GENERATION OF EXCITING JAZZ TALENT, SPONSOR OUR LIVE CONCERTS AND TOURS, OR OTHERWISE GET INVOLVED, PLEASE VISIT:

**www.tomorrowswarriors.org**

**TOMORROW'S WARRIORS TRUST**

England & Wales - Charity number 1153613

# Accounts

Charity Registration No. 1153613
Company Registration No. 08341045 (England & Wales)

TOMORROW'S WARRIORS

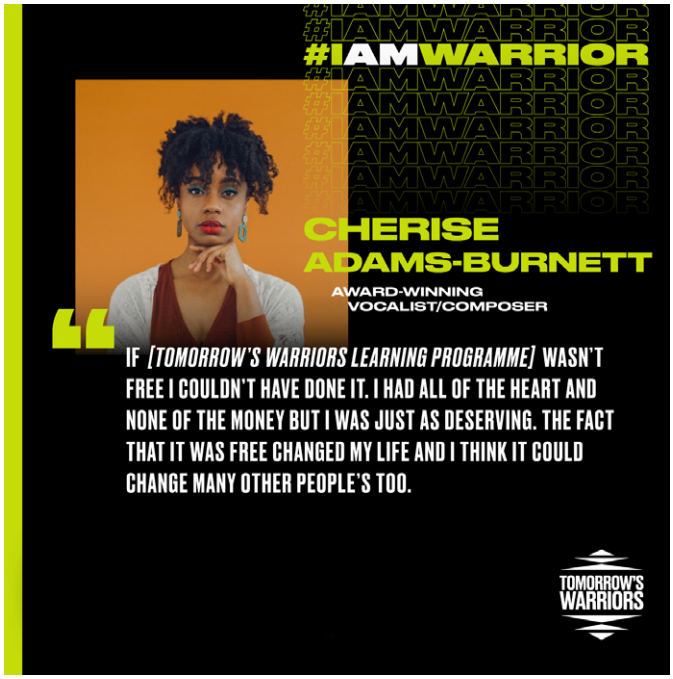
inspiring musicians inspiring music

# TOMORROW'S WARRIORS TRUST

## ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDING 31 MARCH 2021

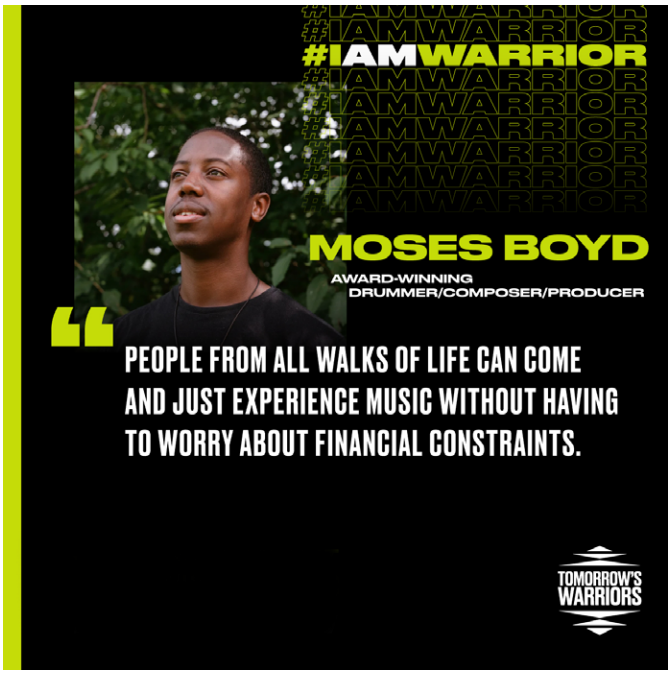
The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 and comply with the Trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).









# TOMORROW'S WARRIORS TRUST

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| Statement of financial activities | 15 |
| Balance sheet | 16 |
| Notes to the financial statements | 17-23 |

# TOMORROW'S WARRIORS TRUST

## LEGAL & ADMINISTRATIVE INFORMATION

| | |
|---|---|
| **Trustees** | V J Broughton<br>Dr M Y Busby CBE<br>L Malkani<br>S Abbott<br>C Panayi (Appointed 14 April 2021)<br>N S O'Donnell (Appointed 6 Sept 2021) |
| **Charity number** | 1153613 |
| **Company number** | 08341045 |
| **Principal office and registered office** | 1st Floor<br>73 Canning Road<br>Harrow<br>Middlesex<br>HA3 7SP |
| **Independent examiner** | David Passey ACA<br>Landau Morley LLP<br>325-327 Oldfield Lane<br>Greenford<br>Middlesex<br>UB6 0FX |



# TOMORROW'S WARRIORS TRUST

## TRUSTEES REPORT

***"I know there are young people from a similar background to me who, if given the opportunities, can create great art. It's not curriculum style, because what we're dealing with is art. The individuals are artists, and I want to hear what they have to say about the world."***

Gary Crosby OBE
Co-Founder & Artistic Director
Tomorrow's Warriors
& Recipient of The Queen's Medal for Music 2018

### PRIMARY ACTIVITIES OF THE TRUST

**Tomorrow's Warriors Trust exists to ensure opportunities for participation, ownership and leadership in music and the arts are available to all. We aim to inspire, foster and grow a vibrant community of artists, audiences and leaders who together will transform the lives of future generations by increasing opportunity, diversity and excellence in and through jazz.**

To achieve our ambition, we support diverse young and emerging artists through an acclaimed **talent development programme**, increase access through creation of inspirational **learning and participation opportunities** for communities around the UK, and **developing diverse artists and audiences** through investment in the commission and production of new music projects that promote and sustain artists developed through our programme.

