

Heard Organisation Limited

England & Wales · Charity number 1165237

Details

Other names ON ROAD LTD, Heard Organisation Limited, ON ROAD MEDIA

Status Registered

Legal form Charitable company

Company number [06624806](#)

Registered 2016-01-20

Register [View on the Charity Commission register](#)

Contact

Address The Green House
244-254 Cambridge Heath Road
Bethnal Green
London
E2 9DA

Phone 02035596762

Email info@heard.org.uk

Website <https://heard.org.uk/>

Activities

Objects: THE PROMOTION OF EQUALITY AND DIVERSITY FOR THE PUBLIC BENEFIT BY:(A) ADVANCING EDUCATION AND RAISING AWARENESS IN EQUALITY AND DIVERSITY, PARTICULARLY IN RESPECT OF COMMUNITIES WHICH ARE UNDER-REPRESENTED OR MISREPRESENTED IN THE MEDIA; (B) PROMOTING ACTIVITIES TO FOSTER UNDERSTANDING BETWEEN PEOPLE FROM DIVERSE BACKGROUNDS BY ENABLING ACCESS TO AND EFFECTIVE USE OF A RANGE OF MEDIA TOOLS, SKILLS AND TECHNOLOGY;(C) CULTIVATING A SENTIMENT IN FAVOUR OF EQUALITY AND DIVERSITY BY WORKING WITH AND TRAINING THE VOLUNTARY SECTOR AND THE MEDIA INDUSTRY.

Activities: Interactions that bring together media professionals with projects' beneficiaries; Training beneficiaries to create their own media / necessary skills and confidence to engage with the media; Collaboration over content with media professionals; Peer support and regular mentoring to beneficiaries to know boundaries and make informed decisions about how and when they will engage with the media.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-10-31	£929,081	£1,113,910	£778,803	13
2024-10-31	£1,412,680	£1,100,941	£963,632	14
2023-10-31	£1,244,529	£913,395	£651,893	15
2022-10-31	£917,896	£825,420	£320,759	14
2021-10-31	£757,053	£614,234	£228,283	11
2020-10-31	£486,454	£457,534	-	-

Trustees

Name	Role	Appointed
Alice Sachrajda	Chair	2026-01-21
Bilal Tariq		2025-07-23
Carrie-Ann Wade		2024-12-16
Eva Gandhi		2025-11-27
Ewan Bennie		2022-01-31
Nicole Lai		2024-12-12
Princess Ashilokun		2022-06-22

Heard Organisation Limited

England & Wales - Charity number 1165237

Accounts

1 NOVEMBER 2024 – 31 OCTOBER 2025



Trustees' Annual Report & Accounts 2024-25

SHAPING THE STORY OF OUR FUTURE

“HEARD

Heard Organisation Limited is a charity registered in England and Wales (1165237) and a limited company (06624806).

OUR VISION

A future where our media and culture are abundant with stories that move us towards a more equitable and sustainable world.

OUR MISSION

We improve how stories about complex issues are told in media and popular culture. We do this by collaborating with journalists, creatives and organisations. We use research about how people make sense of stories, and co-create with people who have lived experience.

OUR CHARITABLE OBJECTS

The promotion of equality and diversity for the public benefit by:

- a. Advancing education and raising awareness in equality and diversity, particularly in respect of communities which are under-represented or misrepresented in the media.
- b. Promoting activities to foster understanding between people from diverse backgrounds by enabling access to and effective use of a range of media tools, skills and technology.
- c. Cultivating a sentiment in favour of equality and diversity by working with and training the non-profit sector and media industry.*

* We are reviewing our charitable objects in 2026 in line with transitioning to our new strategy, to ensure good practice in governance. The objects above are current at time of publishing this report and have guided our work in Heard's past financial year 2024-25, as covered in this report.

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Introduction from our chair



Alice Sachrajda
Chair of the board of trustees

The stories we tell shape what people believe is possible. Right now, there is a real tension at the heart of public life: the urgency of the challenges we face - social, political, environmental - alongside a media environment that too often makes those challenges feel insurmountable rather than solvable.

However, stories, when crafted with care, can move people from fear and apathy towards belief and action. Heard exists to make that happen, equipping the media, charity and creative sectors with the research, tools and relationships they need to tell stories that expand possibility rather than deepen despair.

I have long admired Heard's unique position at the intersection of narrative research, media and social change. If we want to see deep and lasting change in the world we need to acknowledge the tremendous power of culture in shaping our values and beliefs. I have spent many years cultivating work in this space and I see Heard as a deeply influential, collaborative and thoughtful player.

Taking on the role of Chair feels both a privilege and a responsibility, one made easier by inheriting such strong foundations.

Those foundations were built in no small part by Biz (K Biswas) and Nina Spataru, whose leadership as our previous co-Chairs helped shape our strategy, fundraising, strengthen Heard's role in the field of popular culture and social change, and embed a commitment to racial justice at the heart of our work. I'm deeply grateful for everything they contributed.

This year, Heard's work reached a combined audience of 23.2 million people across the BBC, Sky, Apple TV and Channel 4. The team trained 1,445 media and charity professionals and supported 93 people with lived experience to shape more authentic stories.

It is a testament to the dedication and expertise of the Heard team that, in a challenging environment, we continue to build strong relationships with our funders. This has enabled us to secure both ongoing and new funding for our programmes and core work. Alongside careful management of costs, we have maintained four months of unrestricted reserves in line with our policy, ensuring stability as we look ahead.

The board was excited to play an active role in shaping our new five-year strategy, convening at the outset of the strategic review, and coming together again once the team had developed a substantive draft to stress-test and refine. I'm proud that this process also gave us the chance to define values that genuinely feel ours. We've also formally adopted the co-CEO model, which reflects both our organisational values and the complementary strengths of Nathalie and Sophie.

None of this work would be possible without the commitment and support of our funders, thank you for the trust you place in us.

None of this work happens without people who care deeply about getting it right. My thanks go to Nathalie, Sophie, the trustees and the whole Heard team for their creativity, rigour and warmth. I am excited to take on the role of Chair as we implement our new strategy and I look forward to everything we will build together.

Alice Sachrajda

Chair of the board of trustees

Introduction from our co-CEOs



We have spent the best part of two decades at the forefront of these approaches, with the good fortune of learning alongside some inspiring peers. With a sudden pique in interest in the type of work we do, we recognise we have a responsibility to share what we know, to support those newer to these approaches. This means, for example, working with peers in the field to illuminate what 'narrative change', 'framing' and 'popular culture for change' really mean; and sharing our learning about the contexts and ways in which they can have most impact.

The timing is opportune. The past year saw us nearing the end of our 2021-25 strategy cycle, and readying ourselves for the next chapter of Heard. We have spent the past year laying the foundations for the years ahead, as you will see on the pages ahead: making our monitoring, evaluation & learning (ME&L) more robust than ever before; exploring exciting new partnerships to reach audiences of millions; collaborating and sharing learning; strengthening our organisation and sustainability; and ultimately, kicking off our strategy development process, to define our direction over the next half-decade.

Shaping stories that reach millions

We have most impact by shaping moments that reach millions. So in the past year, we doubled down on our popular culture and media work – with a particular focus on TV, journalism and 'trusted messengers' (actors, musicians, celebrities and other influencers who reach mass audiences through their personal platforms).

We ramped up our collaborations with writers, producers and commissioners across TV series and documentaries, radio, podcast, digital and campaigns. We sparked and helped to shape stories that are more engaging, authentic and impactful. These stories were shared across major global media platforms, including the BBC, Channel 4, Channel 5, Sky, NOW TV, Apple TV and ABC. Collectively, these stories have reached a combined audience of more than 23 million.

People with lived experience remained central to our work – as they have been since Nathalie founded our charity, 18 years ago. Shaped by our networks and co-creation approaches, our collaborations with people with direct experience of injustices and marginalisation continued to produce stories that strengthened the depth, credibility and engagement of the shows we worked on.

We continued to share our learning. We trained creative teams at Paramount and Channel 5 and led workshops at Edinburgh TV Festival. Meanwhile, Nathalie delivered her first ever TEDx talk to a sold-out London audience. The talk, ['Why stories of trauma don't create change'](#), has now been watched 25,000+ times.

