

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




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).



#IAMWARRIOR

CHERISE ADAMS-BURNETT
AWARD-WINNING VOCALIST/COMPOSER

“ IF [TOMORROW'S WARRIORS LEARNING PROGRAMME] WASN'T FREE I COULDN'T HAVE DONE IT. I HAD ALL OF 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.

TOMORROW'S WARRIORS

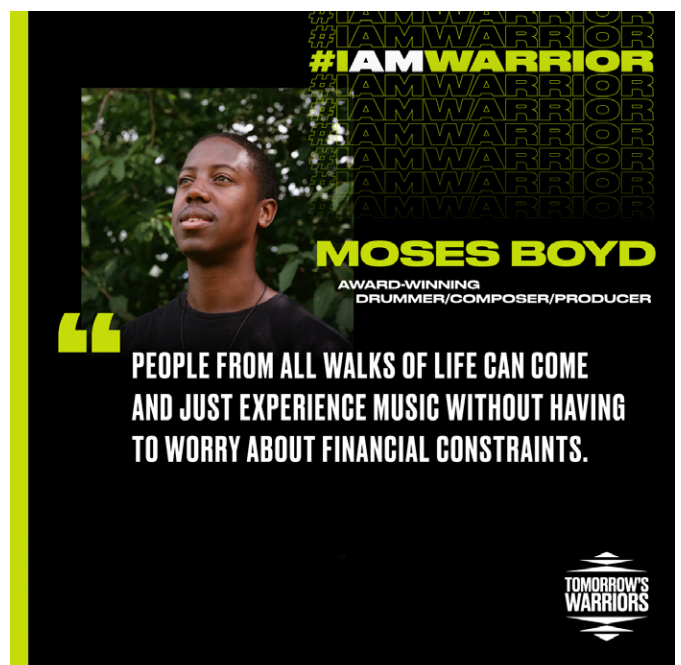


#IAMWARRIOR

CERYS MATTHEWS
BBC6 MUSIC

“ TOMORROW'S WARRIORS HAVE CHANGED THE MUSICAL LANDSCAPE OF BRITAIN. IT'S AS SIMPLE AS THAT.

TOMORROW'S WARRIORS



#IAMWARRIOR

MOSES BOYD
AWARD-WINNING DRUMMER/COMPOSER/PRODUCER

“ PEOPLE FROM ALL WALKS OF LIFE CAN COME AND JUST EXPERIENCE MUSIC WITHOUT HAVING TO WORRY ABOUT FINANCIAL CONSTRAINTS.

TOMORROW'S WARRIORS

TOMORROW'S WARRIORS TRUST



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TOMORROW'S WARRIORS TRUST

LEGAL & ADMINISTRATIVE INFORMATION

Trustees

V J Broughton
Dr M Y Busby CBE
L Malkani
S Abbott
C Panayi (Appointed 14 April 2021)
N S O'Donnell (Appointed 6 Sept 2021)

Charity number

1153613

Company number

08341045

Principal office and registered office

1st Floor
73 Canning Road
Harrow
Middlesex
HA3 7SP

Independent examiner

David Passey ACA
Landau Morley LLP
325-327 Oldfield Lane
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Middlesex
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 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 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



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 UNPAID 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



399 £FREE LEARN
& TRAIN SESSIONS

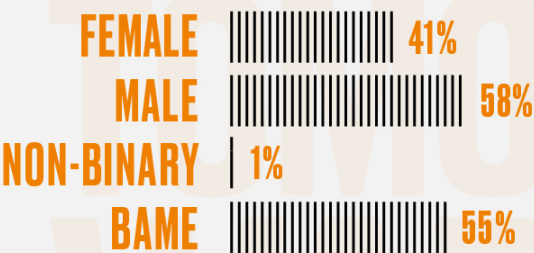
2,919 LEARNING OPPORTUNITIES

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



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 OPPORTUNITIES DELIVERED.

12 DAYS

40 WORKSHOPS

543 LEARNING OPPORTUNITIES

160 STUDENTS

4 AVERAGE NUMBER OF SESSIONS ATTENDED PER STUDENT

STUDENT BREAKDOWN



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



CONCERTS/PUBLIC PERFORMANCES

2019-20 ||||| 137
2020-21 | 9

DOWN 92%

NUMBER OF LEARNING SESSIONS

2019-20 ||||| 461
2020-21 ||||| 399

DOWN 13%

PHYSICAL AUDIENCE

2019-20 ||||| 27,104
2020-21 | 350

DOWN 99%

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.