Tomorrow's Warriors Trust is a national charity with a diverse funding model sourcing income through individual donors, trusts and foundations, corporations and public funds. The charity acts as grant maker primarily to Tomorrow's Warriors Ltd (TW), a change-making non-profit talent incubator, music educator and creative producer established in 1991 by inspirational founders: double bassist and Artistic Director, Gary Crosby OBE (recipient of The Queen's Medal for Music 2018) and Chief Executive, Janine Irons MBE. TW, a not for profit company limited by guarantee (3598198) delivers activity that further the charitable aims of the Trust [see panel, right].

TW has earned its reputation for its pioneering artist development programme, innovative community out-reach activities, and critically acclaimed concerts and touring programmes.

Free access to TW's development programme has proved crucial in nurturing the nascent talent and early careers of so many of the most exciting UK artists currently tearing up the international jazz scene.

TW's alumni features many of the leading lights of UK jazz. Award-winning artists such as **Moses Boyd, Nubya Garcia, Sheila Maurice-Grey, Cassie Kinoshi and Nérija, Femi Koleoso and Ezra Collective, Binker Golding, Shabaka Hutchings and Sons of Kemet, Eska, Denys Baptiste, Soweto Kinch, Blue Lab Beats, Mark Crown, David Okumu, Ben Burrell, Zara McFarlane, Mark Kavuma, Camilla George, Cherise, Nathaniel Facey and Empirical, Peter Edwards, Jason Yarde and J-Life, Robert Mitchell, Byron Wallen**... the list goes on and on.

***History and Relationship between Tomorrow's Warriors Trust and Tomorrow's Warriors Ltd***

*Tomorrow's Warriors was the name of Gary Crosby's jam sessions at The Jazz Café in London, which started in 1991. The sessions provided a much needed, unique platform for young people who loved but lacked opportunities. Janine Irons came on board in 1993 and, with rising demand, Crosby and Irons set up Crosby Irons Associates Limited (CIA) in 1996 to provide a framework for career progression for young musicians into the professional music industry. CIA became The Dune Music Company (Dune) in 2004, reinvesting all of its commercial profits to support the development of young jazz musicians.*

*In 1998, at the recommendation of the Arts Council England (ACE), Tomorrow's Warriors was incorporated as a Not for Profit Company Limited by Guarantee (3598198) to enable ACE to provide ongoing support to it as a Regularly Funded Organisation (RFO). ACE has continued to fund Tomorrow's Warriors Ltd (TW) ever since, now as a National Portfolio Organisation (NPO). Irons and Crosby are the directors of TW.*

*Tomorrow's Warriors Trust ("the Trust") was founded as a Not for Profit Company Limited by Guarantee (2012) and a registered charity (2013) to activate learning, professional development and touring programs for young, emerging and mid-career musicians from diverse backgrounds and participatory music activities for all. It achieves these aims primarily through support, as a grant-maker, of educational and creative programs delivered through TW and of individuals through the grant of bursaries. The Trust is governed by a board of trustees, who are also directors of the Trust and who have full discretion to operate within its constitution.*

*The trust is wholly independent of TW – neither Irons nor Crosby is a trustee or director of the trust – and deliberately so, to avoid any conflicts of interests, perceived or otherwise, in transactions between the Trust and TW. The trustees have discretion to decline grants should they consider activities proposed by TW to not be in the best interests of the Trust or if they are incompatible with its charitable objects.*

TW has been a National Portfolio Organisation of ACE since 1999. In 2019 TW was announced as a PRS Foundation (PRSF) Talent Development Partner, and became a signatory to Keychange, the international initiative to promote gender equality across music commissioning and programming.

The work of TW is fully aligned to the charity's aims and objectives. Through funding this work, Tomorrow's Warriors Trust is able to reach, and have real impact on the lives of those the Trustees and donors seek to support, helping to deliver lasting social change.

The core ethos of TW is **'each one, teach one'**, where each generation supports the next, sharing skills, passing on the legacy and building a vibrant, supportive, self-sustaining community of jazz artists and audiences. We and TW have

a relentless commitment to diversity and inclusion, and this is reflected across all the activity undertaken by or on behalf of the charity.

**Objects of Tomorrow's Warriors Trust**
The objects of the charity are to promote the arts and, in particular jazz music, and to advance the education of young people aged 8-25, primarily though not exclusively those from Black and Minority Ethnic backgrounds, girls and those of moderate or limited means through provision of quality training, performance and professional development opportunities in the field of jazz music in such ways as to enable them to become self-supporting for the public benefit.

**Public Benefit**
The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning activities for the year and are satisfied that the charity's aims are for the public benefit, as can be seen from this Report.

**Main Activities**
There are three distinct, yet interconnected strands of work created and delivered by TW in support of the Trust's aims:

**TALENT DEVELOPMENT**
*"Tomorrow's Warriors' accessible, collaborative and passionate approach gets the most out of young people from all backgrounds and it's most telling that all those who have gone on to secure critical acclaim internationally remain active champions, advocates and friends of Tomorrow's Warriors. What a legacy that continues to grow...."*
**Joe Frankland, Chief Executive, PRS Foundation**

TW offers a comprehensive and immersive ***Learn & Train*** programme which comprises of the **Young Artist Development Programme** (**YADP**) focusing on entry level workshop training and performance practice for talented musicians primarily aged 11-15; and the **Emerging Artist Development Programme** (**EADP**) supporting advanced groups primarily aged 15-25 while focusing additionally on career development and professional performance opportunities. TW delivers 12 learning sessions per week across the academic year at its creative home at Southbank Centre in London, all of which are free to young people at the point of access. Two of these sessions are devoted to the development of girls and young women, providing a safe, supportive creative space in which female musicians can develop skills, share learning, and build confidence.