Laying the foundations for our next chapter

To future-proof the organisation, we made a number of intentional choices to embed sustainability into Heard's foundation.

- We adopted a co-CEO model as a way to share responsibility and ensure resilient and sustainable leadership.
- We redefined our organisational values to guide our decision-making now and in the future.
- We trialled a four-day working week, testing what a more condensed and more efficient working week could look like.
- We shored up our enabling functions to ensure our core is strong: hiring a new senior finance manager, promoting internally to fill our new operations manager role, and continuing our partnership with people & culture consultancy TING.

- We hired new creative talent to bolster our work in TV.
- We started to collaborate and share our learnings across our different programmes, to enable a more intersectional and joined-up approach.
- We deep-dived our theory of change after redesigning our approach to evaluation, bringing the programmes & delivery team into this work to ensure we can be clear-sighted about which activities do (and don't) lead to the outcomes we set out to achieve.

These shifts were not without complexity. But together, they taught us important lessons about collaboration, highlighted where we needed to tighten delivery, and helped us focus more clearly on what matters most strategically.

What we've learnt and where Heard's story goes next

Over the past decade in particular, our projects have shown that framing can shape storylines, influence production choices and support more constructive public understanding. The question for this next chapter is no longer whether it works – but how we scale the approach, build the capacity of others, and help embed these practices within the media itself.

As we look ahead, building on what we have already achieved, we see the next five years as an evolution. We have gathered the data we need and reflected together to help us understand what we want to carry forward and let go of. We are confident that the systems put in place this year will enable us to continue our work with care and creativity.

We recognise this is a collective effort; we are part of an ecosystem. We feel clear about the role we need to fulfil, to complement and add value alongside the expertise of our peers. We are deeply grateful to our amazing team and trustees, incredible partners, funders and wider network, whose ongoing efforts, commitment and collaboration make all of this possible.

We can't wait for what's next.

Nathalie McDermott and Sophie Hobson
Co-CEOs

“ Our impact

OUTCOME

23.2 million combined audience

through 17 pop culture media outcomes – spanning TV series, documentaries, radio, podcast, digital and campaigns – across 13 major platforms including BBC, Sky, Apple TV, Channel 4, Channel 5, NOW TV

HOW?

30 consultations delivered

620 media, pop culture and creative professionals trained

WHO?

Worked with

20+ media organisations,

including: Sky, BBC, Channel 4, Channel 5, Warner Bros, BBC Studios, ITV, Green Rider and SilverBack Films

★ **Inspiring media & popular culture content**

Stories that reach mass audiences actively shape what feels normal, possible and acceptable. We help to shape stories in media and popular culture – because this is where narratives can scale, opening the hearts and minds of millions of people over time.

★ **Supporting our ecosystem**

Through our training and workshops, we support wider ecosystems of change: communications teams, leaders, organisations and institutions. We want narrative change and framing to be better understood, resourced and consistently applied. Ultimately, we want these approaches to be embedded across movements for change, leading to joined-up approaches – rather than owned by a small group of specialists.

OUTCOME

Lived experience networks boosted confidence for **97% of participants**, strengthening public speaking, media engagement skills and peer connection. Training for people with lived experience delivered **transferable media skills**, with

93% increased confidence
80% reporting skills development and
80% planning to apply learning

★ **Improving practice through lived experience**

To shift the way people think, feel and act, we don't just need better representation. We need better storytelling – stories that feel credible, nuanced and human, and that reflect the realities of people's lives.

We believe the practice of how stories are shaped is key to unlocking these improvements. That's why we work alongside people with lived experience from the very beginning. Not as a final check or consultation, but as a core part of how our approaches – and the stories they spark – are developed.

HOW?

93 people with lived experience supported through our networks

57 people with lived experience trained

5 interactions hosted between people with lived experience and media

WHO?

44 Children's Palliative Care network members

37 All About Trans members

12 from Media Movers and

28 people with lived experience from networks outside of Heard

OUTCOME

Strengthened the ecosystem's framing, communications and storytelling skills and knowledge.

99.5% reported skills development and **98% planned to apply learning directly** across campaigns, websites, documents and wider communications.

HOW?

18 consultations delivered

825 charity and ecosystem communicators trained

4 resources created

WHO?

Worked with

40+ ecosystem organisations

including: The NHS, Media Trust, BAFTA albert, Great Ormond Street Hospital, Association For Paediatric Palliative Medicine, Together For Short Lives, Mothers Can

Timeline

1 November 2024 – 31 October 2025

NOV 2024

- Organisational highlights:** We mapped out key projects to lay the foundations for our new strategy, and began analysing our impact data.
- Organisational highlights:** Our founder **Nathalie McDermott** returned from her sabbatical and joined **Sophie Hobson** as co-CEO.

DEC

- Organisational highlights:** Nathalie delivered her first ever **TEDxLondon** Talk – ‘[Why stories of trauma don’t create change](#)’. She shared expertise gathered from leading Heard for over 17 years and explored how comms should go beyond awareness-raising. The talk has been viewed **+25,000 times**.

JAN 2025

- Programme highlights:** As part of the **Power of Pop Collective Learning Day**, we heard from other organisations in our ecosystem, which helped us discover ways to collaborate and share learning. To bring our team into decision-making and diversify perspectives, we trialled ‘open executive meetings’. We invited members of the team to join on a rolling basis.

FEB

- Organisational highlights:** We welcomed new trustees **Nicole Lai** and **Carrie-Ann Wade**.

MAR

- Programme highlights:** **Economy** – we launched our **new Economy programme** to inspire stories that help the public understand the possibility of an economy that works for people and planet.
- Organisational highlights:** **Values** – we kickstarted the process to redefine our organisational values: **bravery, care, collaboration, listening, creativity**.

APR

- Programme highlights:** **Climate Stories That Work** – we joined our friends over at **Paramount** and **Channel 5** to discuss how sustainability can be embedded into stories to create real change. Over **80+ creatives** attended.

MAY

- Programme highlights:** **Youth Media** – we delivered two days of training with the anti trafficking team at **Hestia** charity. **Everyone (100%)** left feeling more confident communicating strategically and safely.

JUN

- Organisational highlights:** Our **four-day work week pilot** officially started. We welcomed **Bilal Tariq** as trustee.
- Programme highlights:** **Children’s Palliative Care** – children’s hospice **Haven House** raised **£190,000** in one evening from ‘Through Their Eyes’, a film shaped by Heard’s frameworks. **All About Trans** – former network member **Paris Lees**’ critically acclaimed memoir ‘**What It Feels Like For A Girl**’ was adapted in a drama and aired on BBC.

JUL

- Programme highlights:** **All About Trans** – the four-part ‘**British Scandal**’ podcast series aired – about trans activist, actress, and model **April Ashley MBE**, shaped by our team and members of the All About Trans network.

AUG

- Programme highlights:** Our Climate team attended **Sheffield DocFest**. Nathalie shared her reflections on the impact of ‘**Adolescence**’ in a **TEDxLondon** panel.
- Organisational highlights:** We published our **annual report** for 2023 – 2024.
- Programme highlights:** Our Climate team built creative connections and shared our approaches at the **Edinburgh TV Festival**.

SEP

- Programme highlights:** **Children’s Palliative Care** – **Noan’s Ark Children’s Hospice** raised over **£1m** with a campaign rooted in Heard’s framing principles. **Climate Stories That Work** – briefed a **BAFTA**-, **Emmy**- and **Olivier**-award-winning actor with our climate framing principles, as part of our ‘trusted messengers’ work. Their talk was delivered to an audience of **+700** in person, and thousands more online.

OCT

- Programme highlights:** We launched our **Communication That Works** training course. Co-CEO **Sophie** spoke to **600 senior leaders** at **Holland & Barrett’s** conference.
- Organisational highlights:** We had deep-dive conversations with our **Lived Experience Advisory Panel** to develop our strategy, exploring where our work together feels most meaningful.

Legend:

- Programme highlights
- Organisational highlights
- Sharing learning highlights

Looking forward: our strategy 2026-2030

We kicked off our strategy development process in the financial year this report covers, completing it shortly afterwards. We are excited to share here the outline of our new five-year strategy, which has been informed by all the learning from the past year and previous years.