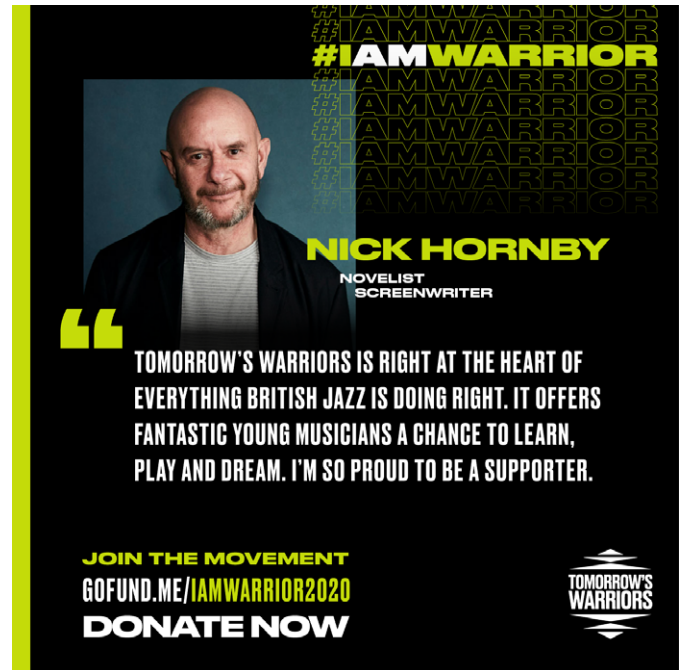
TW moved swiftly to shift our weekly learning programme into the digital sphere, with virtual sessions that ensured Warriors continued to have access to their music mentors and the TW team throughout the lockdown period giving them the continuity they need. As illustrated by the Impact data, even though 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 of JHK's and TW's 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



Shirley Tetteh / Gary Crosby's Groundation / EFG London Jazz Festival

and Shirley Tetteh of the award-winning band, Nérija, coming back to teach and jam with the students.

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 Alexa 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 Unrestricted funds 2021 £	Restricted funds 2020 £	Total 2020 £
Income from:						
Donations and legacies	3	-	205,568	205,568	173,954	191,798
Expenditure on:						
Charitable activities	4	19,607	12,288	31,895	135,324	174,734
Net (expenditure)/income for the year/						
Net movement in funds		(19,607)	193,280	173,673	38,630	17,064
Fund balances at 1 April 2020		64,144	1,834	65,978	25,514	48,914
Fund balances at 31 March 2021		44,537	195,114	239,651	64,144	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

TOMORROW'S WARRIORS TRUST

NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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, 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.

TOMORROW'S WARRIORS TRUST

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

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.

TOMORROW'S WARRIORS TRUST

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

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

TOMORROW'S WARRIORS TRUST

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

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
	<u>31,895</u>	<u>174,734</u>
Analysis by fund		
Unrestricted funds	19,607	135,324
Restricted funds	12,288	39,410
	<u>31,895</u>	<u>174,734</u>

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
	<u>12,288</u>	<u>39,410</u>

-

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	-
	<u>1,932</u>	<u>900</u>	<u>2,832</u>	<u>2,035</u>
Analysed between Charitable activities	<u>1,932</u>	<u>900</u>	<u>2,832</u>	<u>2,035</u>

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	2020
	Number	Number
Total	<u>-</u>	<u>-</u>

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	<u>268</u>	<u>226</u>

TOMORROW'S WARRIORS TRUST

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

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
		<u>14,524</u>	<u>900</u>

11 Creditors: amounts falling due after more than one year

	Notes	2021 £	2020 £
Bank loans		<u>43,105</u>	<u>-</u>

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	<u>23,400</u>	<u>17,844</u>	<u>(39,410)</u>	<u>1,834</u>	<u>205,568</u>	<u>(12,288)</u>	<u>195,114</u>

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	<u>(43,105)</u>	<u>-</u>	<u>(43,105)</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>44,537</u>	<u>195,114</u>	<u>239,651</u>	<u>64,144</u>	<u>1,834</u>	<u>65,978</u>

TOMORROW'S WARRIORS TRUST

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

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
WARRIORS**



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