Through support of this programme, the Trust is able to:

- **Develop the next generation of leading jazz artists and music leaders** – provide free, extensive year-round development opportunities through a weekly programme of workshops, masterclasses, mentoring, public performances, cross-artform collaborations, supplemented by industry talks, and concert visits
- **Widen participation** – remove and avoid creation of barriers that inhibit participation and/or progression by providing free and flexible artist development opportunities within a culturally rich training programme
- **Showcase diversity** – be actively inclusive and set high standards for commitment, progression and involvement for all
- **Inspire future generations of jazz artists and audiences** – make young and diverse jazz talent visible and accessible through public workshops and performances to inspire tomorrow's artists and audiences to engage with and get involved in jazz

**The Nu Civilisation Orchestra (NCO)**
The NCO is TW's elite professional ensemble, a respected touring orchestra founded in 2008 by Gary Crosby OBE, who remains its artistic director. Orchestra members include several musicians who have come through TW's talent development programme, including musical director, Peter Edwards. The NCO provides a trusted progression pathway for young talent from diverse backgrounds into professional careers in music.





# MEET THE WARRIORS

Name: **Cassius Cobson** *(emerging artist)*
Age: **18**
Joined TW: **2014**

**What aspects of the programme have you found most useful and why?**

*"Gigging - because of the exposure it gives you and the experience you gain from doing so. (A little taste of what the future holds if you decide to pursue this route).*

*Weekend classes - this is where it's at! Once you go here you will always want to carry on. It's not just an education session for attendees, it's also a youth club for people to shine and express through their love of jazz."*

**OUTREACH**
The Trust supports TW to devise and deliver innovative, bespoke educational and participatory outreach programmes around the UK and internationally in partnership with its network of music education hubs, schools, community groups, venues and promoters who, collectively, form the **Tomorrow's Warriors Partnership Network** (**TWPN**). This initiative by TW – introduced in 2017 as a mechanism to promote sustainable partnership working across and between organisations, cities and regions – helps to deliver improved outcomes with deeper impact for all partners and participants.

**DEVELOPING ARTISTS & AUDIENCES**
As award-winning creative producers, TW works with emerging artists on its development programmes and with professional artists – solo artists and bands, including many of its illustrious alumni, and TW's flagship jazz ensemble, **Nu Civilisation Orchestra** and Gary Crosby's skazz (reggae, ska, jazz) big band, **Jazz Jamaica All Stars** – to help realise artistic ambitions, engage audiences that may not typically go to jazz concerts, and provide progression routes for artists 'graduating' the *Learn & Train* programme. The trustees lend support to selected artistic projects that chime with the values and aims of the Trust.

TW helps to enrich and contribute to the UK's vibrant jazz scene and wider cultural landscape by facilitating the commission and production of work of outstanding artistic merit in a range of settings – from clubs and private functions to concert halls and major festivals – presented to diverse groups of people of all ages and backgrounds. Projects can be one-off solo gigs or concerts with small ensembles to extensive, multifaceted national and international touring projects involving collaborations of TW's orchestras with large choirs, synchronised film or live dancers.

**ACHIEVEMENTS & PERFORMANCE**
Like so many arts, creative and educational organisations, the impact of Covid restrictions affected every area of TW's activities. They could no longer run their Learn and Train programme in-person, and the impact on their live events diary was catastrophic, not only for the organisation but also for their professional and emerging artists alike.

TW was fortunate to have a team that was sufficiently agile to respond to the rapidly changing environment as new Covid restrictions were implemented. The continued engagement of the students as they moved their development programmes online was nothing short of amazing, as was the ability of the Music Leader Faculty to adapt swiftly to new methods of teaching.

Whilst TW managed to deliver some well-received live performances over streamed platforms, this was perhaps the most difficult loss for the team and musicians to deal with and represented a significant loss of organisational and artist revenue.

The following pages cover some of the key statistics and indicators over the reporting period.



# MEET THE WARRIORS

Name: **Donovan Haffner** *(emerging artist)*
Age: **18**
Joined TW: **2013**

**What have been your highlights from your time as a Warrior so far?**

*"The Jazz House Kids (summer workshop in New Jersey), the Warriors Summer and Winter showcases, the I Am Warrior live show at The Jazz Cafe and Music for Youth Festival."*

**What do you feel have been the biggest opportunities through the TW programme that you feel you are now taking forward as an emerging artist?**

*"Throughout my time at Warriors I have been offered a lot of opportunities to play live events which has put me in a greater position now at the start of my career. Through those experiences I now know how to be a professional musician."*

**Apart from the music, what other benefits would you say you have gained as a result of being part of Tomorrow's Warriors?**

*"I have gained more confidence in socialising with people. If I had not come to Warriors my social skills would be nowhere near what they are now. Also I have made a lot of great connections through Warriors."*