Overview of our ambitions

From 2026 to 2030, Heard will help shape stories anchored in framing research that reach a combined audience of **150 million across UK media and popular culture**. These stories will improve how complex and contested social issues are understood, and support more informed, constructive public debate.

We will focus on where narratives have the greatest reach, anchoring our work in both research and lived experience. We will explore how to connect narratives across issues.

We will continually evaluate and share what we learn, so others can take joined-up, practical approaches to narrative change – **meaning better storytelling becomes the norm**.



Our three goals 2026-2030:

ANCHOR media & popular culture stories in framing research.

Over this strategy cycle, we will embed framing into media and cultural stories that reach millions, making them more impactful, engaging and authentic. Building on what we have proved works in practice, we will move from doing this in a small number of projects to developing it as a core organisational strength.

BRIDGE issues through connected narrative approaches.

Heard will move beyond approaching narrative change in 'siloes' issue areas. Instead, we will champion and design narrative approaches that bridge across related issues. This work will help others move towards narrative approaches and storytelling that better reflects real life and supports collective change. We will prioritise depth over breadth, focusing our resources on a limited number of connected narratives where we can add unique value.

CO-CREATE approaches with people with lived experience.

Heard will build on our recognised expertise in ethical collaboration with people with lived experience – moving from consultation on individual projects to co-creation of narrative approaches as standard across our work. We will continue to explore and model how co-creation can be done safely and meaningfully. We will share our standards, practices and learning openly. By doing so, we aim to embed stronger co-creation practice across the third sector, media and creative industries, setting clear expectations for what good looks like, and helping to shift how stories are made.

We look forward to sharing our new strategy in full in 2026 via [Heard.org.uk](https://www.heard.org.uk)





Our programmes

Climate Stories That Work

Shifting climate apathy and anxiety to belief, agency and action

Highlights

- Media pilot success: **14 media outcomes**, reaching a potential **22.5 million**. **29 media climate consultations** delivered.
- **Sky, NBC Universal, Channel 4, Warner Bros Discovery, BBC, ITV, UKTV Paramount Global & Channel 5**. Including **2 major UK soaps** and **1 BAFTA-, Emmy- and Oliver award-winning actor**.
- **283 media creatives, 351 impact & charity sector professionals** trained

Heard's six evidence-backed climate framing principles:

1. Make it doable: show that change is possible
2. Focus on the big things and how we can change them
3. Normalise action and change: highlight what people are already doing
4. Connect the planet's health with our own health
5. Emphasise responsibility to young people and future generations
6. Keep it down to earth: avoid jargon and inaccessible language

Our Climate Stories That Work programme exists to show that climate change solutions are in our grasp.

This programme was co-founded by framing expert Nicky Hawkins who saw that the climate crisis was often presented as distant, complex and overwhelming, leading to fatalism - a sense that we can't change outcomes or influence the future. This programme aims to change that.

Through bespoke workshops and in-depth consultations led by brilliant consultants, we equip cultural influencers, media platforms and screenwriters with emotionally resonant, research-backed insights and creative tools to tell climate stories that move audiences.

Over time, these stories collectively shift climate apathy and anxiety to belief, agency and action.

Highlights

Innovating in our approach

We brought more TV talent into our in-house team and evolved our approach to working with the media. Our consulting projects and training helped us understand how we can best engage with broadcasters, platforms and creatives.

Among Heard's collaborations with popular culture teams, our climate work is particularly effective. In the past year, our climate team delivered **29 consultations to media and popular culture teams**. Our efforts generated **14 media outcomes**: TV shows or other media stories using our climate framing principles. These stories reached a **combined audience of 22.5 million**.

On screen and on set

Following a series of consultations, **two major UK soaps** integrated climate and nature directly into their storylines. Vegan narratives, electric vehicle story arcs and wider sustainability themes have become part of how characters and worlds are written, including one with an average audience of **three million viewers per episode**.



Both shows have incorporated renewable energy, recycling points and electric vehicles on set, which appear in multiple episodes, subtly normalising more sustainable choices to the audience.

Talent

We held a 1:1 climate narrative framing session with a **BAFTA-, Emmy- and Olivier-award-winning actor**, alongside preparing bespoke briefing materials ahead of their interview at the Allied Irish Banks Sustainability Conference. The resulting message emphasised momentum and systemic change, reaching an audience of 700 and thousands more tuning in online.

Training

We trained **283 creatives** and **351 sector professionals**, using our six evidence-backed climate framing principles. A highlight was leading a session with **Paramount** and **Channel 5** discussing how sustainability can be embedded into stories to create real change. Over **80 creatives attended**, spanning storytellers in media, production and broadcast.

Testimonials

'This was a terrific, eye-opening presentation. Beforehand, I believed that wedging climate change into a story would end up as preachy, or all doom-and-gloom. The team from Heard changed my mind. They provided succinct, fact-based and creative arguments on how to infuse stories with positive and relatable depictions of climate change.'

– a writer from a returning BBC Drama series after a workshop with Heard

What we learnt

Deeper engagement after training

Our foundational climate principles are accessible and impactful. But we can have more impact through ongoing engagement, after sharing these principles. We are now developing post-training structures (like a follow-up consultancy), to help sustain the relationship with production teams, talent and partners.

Tailored workshops lead to greater impact

There's no one-size-fits-all model. Impactful collaboration requires trust, flexibility and sensitivity to each team's process. This means broadcasters value bespoke, hands-on sessions that engage directly with producers, writers and creatives working on specific shows. Tailored engagements have led to a more creatively fulfilling experience and to stronger uptake of our framing tools.

'It felt like you sowed seeds not only for this series, but for the future, too.'

– sustainability lead of a major broadcaster after a workshop with Heard

Funder thank you

Our Climate work is funded by **Children's Investment Fund Foundation, Wellcome Trust, Gower Street, Climate Change Collaboration** and **Calouste Gulbenkian Foundation**. We are so grateful to our funders for their continued commitment and support.

Children's Palliative Care

Changing the way people think, feel and talk about this vital field of care



Highlights

- **Over £1m** raised for **Noah's Ark Children's Hospice** from a campaign rooted in Heard's framing principles.
- **664 voluntary and healthcare professionals** trained.

Heard's three evidence-backed CPC principles:

1. Show how children's palliative care is at its best
2. Show how children get to be children
3. Focus on the quality and range of relationships that make for great care

Our Children's Palliative Care (CPC) programme helps children facing medical uncertainty – and their families – have the best possible quality of life together. From diagnosis to bereavement, dedicated teams ensure children get to be children first, experiencing comfort, connection and joy.

The dominant stories about children's palliative care focus on end-of-life and challenges, missing the full picture of what this care truly offers.

Instead, Heard challenges common misconceptions and humanises experiences of children's palliative care – by helping others share stories that show complexity, compassion, joy and grief. We support families and professionals working across media, charities and healthcare to build their communication confidence, so they can shift mindsets around these vital services.

Ultimately, this leads to a shift in public understanding: reducing fear and isolation; improving access to support; and helping to secure the investment needed for high-quality care.

Highlights

National charity fundraising campaigns

Noah's Ark

Since 2021, **Noah's Ark Children's Hospice** has embedded Heard's CPC framing principles across their entire internal and external strategy, including their fundraising campaigns. In October 2025, the charity's **'From That Moment'** campaign **raised over £1m**, exceeding their target. Over **2,000 people donated**. Since adopting the principles across the organisation, they have **raised £4m annually**.

Haven House

Similarly, children's hospice **Haven House** raised **£190,000 in one evening** after showing the film **'Through Their Eyes'**, created on a budget of £9,000. The film brings Heard's framing principles to life, 'showing how children get to be children' by sharing everyday life at Haven House hospice through the eyes of six-year-old Charlie and his older brother, Dylan.

'It is refreshing to share a different take on hospice care. It was very intentional for us, and we had to break a few boundaries to get the idea signed off, but we are very happy with the outcome. The feedback has been phenomenal, with responses saying they've never seen hospice care represented this way before. We think 'Through Their Eyes' reframes the public's perception of end-of-life care.' – **Teena Antoniou, head of marketing & communications, Haven House**

Training and networks

Through our training workshops, we equipped **664 professionals across the voluntary and healthcare sectors** with the practical framing tools needed to embed narrative change principles in their everyday practice.

