



Trustees' Annual Report for the period

From

Period start date

01

JANUARY

2024

To

Period end date

31

DECEMBER

2024

Section A

Reference and administration details

Charity name

RicNic

Other names charity is known by**Registered charity number (if any)**

1158837

Charity's principal address

72 Mill Road

Walsall

West Midlands

Postcode

WS4 1BU

Names of the charity trustees who manage the charity

Trustee name	Office (if any)	Dates acted if not for whole year	Name of person (or body) entitled to appoint trustee (if any)
1 Natalie Haslam	Chair		
2 Hannah Lindsey	Co-Chair		
3 Sam Oladeinde			
4 Eleanor MacPherson			
5 Benjamin Cahill-Nicholls	Chair	1 st January – 1 st June 2024	
6 Nicholas Morris	Treasurer	1 st January – 1 st June 2024	
7 Eleanor Cahill-Nicholls		1 st January – 1 st June 2024	
8 Lucy Thomson-Smith		1 st September – 31 st December 2024	
9 Christopher Slessor		1 st September – 31 st December 2024	
10 Caroline Davis		1 st September – 31 st December 2024	
11 Autumn Beddoe		1 st September – 31 st December 2024	
12 Jessica Williams		1 st September – 31 st December 2024	
13			
14			
15			
16			
17			
18			
19			

Names of the trustees for the charity, if any, (for example, any custodian trustees)

Name	Dates acted if not for whole year

Names and addresses of advisers (Optional information)

Type of adviser	Name	Address

Name of chief executive or names of senior staff members (Optional information)

Jennifer Holyhead – Executive Director

Section B Structure, governance and management

Description of the charity's trusts

Type of governing document (eg. trust deed, constitution)	Constitution
How the charity is constituted (eg. trust, association, company)	CIO
Trustee selection methods (eg. appointed by, elected by)	Appointed by resolution of the trustees

Additional governance issues (Optional information)

You **may choose** to include additional information, where relevant, about:

- policies and procedures adopted for the induction and training of trustees;
- the charity's organisational structure and any wider network with which the charity works;
- relationship with any related parties;
- trustees' consideration of major risks and the system and procedures to manage them.

RicNic is run under the Constitution signed in 2014 as part of the incorporation of RicNic as a Charitable Incorporated Organisation (CIO)

Section C Objectives and activities

Summary of the objects of the charity set out in its governing document

1. To improve access to the creative arts for young people especially and for society more generally.
2. To help and educate young people in order that they develop their capabilities and skills, and grow to increased maturity.
3. Where appropriate, to work with and support the work of other organisations to further the charitable objects and mission central to RicNic.

Summary of the main activities undertaken for the public benefit in relation to these objects (include within this section the statutory declaration that trustees have had regard to the guidance issued by the Charity Commission on public benefit)

RicNic seeks to fulfil its objects for the public benefit by: (a) Facilitating courses, projects and workshops: this principally involves organising annual musical theatre productions in the summer holidays for young people to run as actors, musicians, producers, directors, technicians, set designers and other company members to work together as part of a team to produce high-quality performances open to the public. (b) Delivering outreach programmes: working with schools, colleges and community groups throughout the year to deliver workshops and support sessions helping young people to develop their creative skills. In facilitating these programmes the Trustees have regard to the guidance issued by the Charity Commission on public benefit.

Additional details of objectives and activities (Optional information)

You **may choose** to include further statements, where relevant, about:

- policy on grantmaking;
- policy programme related investment;
- contribution made by volunteers.

Section D

Achievements and performance

Summary of the main achievements of the charity during the year

Organisational Development

The first half of 2024 saw a lot of strategic rethinking, planning and improving of our internal systems and processes. Having temporarily paused our activities in late 2023 to focus on rebuilding our finances, RicNic's trustees and staff team were able to reflect on the future focus of the organisation, where it would locate its work and capacity.

Although RicNic was originally founded and had run established projects in the South East region since 2004, it had become increasingly apparent that the levels of competition in that area and the lack of staff capacity on the ground was not sustainable. Our work in the Midlands region was growing steadily and with all of the current staff team based there, partnership conversations had been enabled to flourish.

Recruitment and engagement levels in the South East had been a struggle since Covid-19 and with resources limited, the decision was taken to bring our activity in the South East to an end. The focus for RicNic in 2024 and beyond would be to build its home and network in the Walsall area of the West Midlands, with satellite projects running in Staffordshire and Cheshire East also remaining a focus.

Staff Development

In 2022, RicNic was the recipient of a Weston Charity Award which afforded the opportunity for mentoring in Pilotlight's 360 Programme. The maternity leave of our Executive Director saw this mentoring postponed to late 2024. The 360 Programme is a 10 month programme of development exploring strategy and governance, with charity leaders matched to corporate sector leaders for guidance and coaching. This programme began in September 2024 and will run until May 2025.