# IMPACT 2020-21
## CONCERTS & PERFORMANCES

TOMORROW'S WARRIORS

# 9 CONCERTS/PUBLIC PERFORMANCES

**74** DAYS EMPLOYMENT FOR ARTISTS

**4** PROFESSIONAL PERFORMANCES

**0** PRIVATE FUNCTIONS

**5** TALENT DEVELOPMENT SHOWCASES

**5** PERFORMANCES WERE LIVE STREAMED - TWO OF THESE WERE ALSO OPEN TO THE PUBLIC

**0** PUBLIC JAM SESSIONS

---

**77** MUSICIANS GIVEN EITHER PAID OR UNPID PERFORMANCE OPPORTUNITIES

FEMALE 44%

MALE 56%

BAME 66%

# 2,487,960 TOTAL AUDIENCE

**350** LIVE AUDIENCES

**435,610** ONLINE AUDIENCES

**1,960,000** RADIO BROADCAST AUDIENCES

**92,000** TV BROADCAST AUDIENCES

# IMPACT 2020-21
# LEARN & TRAIN

TOMORROW'S WARRIORS

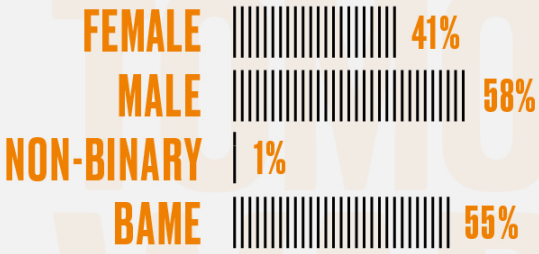
**399** £FREE LEARN & TRAIN SESSIONS

**2,919** LEARNING OPPORTUNITIES

**459** LEARN & TRAIN WORKSHOP HOURS

**199** DAYS PAID EMPLOYMENT FOR MUSIC LEADERS

**138** ACTIVE STUDENTS AGED 11-25 ENROLLED ON TW ARTIST DEVELOPMENT PROGRAMMES




**30** STUDENTS ENROLLED/TAKING UP OFFERS ON CONSERVATOIRE/HE MUSIC COURSES




**9** STUDENTS ATTENDED 2-WEEK ONLINE INTERNATIONAL JAZZ SUMMER CAMP (USA)




**46** MUSIC LEADER FACULTY MEMBERS

**35** VISITING FACULTY




**11** CORE FACULTY



# IMPACT 2019-20

## LEARN & TRAIN

### SUMMER RUNNINGS ONLINE 2020 IMPACT AND REACH

TOMORROW'S WARRIORS

WITH COVID RESTRICTIONS STILL IMPACTING HOW WE COULD DELIVER OUR CLASSROOM BASED SESSIONS, PARTICULARLY FOR LIVE MUSIC CLASSES AND PERFORMANCE BASED WORKSHOPS, WE MOVED OUR POPULAR SUMMER RUNNINGS PROGRAMME ONLINE. THIS ENABLED US TO REACH A RECORD NUMBER OF STUDENTS AND DOUBLE THE NUMBER OF LEARNING OPPORTUNITES DELIVERED.

**12** DAYS

**40** WORKSHOPS

**543** LEARNING OPPORTUNITIES

**160** STUDENTS

**4** AVERAGE NUMBER OF SESSIONS ATTENDED PER STUDENT

### STUDENT BREAKDOWN

| | |
|---|---|
| FEMALE | 42% |
| MALE | 57% |
| NON-BINARY | 1% |
| BAME | 45% |

**115** STUDENTS FROM LONDON

**43** STUDENTS FROM REST OF UK

**2** OVERSEAS STUDENTS (NEW YORK & LATVIA)

**8** MUSIC INDUSTRY WORKSHOPS

**3** IN THE SHED SESSIONS WITH AWARD-WINNING ALUMNI TALKING DIRECT TO STUDENTS

**12** JAZZ HANGS LED BY THE YOUNG SCENE FOR THE YOUNG SCENE

# IMPACT 2020-21

## EFFECT OF COVID

YEAR ON YEAR COMPARISON OF KEY INDICATORS

TOMORROW'S WARRIORS

### CONCERTS/PUBLIC PERFORMANCES

2019-20 137
2020-21 9

DOWN 92%

### PHYSICAL AUDIENCE

2019-20 27,104
2020-21 350

DOWN 99%

### NUMBER OF LEARNING SESSIONS

2019-20 461
2020-21 399

DOWN 13%

### DAYS OF EMPLOYMENT THROUGH LIVE PERFORMANCE

2019-20 864
2020-21 133

DOWN 85%

### LEARNING OPPORTUNITIES

2019-20 1,881
2020-21 2,919

UP 55%



## MEET THE WARRIORS

Name: **Sultan Stevenson** *(emerging artist)*
Age: **20**
Joined TW: **2015**

**What benefits would you say you have gained as a result of being part of Tomorrow's Warriors?**

*"Developing through Warriors was probably the reason I got into conservatoire but also why I felt confident enough to apply in the first place"*

**What have been the highlights of your time as a Warrior so far?**

*"Definitely teaching the younger generation, as I work towards becoming a TW music leader."*

## HIGHLIGHTS DURING THE YEAR

Despite the adverse effects of the pandemic on TW's events calendar and Learning Programme, 2020-2021 was still a very busy year of activity supported by the Trust. The TW Team and trustees were acutely aware of the importance of providing stability at a time of huge uncertainty, and that it was equally important to adapt quickly and be agile to the changing circumstances facing the whole of the music sector.

TW moved swiftly to shift our weekly learning programme into the digital sphere, with virtual sessions that ensured Warriors continued to have access to their music mentors and the TW team throughout the lockdown period giving them the continuity they need. As illustrated by the Impact data, even though a huge challenge for a small organisation like TW to lose the majority of its income, the lockdown proved a catalyst for innovation, as they sought fresh and smarter ways to engage with our young people remotely through digital platforms. The results have been phenomenal, and in this period TW provided over 2,900 free learning opportunities for young musicians.

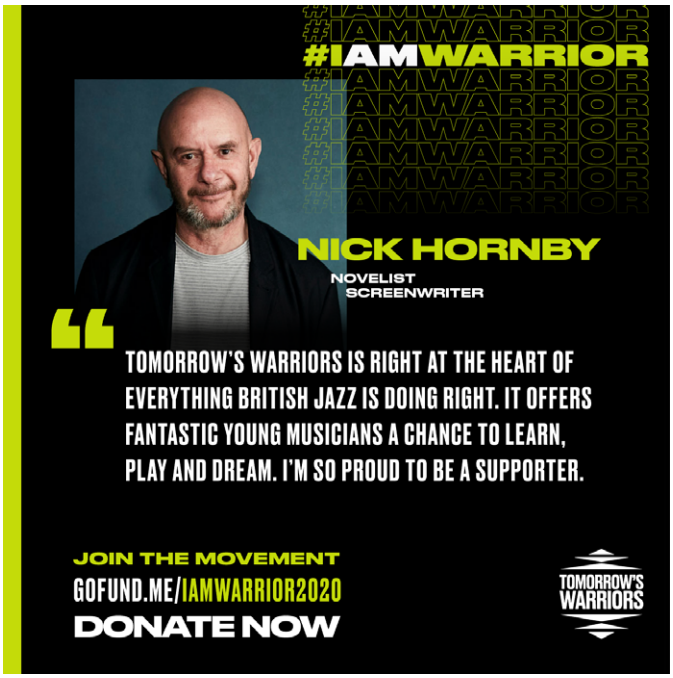
As Trustees we are immensely proud of the team at TW and extend our thanks to them for their boundless energy in delivering the organisation's activities and their deep commitment to TW's and the Trust's mission and ethos.