To ensure accurate and sensitive representation of children's palliative care, we hosted **10 sessions**, convening eight media professionals with members from our lived experience Spokesperson Network.

What we learnt

1. Early leadership buy-in enables lasting change

Our impact is dependent on equipping organisations with the tools and confidence they need to lead narrative change themselves. To ensure that our work is embedded as a long-term strategic commitment and not viewed as a one-off communications project, we need to engage leaders early – to embed our work across whole organisations. Collective impact comes from alignment and repetition.



Testimonials

'The Heard team put an extraordinary briefing together for us, providing a wealth of information about children's palliative care and its spiritual dimension. Most importantly, it gave us the opportunity to meet 'real people' who knew this field first-hand. The session inspired me to develop a documentary idea for BBC Radio 4 and possibly other outlets.'

– **Kristine Pommert, head of radio,**

'Collaborating with Heard on our research bid didn't just strengthen the submission – it transformed it. More importantly, the partnership reshaped how we routinely speak about children's palliative care, giving us a clearer, more compassionate language that is already influencing our clinical practice and research'

– **Dr. Karen Shaw, research psychologist, University of Birmingham**

'Being part of the network has enabled me to process my own experiences, gain confidence with telling my story, and also my daughter's story. The work the network is doing to challenge misconceptions around children's palliative care is essential, and it is a privilege to be part of it.'

– **Dan McEvoy, spokesperson network member**

2. Partner with news producers shaping narratives across multiple formats

To shift narratives around children's palliative care with the wider public, we've realised we need to focus on news and current affairs. We will prioritise working with producers in long-term roles, who have the ability to influence output across channels and programmes.

Funder thank you

Our Children's Palliative Care work has been made possible through the generous support of our funder **True Colours Trust**.

All About Trans

Reflecting the joy, love, creativity and resilience of trans lives

Heard's All About Trans programme exists to tell stories that reflect the real lives of trans people – lives that are full of joy, love, creativity and resilience.

Inaccurate and harmful narratives about the trans community distort the public's understanding of trans, non-binary and gender-questioning people. We help shape more authentic, nuanced and human trans stories. We do this by working directly with our **37 All About Trans network members**; and collaborating with media professionals from across soaps, dramas and news media.

Highlights

Podcast script consultation

The script of the [four-part 'British Scandal' podcast series](#) about trans activist, actress, and model **April Ashley MBE** was shaped by our team, in collaboration with members of the All About Trans network.

Throughout the series, which was a Samizdat Audio production for podcast studio **Wondery**, April is portrayed as strong, courageous, and deeply human. Her transness plays an important part in her story, but it is handled with respect and depth – presenting her as far more than her trans identity alone.

'I really enjoyed working on this interaction because of the content and the determination of the client to maintain positive representation and accuracy. It was also fab to work with Heard's programme manager, who was so helpful and supportive throughout ... with their knowledge and support, along with the support of the producer, we were able to be heard and our points acknowledged.' – **Eva Echo, All About Trans network member who collaborated with us on the 'British Scandal' script.**

All About Trans network: shaping careers and cultural change

Paris Lees was a founding member of All About Trans and one of the early contributors we supported as part of our work to transform media narratives about trans lives. Through media consulting, connections and collaboration, we helped build the foundations of her public voice and profile. Paris went on to become a **Vogue** columnist and **BBC Radio 1** and **Channel 4** presenter, and this year her critically acclaimed memoir was adapted into the **BBC** drama ['What It Feels Like For A Girl'](#).

Network members **Eva Echo** and **Freddy McConnell** worked with The Deadline on [this article](#) titled: 'J.K. Rowling: Warner Bros. Discovery & BBC Accused Of Betraying DEI Policies By Backing 'Harry Potter' Author Amid Trans Rights Row'.

To help enrich **Queer AF Podcast's** ['Back when boys played girls, pretending to be boys'](#) episode, we connected the publication with the **Globe Theatre**, following our work on a production there in 2022. It was one of the best performing episodes of the season.

Highlights



- Script consultation for **'British Scandal' podcast**: a four-part series telling the story of activist, actress and model **April Ashley MBE**.
- Former network member **Paris Lees'** critically acclaimed memoir adapted into **BBC** drama **'What It Feels Like For A Girl'**.
- Formed the **Gendered Intelligence Coalition**.



Training

We delivered **13 training sessions** with media and creative professionals, including journalists, podcast producers and publicists. We also supported **20 people with lived experience** through peer groups, training and media briefings, equipping them to engage safely and confidently with the media.

Co-created the Trans Rights Coalition

To move towards a more united approach, in March 2025 we brought together **20** representatives from organisations across the trans rights sector to discuss what collective action could look like. In September 2025, we built on this discussion and co-created the **Trans Rights Coalition**, in partnership with **Gendered Intelligence**, with seven organisations.

What we learnt

1. Shared learnings across programmes

By sharing and applying learnings across programmes, we can maximise our impact and ensure that resources are used effectively and responsibly. For example, our All About Trans team was inspired by how our Children's Palliative Care team structured their spokesperson network, collaborated with the sector and ran their sessions. Together, we reflected on what worked and what didn't, and how collective impact theory can underpin approach. This led to rich learning for shaping the next phase of our All About Trans programme.

2. Lived experience helps uncover our gaps in our thinking

We recognise that we have gaps in our understanding when it comes to the lived experiences of trans people. This makes the All About Trans network central to shaping our work and means we invest significant time in understanding the individual needs of everyone involved. We are also constantly asking for feedback to challenge our assumptions and improve our own practice. We ensure the voices of people with lived experience are not just included, but centred.

Testimonials

'The participants were willing to offer insights which have given me a far broader perspective on the challenges facing the trans community in the UK today. I feel better informed and also more empowered to write about this respectfully.'

– **media professional, following an interaction with an All About Trans network member**

'To be heard and acknowledged, whilst having my expertise respected, was incredibly empowering and also made me realise that we do have allies in the media who are willing to ensure there is accurate storytelling and representation.'

– **Eva Echo, All About Trans network member, following an interaction with a media professional**

'With the way the world seems currently, and only being subjected to negative narrative on trans people via the media – it can leave you feeling helpless or overwhelmed. So it was fantastic to come together and feel like there is work happening, there is a way to communicate effectively, and actually I feel inspired. I will be using the guidelines in my everyday at work.'

– **Ash Palmisciano, actor and network member, following an interaction with a media professional**

Funder thank you

Our All About Trans programme is funded by **Paul Hamlyn Foundation**, the **Esmée Fairbairn Foundation** and **Mewburn Ellis**. Our sincere thanks to our funders for their continued trust, partnership and support.

Youth Media

Creating stories where our differences are celebrated and normalised



Highlights

- We listened to our network of young people with lived experience of migration to evolve our **Media Movers** programme into a new programme: **Youth Media**.
- We delivered two training days for experienced ambassadors of charity **Hestia** – **100% left feeling more confident** communicating strategically and safely.

Our Youth Media programme exists to ensure children from migration backgrounds and racialised communities see themselves authentically represented in the media they engage with.

We help shape stories where our differences are celebrated and normalised – stories that centre the multilayered identities of young people, including migration, diaspora, faith and culture – rather than reducing them to single-issue or stereotypical narratives.

As extremism, racism and anti-migration rhetoric continue to rise, the stories that young people engage with matter more than ever. When the diversity of society is normalised in the media that young people watch and enjoy, it helps expand how we view the world. This reduces fear of the 'other' and supports the development of empathy and respect from an early age.

Evolving our programme: from Media Movers into Youth Media

Launched in August 2025, our Youth Media programme builds on the learning from our Media Movers programme, which supported young people from migration backgrounds to engage safely and effectively with the media. This foundation of previously established relationships and learnings helps us to launch the programme with prior insights, trust and practical experience.

What we learnt from Media Movers

1. Migration is rarely understood as a broader human experience. It is instead viewed through a narrow, often inaccurate lens, influenced by headlines and political narratives.
2. Effective storytelling should focus on lived experience rather than representation alone. Stories need to centre the multilayered identities of young people – including migration, diaspora, faith and culture – rather than reducing them to single issues or stereotypical narratives.