Trustee Recruitment

In line with this geographic redirection and with some board members coming to the end of their trustee tenure, a broad recruitment campaign for new trustees was delivered in summer 2024. This campaign generated a number of interesting conversations with individuals from all backgrounds. We were particularly excited to see applications from previous RicNic participants, staff and other younger individuals looking for their first trusteeship. Aligning with RicNic's ethos of providing development opportunities for young people at all levels, this potential to have youth voice at board level ensured that ethos persisted throughout the organisation. 5 new trustees were recruited from this campaign, all with lived experience of the Midlands region and working in different areas of the creative sector.

Project Activity

RicNic Foundry

Thanks to funding via the Inclusive Communities Fund, RicNic established its first regular provision for young people this year. 'RicNic Foundry' offered an after-school creative club for young people on a weekly term-time basis. Starting with 1 group for primary school children in April 2024, this project grew to include a holiday club in August 2024 and then to 3 weekly sessions catering for ages 5-18 from September 2024. By December 2024, approximately 25 young people attended on a regular weekly basis free of charge. This project enabled us to start building a community of parental support for wider events and projects, leading to some regular donations.

Generation Music

A tender project through Crewe Town Council, enabled RicNic to work with young people as Young Producers for their own music and art festival day in Crewe. This project supported teenagers in the local area to programme and deliver their own community event. The event brought together local performers with professional artists, offered family drop-in activities and engaged with local SEND and adult community groups.

Travelling Tales

Funded by Avanti West Coast Trains Community Fund, Travelling Tales was an ambitious project exploring creative writing, art and performance with young people living along the Avanti train line between the Black Country and Cheshire.

This was a project that continued into 2025, with the first half running in 2024 seeing groups of students in Crewe, Sandwell and Stoke on Trent taking inspiration from 'travel and journeys' to create their own cabaret performances for their local communities. Work created in those sessions would provide the inspiration for creating new work for a digital library in 2025.

Show In A Week

Having stepped back from our traditional summer programme of producing full-scale musicals, we implemented 'Show In A Week' projects for ages 16-21 in Staffordshire and Cheshire, where our musicals had run previously. This format was much less intensive for participants, who cited that they still enjoyed the process and felt less pressured to commit to a longer rehearsal period, did not need to move other commitments and found the ticket sale expectations much less stressful.

Brief statement of the charity's policy on reserves

The financial reserves of RicNic are currently held in a bank account with CAF Bank, designed for charities and run by the Charities Aid Foundation. RicNic aims to hold a minimum of 6 months of salary and running costs (non project) as unrestricted reserves each year, currently amounting to £30,000 per annum. This is to enable the charity to commit to staffing and project delivery for its beneficiaries in advance, as many of our projects run over a few months in duration.

Details of any funds materially in deficit**Further financial review details (Optional information)**

You **may choose** to include additional information, where relevant about:

- the charity's principal sources of funds (including any fundraising);
- how expenditure has supported the key objectives of the charity;
- investment policy and objectives including any ethical investment policy adopted.

Income

The principal sources of funds are (i) the ticket revenues from productions facilitated by RicNic (ii) donations from individuals and institutions interested in supporting RicNic (iii) Trusts and Foundations via grant applications.

Trusts and Foundations

Grants from trusts and foundations have for the past 6 years formed the majority source of our income, particularly with the disruption of Covid-19 on live events having an impact on our annual ticket sales income. Since developing this fundraising strategy in 2019 to match the expanded programme of activity we offer, RicNic's grant income from trusts and foundations saw a considerable increase year on year until 2023, when a change in staffing capacity led to a considerable loss of grant income:

2018: £0
 2019: £7996
 2020: £25,296
 2021: £64,888
 2022: £64,546
 2023: £7990.39
 2024: £102,882

A concerted focus in the final quarter of 2023 led to an increase in trusts income for 2024 with the total amounts surpassing all previous years at £102,882. This figure included £27,836.64 of core funding (unrestricted), while the remaining amounts for project/restricted funding also covered salary and core costs in a FCR model in most cases. Some of the funding was received in 2024 but restricted to projects running in and into 2025.

Within this total grants income, RicNic received funding from grantmakers with whom we have built a repeat funding relationship, including Garfield Weston Foundation, Postcode Lottery and Baron Davenport Charitable Trust. We also received grants from new sources, specifically for projects in new locations across Staffordshire and Cheshire.

Donations and Individual Giving

2024 saw an increase in regular giving and online donations in comparison to previous years. This was heavily impacted by the introduction of the RicNic Foundry project, through which parents of participants have made weekly or monthly donations towards their child's involvement. This is an area which we will look to build on in the future, as we continue to grow our local networks.

Earned Income

Income on ticketed performances has varied in recent years, with the figures post-pandemic showing the demonstrable change in audience attendance compared to 2018/2019.