### #IAMWARRIOR Crowdfunder

The Trust was proud to launch its second £100k #IAMWARRIOR Appeal via crowdfunding platform, GoFundMe. It featured a stunning film (https://youtu.be/ZO64dMqxasw) that called for all those who love music and care about nurturing the next generation of talent to join the movement to give young jazz talent a bright future and enable us to continue making our Young Artist Development Programme £free.

We are so grateful to our growing community of supporters who stepped forward. Testimonials were received from novelist and screenwriter Nick Hornby, actor Colin Salmon, musician and broadcaster Cerys Matthews, broadcaster Robert Elms, and DJ and broadcaster Gilles Peterson plus record stores, fashion designers and the incredible TW alumni all finding inventive ways to donate to the Trust. TW CEO, Janine Irons was interviewed by The Guardian, highlighting the need for the work we do, which you can read here: https://www.theguardian.com/music/2020/sep/01/loss-of-free-tuition-will-make-uk-jazz-whiter-posher-and-more-male. Our #IAMWARRIOR campaign exceeded expectations by achieving and surpassing the fundraising target within 5 months.




### International Activity

TW celebrated a fifth year of **international partnership** with **Jazz House Kids** (JHK), a 2-week summer camp in New Jersey run by its founders, jazz vocalist, Melissa Walker and her bassist husband, Christian McBride. Every year, we usually send several of our Warrior students to the Jazz House Kids Summer Camp in New Jersey, USA, which includes a performance by the young musicians at Dizzy's Club at Jazz at Lincoln Centre in New York City and a performance at the open-air Montclair Jazz Festival.

This year, despite the lockdown, we continued the partnership by sending our young Warriors to the JHK four-week virtual summer school and, through our partnership and support of generous donors, were able to offer nine of our students scholarships to attend. Of these nine, **66% were female and 66% BAME**. Having the programme run online meant that we could send more students without having any financial barriers for flights. We also removed financial barriers by giving **50% bursaries to 4 students, 20% off for 4, and 100% bursary for the final student**. These bursaries were provided through the combined generosity of JHK's and TW's supporters. Feedback from former Warriors has shown that Jazz House Kids was an inspiring and even life-changing experience.

### Summer School

TW moved the entire annual Summer Runnings programme online due to the enforced lockdowns in the pandemic and to keep everyone safe. 46 Music Leaders led sessions in this epic, 100% free to access, virtual summer school, delivering 40 workshops to 160 students, resulting in 543 learning opportunities.

Summer Runnings allowed TW to reach those who were unable to attend in person due to the Covid restrictions, as well as other young musicians in schools and community groups around the country who had participated in TW's 2018-19 outreach programme, The Jazz Ticket.

TW hosted a number of different types of sessions, meeting the demands of what the students wanted to learn and who

they wanted to learn from. These sessions included instrument specific masterclasses, building essential other skills such as composition, intimate Q&A's with some of the leaders of the current scene and informal sessions, 'jazz hangs' to socialise and chat about jazz led by those in the emerging scene who are in the know. Feedback from the students was that they were thrilled to learn from their idols such as Nubya Garcia, Femi Koleoso and Shabaka Hutchings. The music leaders also firmly believe in our ethos of 'each one, teach one', so they were all excited to be involved and to be meeting the next generation of Warriors.

TW's **Music Industry Day** was a triumph. Over lockdown it became increasingly obvious that there was a distinct lack of information about the business of music being passed on in other educational establishments, so we dedicated a full day to this area of learning. Journalist, DJ and broadcaster, Kate Hutchinson generously hosted a special **Music Industry Day** as part of Summer Runnings, leveraging her contacts to deliver an insider knowledge-packed day that helped fill in many of the gaps in participants' learning.

**Broadcasts & Performances**
Due to the adverse effect of the pandemic, TW's ensembles performed in only **9 performances in 2020-21, 5 of which were Talent Development gigs and 4 were concerts by TW's professional ensembles, with an audience reach in excess of 9,000.** Whilst a fraction of the live events delivered in 2020-21, these performances delivered excellent profile for the artists and organisation alike.

In Summer 2020, TW filmed and recorded 7 members of their Soon Come Ensemble at **Strongroom Studios** paying tribute to jazz icon, Charlie Parker whose centenary was celebrated in 2020. The film was streamed by Royal Albert Hall to an online audience as part of their *Royal Albert Home* series, and received in excess of 1,000 views and 9,500 impressions.



*Maddy Coombs / Strongroom Studios / Royal Albert Hall*

This not only gave great performance opportunities for the students involved, but also provided them with invaluable recording studio experience.

TW and Gary Crosby were featured on a BBC Four television programme which showed 7 of the emerging artists forming an ensemble and playing alongside some of TW alumni for ***Jazz 625***. This was pre-recorded, socially distanced, and featured TW alumnae Nubya Garcia, Sheila Maurice-Grey and Shirley Tetteh of the award-winning band, Nérija, coming back to teach and jam with the students.



*Shirley Tetteh / Gary Crosby's Groundation / EFG London Jazz Festival*

TW also delivered their second **#IAMWARRIOR** concert at Jazz Café, London in October 2020 as part of Black History Month. Supported by PRS Foundation's Talent Development Partner funding, the gig showcased 8 emerging artists performing specially-commissioned original material by Warriors alumni for the current cohort.