Programme set up: building a strong foundation

To support the early-stage development of this programme, we focused on building youth-sector partnerships, starting conversations with **eight organisations**. We also started to have exploratory conversations with creatives and commissioners, focused on improving representation within youth media.

We delivered a Shifting Media Narratives workshop at the Justice Together conference, **attended by 22 people**. We also delivered two days of training with charity Hestia, which has a focus on anti-trafficking. **All participants (100%)** reported increased confidence in communicating strategically and safely to the media about trafficking and modern slavery.

'Honestly life-changing; immensely happy with what I learned. I also found the experience very inspiring.'
 – training participant with lived experience.



Funders thank you

Our new Youth Media programme is funded by **Barrow Cadbury Trust** and **Rayne Foundation**. Thank you for believing in us and our shared vision.



Economy

Shifting cultural perceptions of the economy across popular culture

We recognise that current economic design contributes to multiple forms of systemic inequity and climate destruction – for example, through a relentless pursuit of short-term profit growth and extractive consumerism. Yet there are many leaders, governments and organisations who support and are working towards economic approaches that work better for people and planet.

Our new Economy programme explores how we can shift public mindsets about the economy – to understand that different approaches are possible, and that we all have agency over how our economy is designed.

We are building on our learning from almost a decade of experience in working on poverty and financial hardship (through our previous programme, **Talking About Poverty**). We are now bringing this learning together with framing research, and co-creating our approaches with consultants with lived experience of economic injustice. Together, we will create relatable, down-to-earth ways of talking about the economy, so change feels accessible. We will help media and popular culture creators bring these stories to life, so they can shift the mindsets of millions.



The programme so far

We began work on this programme in March 2025, with a literature scan of existing new economy research and framing insights. We have identified a network of people with lived experience of economic injustice. They will help us identify the frames and metaphors that can be used in content and stories that reach millions, helping ordinary people understand and talk about how our economy could work better for us all.

What we learnt

Connect early and share resources to amplify impact

If we work together and share our knowledge and resources, we can accelerate our impact. We are excited to be part of a learning cohort convened by our funder, Friends Provident Foundation. This means we are regularly connecting and collaborating with other grantees working in a similar ecosystem, including Poverty Truth Network, The Equality Trust and Rethinking Economics. Together with two of our lived experience consultants, we were invited to join the Poverty Truth Network's annual gathering to share learning and build community. We left feeling immense hope for this work.

Funder thank you

Our Economy programme is funded by the **Friends Provident Foundation**. Thank you for your backing and commitment to help us get this programme off the ground.

Sharing our approaches and deepening our impact



Communication That Works

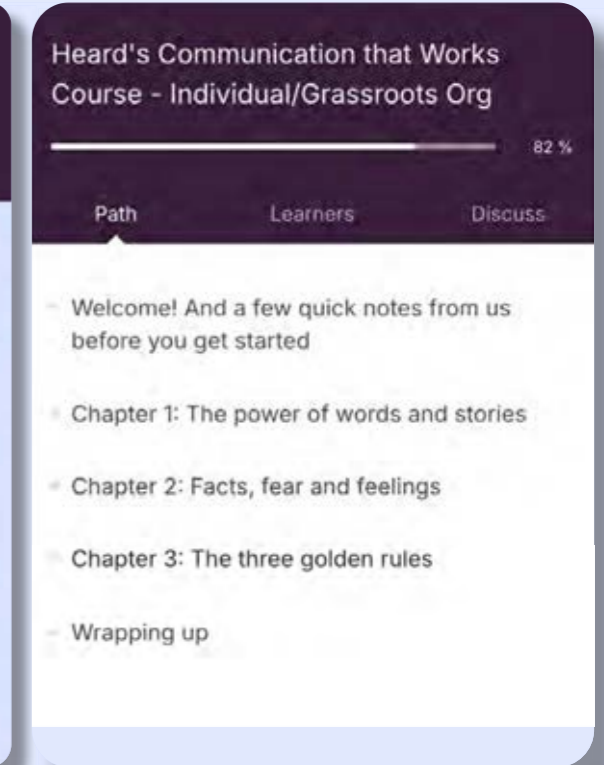
For years, Heard delivered the majority of our work as in-person training for charities and campaigners. But we often had more demand for our training than we had capacity to deliver; and the cost of in-person training was a barrier for smaller charities and freelancers. Many organisations and individuals told us they needed this type of learning, but they would benefit from more affordable and/or flexible training.

At the same time, demand for practical narrative change skills has grown. Particularly for people working with limited budgets, across high-pressure, complex issues – where it really matters.

So in September 2025, we adapted our [Communication That Works](#) to become an online course. Our intention is to remove the barriers to learning our approaches: making our training more accessible, more flexible and accessible to many more people.

What is Communication That Works?

Communication That Works is a self-paced online training course for people working in charities, social and environmental justice, campaigning and communications – including communications managers, leaders and freelancers.



Designed for teams with limited budgets, the course shows how to communicate about social and environmental issues in ways that build understanding, support long-term change, and avoid fear-based or divisive storytelling. The course introduces the core principles of framing and narrative change, with practical applications across campaigns, fundraising, internal communications and leadership.

The course consists of one core programme, structured across three chapters:

1. The Power of Words and Stories
2. Facts, Fear and Feelings
3. The Three Golden Rules

The online format supports different learning styles, combining short videos with practical exercises, reflection and real-life examples. A downloadable workbook supports learning throughout. The course is self-paced and takes six hours to complete. Participants get independent access for six months, allowing time to revisit materials and apply learning in their own work.

Pilot phase

In autumn 2024, we piloted three versions of the training:

1. A general course for charity communications professionals
2. A poverty-focused course for people and organisations communicating on poverty
3. A migration-focused course for people and organisations communicating on migration

The poverty and migration-focused courses were both co-designed and co-facilitated with lived experience consultants, ensuring the training was grounded, relevant and informed by real insight.

How was the course developed?

The course was developed over two years, building on Heard's extensive experience delivering in-person training and advisory work.

Across the two-year pilot, the training was completed by **71 participants**. The pilots enabled us to test and refine the content, structure and learning outcomes.

Across poverty and migration-focused pilots, **80–100%** of participants increased their understanding of framing and narrative change and their confidence in communicating with impact.

'The course has been profoundly informative and impactful, not only in reshaping my approach as a communications professional, but also in influencing how I think about and discuss social issues in all areas of my life.' - **course participant**

'The course has been profoundly informative and impactful, not only in reshaping my approach as a communications professional, but also in influencing how I think about and discuss social issues in all areas of my life.'

– Fern Bain Smith,
Marylebone Project

What we learnt?

1. Flexible, self-paced learning works best

Participants preferred learning at their own pace. Although the pilot began as a hybrid model, feedback led to the rollout of a fully self-led online version, which recognised that hybrid formats don't suit everyone.

2. Lived experience strengthens quality and relevance

Co-designing the training with people with lived experience enriched the programme. Our lived experience facilitators shaped content throughout, resulting in two pivotal new sections and deeper insight. This approach remains central to the future delivery of the course.

3. Accessibility must be intentional, not reactive

Feedback highlighted gaps in accessibility, particularly for blind or partially sighted participants. While some adjustments were made at the time, they were insufficient. Future training will be reviewed through an accessibility lens from the outset.

4. Online delivery requires realistic staff capacity

Although the pilot online course was designed to reach more people, it initially required more staff time than in-person delivery, due to participant recruitment and marking answers. We learnt that, to scale this learning in a sustainable and manageable way, we need more automation in assessments (i.e. how answers are marked).

5. Recruitment partnerships increase reach and diversity

The courses supported by partner networks had higher rates of engagement. Future course delivery should use consistent recruitment partnerships, alongside a standardised application process, with monitoring questions to support participant diversity.

6. Charging improves retention

The free pilot courses experienced higher drop-off rates. Feedback indicates that charging increases participant commitment, with most willing to pay between £250-£500. However, smaller charities required lower price points. Future pricing will need to balance accessibility with retention.

What's next?

We want to help shift narratives in scalable, sustainable and joined-up ways. Our Communication That Works course provides one lever towards achieving this.