2018: £25,329

2019: £22,260

2020: £0

2021: £325.50

2022: £4787.20

2023: £12,343.50

2024: £435.75

2024 marked a move away from RicNic's summer musicals, due to the rising costs of staging full-scale productions. These were replaced with cabaret-style projects with limited budgets. The ticket income reduction for 2024 reflects this move as audiences were smaller and ticket sales operated more on a 'pay what you can' basis for one-night only shows.

Workshop Income

The 2024 figures show an increase in earned income via workshops. This is a result of the organisation taking on a local authority tender to deliver a piece of work.

Expenditure

RicNic's principal expenditures are (i) staff salaries and office operation costs, and (ii) costs relating to outreach programmes.

In previous years the costs relating to theatre productions were the second largest, if not largest expense in some years. The removal of these large scale productions from our programme has led to considerable savings in this area.

Section F**Other optional information**

Following a sharp drop in income during 2023, measures had been implemented in the final quarter to focus on fundraising and to look at the charities options. Up to March 2024, the Board continued regular monthly monitoring meetings and mapped out the changing options for continuing and closing the charity. Further consultations in April and June confirmed that we had returned to our previous cash flow levels and that there was scope for us to continue. Projects resumed in April but with a different approach, ensuring less pressure is put onto participants, there is less financial risk and the team can better manage the workload.

Section G**Declaration**

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

Signature(s)



Full name(s)

CHRISTOPHER SLESSOR

HANNAH LINDSEY

Position (eg Secretary, Chair, etc)	CO-CHAIR	CHAIR
Date	22.10.2025	

Balance Sheet

RicNic
As at 31 December 2024

	31 DEC 2024	31 DEC 2023
Fixed Assets		
Tangible Assets		
Office Equipment	566.29	566.29
Total Tangible Assets	566.29	566.29
Total Fixed Assets	566.29	566.29
Current Assets		
Cash at bank and in hand		
Pleo account	2,030.94	1,993.72
RicNic Trust - CAF	74,895.49	34,588.59
Total Cash at bank and in hand	76,926.43	36,582.31
Total Current Assets	76,926.43	36,582.31
Creditors: amounts falling due within one year		
NIC Payable	427.16	-
PAYE Payable	1,198.80	-
Pensions Payable	195.92	-
Student Loan Deductions Payable	199.00	-
Total Creditors: amounts falling due within one year	2,020.88	-
Net Current Assets (Liabilities)	74,905.55	36,582.31
Total Assets less Current Liabilities	75,471.84	37,148.60
Net Assets	75,471.84	37,148.60
Capital and Reserves		
Current Year Earnings	38,323.24	(71,939.28)
Retained Earnings	37,148.60	109,087.88
Total Capital and Reserves	75,471.84	37,148.60

Profit and Loss

RicNic

For the year ended 31 December 2024

2024

Turnover

Friends Scheme Subscriptions	525.65
Interest Income	139.12
Online Donations	3,725.64
Other Revenue	2,737.04
Ticket Sales	435.75
Trusts and Foundations	102,882.32
Workshop Income	6,000.00
Total Turnover	116,445.52

Gross Profit	116,445.52
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Administrative Costs

Advertising & Marketing	679.00
Audit & Accountancy fees	102.60
Bank Fees	60.00
Employers National Insurance	794.67
Facilitator Fees	8,438.65
Fundraising Expenses	1,605.91
HMRC Credits	(4,861.10)
Insurance	1,375.86
Intern Programme	1,186.44
IT Software and Consumables	879.70
Office Expenses	1,080.69
Outreach Project Expenses	2,528.18
Pensions Costs	827.19
Postage, Freight & Courier	11.22
Printing & Stationery	141.40
Production Delivery Costs	8,560.37
Salaries	48,184.84
Staff / Trustee Travel	1,074.53
Staff Training	12.00
Subscriptions	157.18
Venue Costs	5,282.95
Total Administrative Costs	78,122.28

Operating Profit	38,323.24
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Profit on Ordinary Activities Before Taxation	38,323.24
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Profit after Taxation	38,323.24
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CHARITY COMMISSION
FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A

Independent Examiner's Report

Report to the trustees

Re: N/A

On accounts for the year
ended

31 December 2024

Charity no
(if any)

1158837

Set out on pages

1-7

I report to the trustees on my examination of the accounts of the above charity ('the Trust') for the year ended

Responsibilities and
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

[The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of (insert name of applicable listed body)] - Delete () if not applicable.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (other than that disclosed below *) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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 accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Mark Stanford

Date:

22/10/2025

Name:

MARK STANFORD

Relevant professional
qualification(s) or body

ACA

(if any):

Address:

9 RUSSELL ROAD

MARDEEN

TUNBRIDGE TW12 9FL

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

NOTHING ADDITIONAL TO DISCLOSE