Another lockdown event highlights was the fantastic professional ensemble, **Gary Crosby's Groundation** performance at Church of Sound as part of the EFG London Jazz Festival. Streamed as live to an online audience, the band celebrated the music of Charlie Parker alongside performing original music by band members Moses Boyd, Shirley Tetteh, Nathaniel Facey and leader Gary Crosby.
At the end of 2020, TW hosted **Christmas Cracker** live streamed from the Premises Studios, featuring interviews with Gilles Peterson and jazz vocalist, Cherise, plus music from some of our emerging artists.

TW also started **a partnership with the Albany** in Deptford, south London, engaging two acts for live stream shows: Deji Ijishakin under his artist name "XVNGO" and Maddy Coombs with a band packed full of Warriors. These sets were also picked up by Cheltenham Jazz Festival to be played in May 2021, generating even more income for the artists and extending audience reach.



*Deji Ijishakin / "XVNGO" / The Albany Deptford*

**Partnerships**
We launched The Jazz Hang, a new partnership with Trinity Laban Conservatoire of Music and Dance aimed at redressing the balance in representation at grassroots level in the UK jazz scene by reaching out to young musicians from diverse backgrounds and introducing them to playing jazz. One of Europe's leading conservatoires for jazz, Trinity Laban has been the higher education study destination for many of the young musicians developed by Tomorrow's Warriors. By investing in unique grass-roots support, The Jazz Hang will help us nurture the next generation of musicians and continue to bring about positive change in representation in the wider music industry. There is a cohort of **19 students, where 58% are Black/Mixed Race and 42% are Female. 26% of these students also have additional needs**, such as Dyslexia or ADHD.

**Awards & Recognition**
TW's CEO Janine Irons MBE was among 24 female executives honoured in the **2020 Music Week Women In Music Awards Roll Of Honour** – an annual celebration of the industry's game-changers – in recognition of her relentless drive to increase diversity within the music industry.

TW was proud to be announced as a **PRS Foundation Talent Development Partner** for a second year, in recognition of its pivotal role in developing leading lights in the UK jazz scene.

TW was also one of a handful of trusted organisations selected to be a partner for the tightly targeted third round of the of the Foundation's **Sustaining Creativity Fund** to support exciting Black music creators affected by COVID-19. This was one of several initiatives taken across the industry to address anti-black racism and racial disparities in the music industry in the aftermath of Black Lives Matter protests.

**Alumni Successes**
Among their many successes, Warriors continued to make everyone associated with TW and the Trust extremely proud. Two Warriors won awards at the **2020 Parliamentary Jazz Awards** – Sarah Tandy for Best Instrumentalist and Cherise Adams-Burnett for Best Vocalist. At the 2020 **Association of Independent Music AIM Awards**, Tomorrow's Warriors alumni KOKOROKO were up for UK Breakthrough Act, Joe Armon-Jones was up for Best (Difficult) Second Album, and Moses Boyd had a total of three nominations for UK Breakthrough Act, Best Independent Album and Best Creative Packaging. Moses Boyd was nominated for a **Mercury Prize** for his second album Dark Matter, and Yazz Ahmed won **Jazz FM Awards** for Jazz Act of the Year and Album of the Year, along with the **Ivor Novello Award** for Innovation, which was presented to Yazz virtually by TW's founders, CEO Janine Irons MBE and Artistic Director Gary Crosby OBE.



*Cherise Adams- Burnett / Best Vocalist / Parliamentary Jazz Awards*



*Janine Irons MBE / Tomorrow's Warriors Co-Founder & CEO*



# MEET THE WARRIORS

Name: **Grifton Forbes-Amos** *(emerging artist)*
Age: **22**
Joined TW: **2016**

**How would you say your confidence as a musician has changed as a result of being a Warrior?**

*My confidence has boosted since being a Warrior. I have gained a tremendous amount of understanding of playing on stage through my experience at jam sessions and gigs provided by Tomorrow's Warriors and having the encouragement from them to keep pushing to get better.*

**Beyond music, what does being part of TW mean to you?**

*"A sense of family and support from the elders who teach us and guide us. They give us anecdotes of their experience in the world so we know how to avoid these same mistakes in the future."*

**FINANCIAL REVIEW**

The Statement of Financial Activities on page 15 discloses total income to March 2021 of £205,568 (2020: £191,798) and total expenditure of £31,895 (2020: £174,734), expenditure decreased substantially and this resulted in a surplus for the year of £173,673 (2020 surplus: £17,064).

The restricted fund surplus is £193,280 (2020 deficit: £21,566). These funds have been generated through a successful fundraising campaign, to be expended on the Talent Development programme.

The unrestricted fund deficit is £19,607 (2020 surplus: £38,630) which decreased unrestricted reserves to £44,537 (2020: £64,144).

We launched our second #IAMWARRIOR fundraising campaign in Summer 2020 to support TW's Learn & Train programme and mitigate the impact on Tomorrow's Warriors Limited's live income throughout the Covid lockdown and helped to raise £205,568 in voluntary income which will be restricted for the purpose of the Learn & Train programme. Of this £10,500 represents bursaries to individuals to engage in learning with our international partners, **Jazz House Kids** in New Jersey (delivered online in 2020); a new contribution towards a PGCE teacher training course at **Trinity Laban Conservatoire** of Music and Dance for a Warrior hoping to specialize in teaching music to children with special needs; a Covid survival bursary through our Talent Invest scheme for an exceptional TW emerging artist who, through an unfortunate set of circumstances, found herself unable to access any income support during the Covid lockdown; and our first-ever memorial fund, the **Alf Williams Memorial Award**, the inaugural beneficiary of which was saxophonist Allexa Nava (19), who received a bespoke learning package including mentoring from award-winning saxophonist and composer, Denys Baptiste.

Leading fashion designer, **Nicholas Daley** selected the Trust to be the beneficiary of £1,000 from sales of his Limited Edition The Reggae Klub t-shirt in autumn 2020, whilst vinyl records specialists, **Coldcuts Hotwax** donated £3,075 from one month of sales (of which £1,538 was realised by March 2021).