As the course continues to evolve, we are interested in exploring how we can:

- Expand reach to more charities, freelancers and campaigners
- Gather deeper impact data on how learning is applied in practice
- Explore issue-specific extensions or companion modules
- Continue to refine content based on feedback

Sharing our learning with the sector and beyond

We know that to be able to shift narratives at scale, beyond the projects and organisations we work with directly, we need to share our learnings with organisations working across the media and wider sector ecosystem.



Highlights



As a team we engaged in **17 speaking engagements**, which reached an **in-person audience of 2,500+**.

In January 2025, our founder and co-CEO Nathalie McDermott took to the stage to deliver her first ever **TEDx talk** *'Why stories of trauma don't create change'*, to a **sold-out audience of 1,300**. In it, she explored a pattern many of us working in campaigning, storytelling and journalism will recognise: a harmful over-reliance on stories of trauma; and what we can do instead, to share stories that create greater impact. Now **watched over 25,000 times**, the talk has gone on to spark many conversations beyond that room. For example, Nathalie was invited back by **TEDx London** to share her reflections on the impact of **Netflix** hit *'Adolescence'* in a **TEDxLondon panel**.

Other members of our team also took to the stage throughout the year, speaking at a number of events and conferences. Co-CEO Sophie Hobson spoke to **600 senior leaders** at **Holland & Barrett**, suggesting our approaches are gaining interest and appeal beyond just the impact ecosystem.

Meanwhile, our climate team built creative connections and shared our approaches at the **Edinburgh TV Festival** and the **Sheffield DocFest**.



Laying foundations for the years ahead

We know that to do our work well, over a long period of time, we need to build organisational resilience and work at a sustainable pace. Below we explore the ways we strengthened Heard, to help us prepare for the years ahead – and to lay the foundations for our next strategic chapter.

1. Co-CEO model

To deliver our work and empower our team, we need grounded, supported leadership.

In January 2025, our founder Nathalie McDermott returned from her sabbatical and joined Sophie Hobson as co-CEO – marking a new chapter in Heard's leadership.

Sophie, previously our acting CEO and director of communications and engagement, joined Nathalie in a new leadership model, reflecting Heard's collaborative ethos and promoting our commitment to shared accountability, wellbeing and balance.



What we learnt

1. Two heads are better than one – shared leadership has helped reduce pressure, widen perspective and build resilience. Being a charity CEO is an enormous privilege, but it's well documented that it can often feel lonely and burdensome. Two heads mean that we can share the responsibility of the best ways to create change while supporting our team. Decisions are shared and assumptions are challenged – reducing risk and increasing impact.
2. There's always an adjustment period – as with any new way of working, the new leadership model required patience and flexibility from both the co-CEOs and also our wider team.
3. Communication has to be excellent – from coordinating diaries and communicating capacity, to giving candid feedback – open and honest communication is essential.

2. Redefining our organisational values

Through a collaborative process involving team, trustees and our lived experience networks, we redefined our organisational values. Our updated values act as the principles we come back to when we are unsure how to move forward. They guide all of our strategic decision-making, as well as recruitment, policy and organisation culture.

Our values

We are brave. We think big because we know real change takes time. We take bold, ambitious steps forward to further our impact. We make space for difficult conversations and reflection.

We care for people. We create spaces where people feel safe, seen and heard. We support each other with compassion. We prioritise wellbeing, including our own. We practice boundaries, nurture our resilience, and intentionally find joy.

We are collaborative. We believe that collaboration sparks ideas, deepens understanding and drives impact. We bring together diverse perspectives, skills and experiences to build more inclusive and effective solutions. We share our learning to further narrative change approaches.

We nurture creativity. We stay playful, curious and open-minded. We make space for experimentation and play to the creative strengths of partners and collaborators.

We listen. We listen to the people who are usually least heard. We support them to speak out, lead and take ownership. We know when to lean into our own experiences, when to lead and when to step aside. We stay accountable to the impact of our actions, not just our intentions.

3. Four-day work week trial

Rest and a healthy work-life balance is something we truly value at Heard. A well-rested and fulfilled team is also a productive and happy team.

Following a staff consultation on how to create a more anti-oppressive culture that centres wellbeing, we started our four-day work week trial in July 2025, which saw us condense our hours from 35 to 32, across Monday to Thursday.

The eight-month trial will be independently evaluated by Autonomy. So far, it has surfaced useful reflections and actions for how we can realise greater efficiencies, collaboration and productivity. The trial will finish in early 2026, and informed by the independent evaluation, the board will decide whether to permanently embed this way of working.

Regardless of the decision, it has been a huge learning curve for us in terms of efficiency and living our values.



What we learnt

1. **Find the version that works for your organisation** – the four-day work week can be structured in many different ways, and every organisation is different. There is no one size fits all approach, so take the time to work out what fits best for your needs.
2. **Work smarter not harder** – the trial forced us to reevaluate our systems. It helped question what's necessary and what's not to deliver our work, pushing us to be more efficient with time and resources.
3. **Transitions don't happen overnight** – there will undoubtedly be roadblocks along the way and all of this takes time. The prolonged trial period meant we could explore if this significant shift actually worked for us, before committing to it.

4. Strengthening our team & skills

To strengthen our TV sector knowledge and industry connections, a key area of focus moving forward, we created two new roles with specialisms in TV and talent, hiring people directly from the TV industry.

To ensure our day-to-day operations ran smoothly, we were thrilled to welcome Moira Williams to oversee finance and support governance – she brings +25 years' charity finance expertise. We also promoted Jay Davis to operations manager, recognising the importance of strong enabling functions to free up capacity and find efficiencies across the organisation.

We continued our HR partnership with Peninsula and people & culture consultancy TING, to continue building strong team relationships and culture.

TEAM

Executive team



Nathalie McDermott
Founder & Co-Chief Executive Officer



Sophie Hobson
Co-Chief Executive Officer



Melissa Murdock
Head of Programmes & Impact

Team



Aimee Consiglia Conway
Senior Programme Manager
Children's Palliative Care
(joined June 2025)



Aishah Siddiqah
Senior Programme Manager
Climate Stories That Work and Economy



Andrea Suwito
Programme Coordinator
across all programmes



Chiara Varè
Senior Programme Manager
Children's Palliative Care



Emily Horton
Senior Communications Manager
(joined November 2025)



Grace Hetherington
Programme Manager
Climate Stories That Work
(joined August 2025)



Jay Davis
Operations Manager



Makaela Lewis
Programme Manager
All About Trans and Youth Media



Moira Williams
Finance Manager
(joined April 2025)



Siobhán Williams-Mourgue
Programme Manager
Climate Stories That Work
(joined July 2025)



Tanicha Toro-Oloto
Programme Coordinator
Climate Stories That Work
(left January 2026)



Zino Akaka
Senior Programme Manager
Economy



Zoë Speekenbrink
Senior Programme Manager
Youth Media

Consultants



Nicky Hawkins



Paige Wilson



Tara Kerr-Elliott



Tracy Rennie

Trustees



Alice Sachrajda
Chair
(appointed 21.01.26)



Biz (K Biswas)
Chair
(resigned 17.03.2026)



Bilaal Tariq
Trustee
(appointed 16.07.2025)



Carrie-Ann Wade
Trustee
(appointed 16.12.2024)



Eva Gandhi
Trustee
(appointed 27.11.2025)



Ewan Bennie
Trustee



Kai Grygier
Trustee
(resigned 27.11.2025)



Nicole Lai
Trustee
(appointed 12.12.2024)



Nina Spataru
Co-chair
(resigned 30.04.2025)



Princess Ashilokun
Trustee



Finances & statutory information

Legal and administrative information

Charity number (England and Wales)

1165237

Company number

06624806

Auditors

Sedulo Audit Limited
5th Floor Walker House
Exchange Flags
Liverpool
Merseyside
United Kingdom
L2 3YL

Registered office

The Green House
Cambridge Heath Road
London
United Kingdom
E2 9DA

Bankers

The Co-operative
Bank
Delf House
Skelmersdale
WN8 6GH

Insignis
8 Devonshire Square
London
EC2M 4YJ

TRUSTEES' REPORT

(INCLUDING DIRECTORS' REPORT)

For the year ended 31 October 2025

For Heard Organisation Limited (Formerly On Road Limited)

The trustees present their annual report and financial statements for the year ended 31 October 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

Objectives and activities

Heard Organisation Limited is required by charity and company laws to act within the objects of its Memorandum of Association, which are as follows:

The promotion of equality and diversity for the public benefit by:

- Advancing education and raising awareness in equality and diversity, particularly in respect of communities which are under-represented or misrepresented in the media.
- Promoting activities to foster understanding between people from diverse backgrounds by enabling access to and effective use of a range of media tools, skills and technology
- Cultivating a sentiment in favour of equality and diversity by working with and training the voluntary sector and the media industry.

Public benefit

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

Financial review

The results for the year show a deficit of £184,829 (2024: surplus of £311,739). The deficit on restricted funds arose due to grant funding for several programmes being received during the previous financial year, with the expenditure relating to these projects being expended in this financial year.

Heard's total income in the year was £929,081, a decrease of 35.5% from the previous year (2024: £1,412,680). The drop in income is due to several large multi-year grants being paid in the prior year. The charity's main source of income continues to be from grants received from charitable trusts and foundations: 2025 £883,810 (2024: £1,344,680). Earned income from training and research work reduced to £17,051, a decrease of 61% from the previous year (2024: £44,343).

We reduced our focus on earned income in 2024-25 to focus on programme deliverables and rethink our approach to earned income. In the years ahead, we will prioritise growth in earned income in order to diversify Heard's funding base.

Our total expenditure in the year was £1,113,910 (2024: £1,100,941). We increased expenditure on fundraising using the designated funds to help secure grant funding in a very competitive environment.

Reserves

At the year-end restricted reserves stood at £391,960 (2024: £586,648) and unrestricted reserves at £386,843 (2024: £376,984). Free reserves held were £301,660 (2024: £306,738), representing unrestricted funds excluding those held in tangible fixed assets or designated for specific purposes.

The trustees decided to designate a further £63,415 taking total designated funds to £79,600 (2024: £62,000); Of this £79,600, £36,600 (2024: £35,000) is for investment in Heard's fundraising capacity, £13,000 (2024: £27,000) for external consultancy work and £30,000 (2024: £nil) for income generation.

Reserves policy

The board has set a reserves policy that requires reserves to be maintained at a level that ensures that Heard's core activity could continue during a period of unforeseen difficulty. A proportion of reserves is maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget, and forecast cycle.

The policy considers:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitment.

For 2025-26, the board agreed that the most appropriate level reserves is an amount that equates to between three (£225,000) and six (£450,000) months running costs for the organisation. Running costs include salaries (excluding freelancers), rent and overheads. Heard's current level of reserves is within the target range, representing 4 months.

Major risks

The trustees have a risk management strategy which comprises:

- Quarterly review of a risk register noting risks the charity may face and outlining mitigating actions being taken.
- Processes that allow the trustees oversight over mitigating actions implemented by the staff team to reduce likelihood of risks occurring.
- Procedures designed to minimise the negative impact on the charity should those risks materialise.

The major risks the Trust currently faces and mitigation are:

- Continuing risk to our grant income due to uncertainties in the future. Therefore we have set up designated reserves in order for us to support and develop the charities activities and fundraising.
- Cyber-security - Recently there has been growing awareness of the risk posed to charities and other sectors from data breaches, primarily due to phishing attacks, that result in financial loss or reputational damage. We have cyber security insurance in place, and our IT company pick up any suspicious activity and work with us to ensure protection measures are in place and kept up to date.

Plans for the future:

Our 2026–2030 strategy sets out a focused plan to strengthen Heard's role as a catalyst for fairer, more accurate and humane storytelling across the media ecosystem. Over the next five years we will deepen our work with communities most affected by misrepresentation, expand partnerships with journalists, producers and sector leaders, and invest in programmes that shift narratives from harm and stigma toward dignity, agency and systemic understanding.

We will build our research and insight function to evidence what drives narrative change in practice, translate learning into practical tools for the media and civil society, and embed a clearer pathway from participation to influence for the people and organisations we support.

Alongside this, we will strengthen organisational resilience by diversifying our income with a particular emphasis on growing unrestricted income and applying insights from our recently commissioned earned income report to develop our training and advisory offer, broaden our customer base, and reduce dependency on short-term programme funding.

This strategy balances ambition with discipline: targeting fewer, higher-impact programmes, investing in our people and partnerships, and ensuring Heard remains equipped to deliver meaningful, measurable change in a volatile external environment.

Going concern

The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ("the going concern period"). These forecasts considered the risks to the charity's business model, particularly the reliability of Heard's fundraising forecasts and costs increases due to inflation and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period. Their planning processes, including financial and cash flow projections, has considered alternative scenarios and they expect to be able to match potential shortfalls of income with a reduction in cost as Heard receives most of its income at the start of projects.

The trustees believe that Heard holds sufficient free reserves to provide cover for any unexpected changes in income and expenditure to allow time to adjust the charity's cost base and continue activities. The charity's management team and trustees continually monitor the charity's actual and forecasted financial performance and manage the finances accordingly.

Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going basis.

Structure, governance and management

The charity is controlled by its governing document, Memorandum and Articles of Association dated 19 June 2008, and constitutes a limited company limited by guarantee as defined by the Companies Act 2006. It is also registered as a charity with the Charity Commission.

Anyone over the age of 18 can become a member of the Company and there are currently six members. Each member promises, if the company is dissolved while they are a member or within twelve months they cease to be a member, to contribute such sum (not exceeding £10) as may be demanded of them towards the payment of the debts and liabilities of the Company and the costs charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

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:

A Sachrajda - Chair (Appointed 21.01.26)
 N Spataru (Resigned 30 April 2025)
 K Grygier (Resigned 27 November 2025)
 P Ashilokun
 E Bennie
 K Biswas (Resigned 17 March 2026)
 N C Lai (Appointed 12 December 2024)
 C-A Wade (Appointed 16 December 2024)
 B Tariq (Appointed 16 July 2025)
 E Gandhi (Appointed 27 November 2025)

Recruitment and appointment of trustees

As set out in the Articles of Association the chair of trustees is nominated by the elected trustees. Trustees are elected by the members of the charitable company attending the Annual General Meeting and serve for a period of three years. The trustees have the power to co-opt up to two further members to fill specialist roles. All members are circulated with invitations to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM. When considering co-opting trustees, the board has regard to the requirement for any specialist skills needed.

Organisational structure

The board of trustees, which can have up to 15 members administers the charity. The board meets on a quarterly basis. A chief executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and project-specific related activity.

The key management personnel who make up the Executive Team are:

Nathalie McDermott – Founder and co-CEO
 Sophie Hobson – co-CEO
 Melissa Murdock - Head of Programmes and Impact

Induction and training of trustees

New trustees undergo an orientation that covers:

- Their legal obligations under charity and company law
- Charity Commission guidance on public benefit
- The memorandum and articles of association
- The committee and decision-making processes
- Heard's business plan and recent financial performance of the charity

During the induction day, they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Auditor

In accordance with the company's articles, a resolution proposing that Sedulo Audit Limited be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



A Sachrajda - Chair

Date: 04/05/2026

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees, who are also the directors of Heard Organisation Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of Heard Organisation Limited (the 'charitable company') for the year ended 31 October 2025 which comprise the Statement of Financial Activities, the Sheet, the Statement of Cash Flows and Notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2025, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report (incorporating the Directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were entitled to prepare the financial statements in accordance with the small companies'

regime and take advantage of the small companies' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement included in the Trustees' Annual Report, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing legal and professional nominal accounts to identify any potentially undisclosed litigations or claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the design and implementation of control systems in place.

- Testing the operational effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the [Financial Reporting Council's website](#).

This description forms part of our auditor's report.