We are so grateful to our donors for stepping in to enable these young artists to continue to live their dream and support their personal and professional growth through the learning opportunities offered by TW.

The balance of £193,280 comprises £18,124 raised from charitable trusts and exceptionally generous individuals who came to our aid during lockdown with five donations of £10,000; one donation of £25,000 and one of £50,000.

The Trustees are deeply grateful to our donors for stepping in to enable these young artists to continue to live their dream and support their personal and professional growth through the learning opportunities offered by TW.

The Balance Sheet on page 16 details the financial position of the charity and discloses net assets of £239,651 (2020: £65,978).

**FUTURE PLANS**

Post-pandemic restrictions being relaxed, TW's short-term focus is recovery and resilience, prioritising three key areas:

- Re-establish TW's in-person Learn & Train programme, ensuring student retention and increasing outreach activity.
- Work with venues to rebuild the live events calendar, re-engage with audiences, and provide paid employment for emerging and established artists. We will use this increased activity as a platform to maximise exposure for our 30th anniversary activities.
- Develop a robust digital strategy and continue to develop online opportunities with podcast and broadcast through strategic partnerships .

Looking further ahead, the organisation aims to increase the capacity of its staff team through recruitment in key areas covering talent development, production and marketing.

Longer-term, the Trust's goal is to secure, through a capital project, a permanent home for TW, giving the organisation security and the potential to develop revenue streams.



**STRUCTURE, MANAGEMENT AND GOVERNANCE**
Tomorrow's Warriors Trust is a company incorporated in England and Wales under the Companies Acts and limited by guarantee (company registration number 08341045).

The company is registered charity (charity registration number 1153613) and is governed by its Memorandum and Articles of Association.

Its directors, who operate in a similar fashion to trustees of unincorporated charities, are elected by its members. The current directors are as set out below.

The directors undergo training either through courses or functional experience. Arrangements have been made for the induction of new trustees.

The charity does not employ any staff. Decisions of the charity are taken by the directors at board meetings.

The directors have examined the major strategic business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be made so that necessary steps can be taken to manage these risks.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V J Broughton
Dr M Y Busby
L Malkani
S Abbott
C Panayi (Appointed 14 April 2021)
N S O'Donnell (Appointed 6 September 2021)

The Trustees report was approved by the Board of Trustees.

V J Broughton (Jan 31, 2022 14:21 GMT)

V J Broughton
Director and Trustee
Dated: 31 January 2022

# TOMORROW'S WARRIORS TRUST

## INDEPENDENT EXAMINER'S REPORT

## TO THE TRUSTEES OF TOMORROW'S WARRIORS TRUST

I report to the trustees on my examination of the financial statements of Tomorrow's Warriors Trust (the trust) for the year ended 31 March 2021.

**Responsibilities and basis of report**

As the trustees of the trust (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the trust's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

**Independent examiner's statement**

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1 accounting records were not kept in respect of the trust as required by section 386 of the 2006 Act; or

2 the financial statements do not accord with those records; or

3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or

4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

D R Passey

D R Passey (Jan 31, 2022 15:43 GMT)

David Passey ACA
Landau Morley LLP
325-327 Oldfield Lane North
Greenford
Middlesex
UB6 0FX

Dated: 31 January 2022

# TOMORROW'S WARRIORS TRUST

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE

### FOR THE YEAR ENDED 31 MARCH 2021

| | Notes | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total 2021 £ | Unrestricted funds 2020 £ | Restricted funds 2020 £ | Total 2020 £ |
|---|---|---|---|---|---|---|---|
| **Income from:** | | | | | | | |
| Donations and legacies | 3 | - | 205,568 | 205,568 | 173,954 | 17,844 | 191,798 |
| **Expenditure on:** | | | | | | | |
| Charitable activities | 4 | 19,607 | 12,288 | 31,895 | 135,324 | 39,410 | 174,734 |
| **Net (expenditure)/income for the year/ Net movement in funds** | | (19,607) | 193,280 | 173,673 | 38,630 | (21,566) | 17,064 |
| Fund balances at 1 April 2020 | | 64,144 | 1,834 | 65,978 | 25,514 | 23,400 | 48,914 |
| **Fund balances at 31 March 2021** | | 44,537 | 195,114 | 239,651 | 64,144 | 1,834 | 65,978 |

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# TOMORROW'S WARRIORS TRUST

## BALANCE SHEET

## AS AT 31 MARCH 2021

| | Notes | 2021 £ | £ | 2020 £ | £ |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 9 | 268 | | 226 | |
| Cash at bank and in hand | | 297,012 | | 66,652 | |
| | | 297,280 | | 66,878 | |
| **Creditors: amounts falling due within one year** | 10 | (14,524) | | (900) | |
| Net current assets | | | 282,756 | | 65,978 |
| **Creditors: amounts falling due after more than one year** | 11 | | (43,105) | | - |
| **Net assets** | | | 239,651 | | 65,978 |
| **Income funds** | | | | | |
| Restricted funds | 12 | | 195,114 | | 1,834 |
| Unrestricted funds | | | 44,537 | | 64,144 |
| | | | 239,651 | | 65,978 |

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 31 January 2022

V J Broughton (Jan 31, 2022 14:21 GMT)

V J Broughton
**Trustee**

**Company Registration No. 08341045**

## 1 Accounting policies

### Charity information

The charity is a private company limited by gurantee, registered in England and Wales and a registered charity in England and Wales. The adress of the registered office is 1st Floor, 73 Canning Road, Harrow, Middlesex, HA 7SP.

### 1.1 Accounting convention

The financial statements have been prepared in accordance with the trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The trust has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future. The trustees have, however, recognised that, due to the impact of COVID-19, there has been a significant impact on the activities of the charity. The trustees are committed to supporting the charity and will continue to evaluate the situation on an ongoing basis and to develop plans for the charity to manage the financial impact going forward.

### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the trust.

### 1.4 Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

**1 Accounting policies** **(Continued)**

**1.5 Resources expended**

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of the financial activities to which it relates.

Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries.

**1.6 Cash and cash equivalents**

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

**1.7 Financial instruments**

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

## 2 Critical accounting estimates and judgements

In the application of the trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 3 Donations and legacies

| | Unrestricted funds | Restricted funds | Total 2021 | Total 2020 |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Donations | - | 202,368 | 202,368 | 88,781 |
| Grants | - | 3,200 | 3,200 | 103,017 |
| | - | 205,568 | 205,568 | 191,798 |
| **For the year ended 31 March 2020** | 173,954 | 17,844 | | 191,798 |
| **Donations and legacies comprised:** | | | | |
| Donations received from Individuals | - | 177,978 | 177,978 | 84,973 |
| Gift Aid | - | 9,951 | 9,951 | 3,808 |
| Other donations received | - | 14,439 | 14,439 | - |
| | - | 202,368 | 202,368 | 88,781 |
| **Grants from trusts and foundations:** | | | | |
| The Fellfoot Charitable Trust | - | 2,000 | 2,000 | 4,700 |
| The Premises Music Education Programme | - | 1,200 | 1,200 | - |
| Arts Council England Catalyst Fund Match funding as a result of the fundraising campaign | - | - | - | 95,983 |
| Ronnie Scott's Charitable Foundation | - | - | - | 2,334 |
| | - | 3,200 | 3,200 | 103,017 |

## 4 Charitable activities

| | Charitable Expenditure 2021 £ | Charitable Expenditure 2020 £ |
|---|---|---|
| Talent Development and Support costs | 16,775 | 133,289 |
| Grant funding of activities (see note 5) | 12,288 | 39,410 |
| Share of support costs (see note 6) | 1,932 | 1,135 |
| Share of governance costs (see note 6) | 900 | 900 |
| | 31,895 | 174,734 |
| **Analysis by fund** | | |
| Unrestricted funds | 19,607 | 135,324 |
| Restricted funds | 12,288 | 39,410 |
| | 31,895 | 174,734 |

## 5 Grants payable

| | Charitable Expenditure 2021 £ | Charitable Expenditure 2020 £ |
|---|---|---|
| Grants to institutions: | | |
| Tomorrow's Warriors Limited Talent Development Programme | - | 23,900 |
| Grants to individuals | 12,288 | 15,510 |
| | 12,288 | 39,410 |

-

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### *FOR THE YEAR ENDED 31 MARCH 2021*

**6 Support costs**

| | Support costs £ | Governance costs £ | 2021 £ | 2020 £ |
|---|---|---|---|---|
| Support costs - Governance | 500 | 900 | 1,400 | 1,400 |
| Support costs - Finance | 702 | - | 702 | 185 |
| Support costs - General | 386 | - | 386 | 450 |
| Support costs - Sundry | 344 | - | 344 | - |
| | 1,932 | 900 | 2,832 | 2,035 |
| Analysed between | | | | |
| Charitable activities | 1,932 | 900 | 2,832 | 2,035 |

Governance costs include payments to the independent examiner of £900 (2020- £900).

**7 Trustees**

None of the trustees (or any persons connected with them) received any remuneration or benefits from the trust during the year.

**8 Employees**

The average monthly number of employees during the year was:

| | 2021 Number | 2020 Number |
|---|---|---|
| Total | - | - |

There were no employees whose annual remuneration was more than £60,000.

**9 Debtors**

| | 2021 | 2020 |
|---|---|---|
| **Amounts falling due within one year:** | £ | £ |
| Prepayments and accrued income | 268 | 226 |

## 10 Creditors: amounts falling due within one year

| | Notes | 2021 £ | 2020 £ |
|---|---|---|---|
| Bank loans | | 3,895 | - |
| Other creditors | | 6,275 | - |
| Creditors and accruals | | 4,354 | 900 |
| | | 14,524 | 900 |

## 11 Creditors: amounts falling due after more than one year

| | Notes | 2021 £ | 2020 £ |
|---|---|---|---|
| Bank loans | | 43,105 | - |

The long-term loans are secured by fixed charged over 6 years.

## 12 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

| | | Movement in funds | | | Movement in funds | | |
|---|---|---|---|---|---|---|---|
| | Balance at 1 April 2019 £ | Incoming resources £ | Resources expended £ | Balance at 1 April 2020 £ | Incoming resources £ | Resources expended £ | Balance at 31 March 2021 £ |
| Restricted funds - Catalyst | 23,400 | 17,844 | (39,410) | 1,834 | 205,568 | (12,288) | 195,114 |

## 13 Analysis of net assets between funds

| | Unrestricted funds 2021 £ | Restricted funds 2021 £ | Total 2021 £ | Unrestricted funds 2020 £ | Restricted funds 2020 £ | Total 2020 £ |
|---|---|---|---|---|---|---|
| Fund balances at 31 March 2021 are represented by: | | | | | | |
| Current assets | 87,642 | 195,114 | 282,756 | 64,144 | 1,834 | 65,978 |
| Long term liabilities | (43,105) | - | (43,105) | - | - | - |
| | 44,537 | 195,114 | 239,651 | 64,144 | 1,834 | 65,978 |

## 14 Related party transactions

**Transactions with related parties**

During the year the trust entered into the following transactions with related parties:

Donations received included £600 (2020: £600) from Mr V J Broughton, a trustee of the charity.


TOMORROW'S
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inspiring musicians inspiring music

TO FIND OUT MORE ABOUT TOMORROW'S WARRIORS INCLUDING HOW YOU CAN HELP SUPPORT THE DEVELOPMENT OF FUTURE YOUNG JAZZ TALENT, PLEASE VISIT:

**www.tomorrowswarriors.org**