Use of this report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Katelyn Dutton ACA (Senior Statutory Auditor)

For and on behalf of Sedulo Audit Limited, Statutory Auditor Chartered Accountants

605 Albert House
256-260 Old Street
London
EC1V 9DD
United Kingdom
Date: 04/05/2026

Sedulo Audit Limited is eligible for appointment as auditor of the charitable company by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

FINANCIAL STATEMENTS

Statement of Financial Activities Incorporating an income and expenditure account

For the year ended 31st October 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total 2024 £
Income from:							
Donations and Legacies	3	232,589	661,221	893,810	219,059	1,141,780	1,360,839
Charitable activities	4	17,051	-	17,051	44,343	-	44,343
Investments	5	17,594	-	17,594	7,498	-	7,498
Other	5	626	-	626	-	-	-
Total		267,860	661,221	929,081	270,900	1,141,780	1,412,680
Expenditure on:							
Raising Funds	6	35,198	-	35,198	3,475	-	3,475
Charitable activities	7,8	226,632	852,080	1,078,712	199,634	897,832	1,097,466
Total Expenditure		261,830	852,080	1,113,910	203,109	897,832	1,100,941
Net Income and movement in funds	9	6,030	-190,859	-184,829	67,791	243,948	311,739
Transfer between funds		3,829	-3,829	-	-	-	-
Reconciliation of Funds:							
Total funds brought forward		376,984	586,648	963,632	309,193	342,700	651,893
Fund Balances at 31 October 2025	19,20	386,843	391,960	778,803	376,984	586,648	963,632

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

The notes on pages 49 to 61 form part of these financial statements.

BALANCE SHEET

As at 31st October 2025

	Notes	2025 £	2024 £
Fixed assets:			
Tangible assets	14	5,583	8,246
Total fixed assets		5,583	8,246
Current assets:			
Debtors	15	22,322	76,296
Cash at bank and in hand		791,800	934,877
Total current assets		814,122	1,011,173
Liabilities:			
Creditors: Amounts falling due within one year	16	40,902	55,787
Creditors: Amounts falling due after one year		-	-
Net current assets		773,220	955,386
Total net assets		778,803	963,632
The funds of the charity:			
Restricted income funds	19	391,960	586,648
Unrestricted funds	20	386,843	376,984
Total charity funds	21	778,803	963,632

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 04/05/2026



A Sachrajda

Chair

Company registration number 06624806 (England and Wales)

The notes on pages 49 to 61 form part of these financial statements.

Statement of Cashflows

For the year ended 31st October 2025

HEARD ORGANISATION LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 OCTOBER 2025

	2025	2024
Notes	£	£
Net cash provided by/(used in) operating activities	26 <u>-158,973</u>	<u>128,268</u>
Cash flows from investing activities:		
Purchase of tangible fixed assets	-1,698	-7,856
Investment income received	17,594	7,498
Net cash provided by (used in) investing activities	<u>15,896</u>	<u>-358</u>
Change in cash and cash equivalents in the reporting period	-143,077	127,910
Cash and cash equivalents at the beginning of the reporting period	934,877	806,967
Cash and cash equivalents at the end of the reporting period	<u>791,800</u>	<u>934,877</u>

Notes to the Financial Statements

For the year ended 31st October 2025

1. Accounting policies

Charity information

Heard Organisation Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The Green House, Cambridge Heath Road, London, E2 9DA, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP 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). The charity is a Public Benefit Entity as defined by FRS 102.

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

The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ("the going concern period"). These forecasts considered the risks to the charity's business model, particularly the reliability of fundraising forecasts and costs increases due to high inflation, and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period. Their planning processes, including financial and cash flow projections, has considered alternative scenarios and they expect to be able to match potential shortfalls of income with a reduction in cost as the charity receives most of its income at the start of projects.

The trustees believe that the charity holds sufficient free reserves to provide cover for any unexpected changes in income and expenditure to allow time to adjust the charity's cost base and continue activities. The charity's management team and trustees continually monitor the charity's actual and forecasted financial performance and manage the finances accordingly. Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going basis.

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.

Designated funds are unrestricted funds earmarked by the management committee for particular purposes.

Transfers from restricted to unrestricted funds are made when the expending of the funds has fulfilled the terms of the restriction.

Notes to the Financial Statements

For the year ended 31st October 2025

Accounting policies (continued)

1.4 Income

Grant income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Service income is recognised when the service has been carried out by the charity. If a service has been invoiced in advance, income is deferred until the work has been completed.

Investment income is interest on funds held in deposit and is included in the year in which it is receivable and when the amount can be measured reliably.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. All assets costing more than £500 are capitalised and valued at fair value.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	33% on cost
Computers	33% on cost
Telephones	50% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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.

1.9 Financial instruments

The charity 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 charity's balance sheet when the charity 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.

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.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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.

The main form of financial risk faced by the charity is the volatility in equity markets and investment markets due to wider economic conditions.

Notes to the Financial Statements

For the year ended 31st October 2025

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	10,000	-	10,000	16,159	-	16,159
Grant income	222,589	661,221	883,810	202,900	1,141,780	1,344,680
	<u>232,589</u>	<u>661,221</u>	<u>893,810</u>	<u>219,059</u>	<u>1,141,780</u>	<u>1,360,839</u>
Grants						
A B Charitable Trust	25,000	-	25,000	25,000	3,900	28,900
Barrow Cadbury Trust	-	25,500	25,500	-	24,000	24,000
Funder does not want to be identified	-	-	-	-	50,989	50,989
CAF Keystone Fund	-	-	-	40,000	-	40,000
Calouste Gulbunkian Foundation	-	40,000	40,000	-	40,000	40,000
Children Investment Fund Foundation	-	176,722	176,722	-	419,053	419,053
Climate change Collaboration	-	51,000	51,000	-	45,000	45,000
Comic Relief	95,000	-	95,000	110,000	-	110,000
Esmee Fairbairn	-	67,600	67,600	-	-	-
Friends Provident	-	40,850	40,850	-	-	-
Gower Street	50,000	-	50,000	-	-	-
John Ellerman Foundation	-	-	-	-	26,000	26,000
Joseph Rowntree Foundation	-	20,115	20,115	-	47,935	47,935
Murmur	-	-5,572	-5,572	-	24,157	24,157
Oak Foundation	8,589	-	8,589	7,900	-	7,900
Paul Hamlyn Foundation	44,000	50,000	94,000	20,000	50,000	70,000
Rayne Foundation	-	30,000	30,000	-	-	-
The Lankelly Chase Foundation	-	-	-	-	155,933	155,933
The True Colours Trust	-	160,595	160,595	-	246,725	246,725
Trussell Trust	-	-	-	-	8,088	8,088
The Wellcome Foundation	-	4,411	4,411	-	-	-
	<u>222,589</u>	<u>661,221</u>	<u>883,810</u>	<u>202,900</u>	<u>1,141,780</u>	<u>1,344,680</u>

4. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Training income	626	-	626	25,320	-	25,320
Research income	-	-	-	19,023	-	19,023
Total	<u>626</u>	<u>-</u>	<u>626</u>	<u>44,343</u>	<u>-</u>	<u>44,343</u>

5. Income from investments

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Interest income	17,594	-	17,594	7,498	-	7,498
Other Income	626	-	626	-	-	-
	<u>18,220</u>	<u>-</u>	<u>18,220</u>	<u>7,498</u>	<u>-</u>	<u>7,498</u>

Notes to the Financial Statements

For the year ended 31st October 2025

6. Expenditure on raising funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising costs	35,198	-	35,198	3,475	-	3,475
	<u>35,198</u>	<u>-</u>	<u>35,198</u>	<u>3,475</u>	<u>-</u>	<u>3,475</u>

7. Expenditure on charitable activities

	Fundraising £	Trading Activities £	Grant Delivery £	Charitable Activities £	Governance £	2025 Total £	2024 Total £
DIRECT COSTS							
Fundraising	35,198	-	-	-	-	35,198	3,475
Grant Expenditure	-	-	307,929	-	-	307,929	383,883
Trustee Expenses	-	-	-	-	129	129	2,405
Annual Report	-	-	-	-	2,248	2,248	1,878
Delivery of charitable activity	-	3,551	-	-	-	3,551	-
Salaries	-	-	432,858	-	-	432,858	442,959
SUPPORT COSTS							
Rent and Rates	-	-	11,554	25,649	-	37,204	36,005
Insurance	-	-	56	124	304	484	1,264
Printing, postage & Stat	-	-	689	1,529	-	2,218	1,788
Marketing	-	-	5,888	6,412	-	12,300	-
Telephone	-	-	385	854	-	1,239	1,116
IT	-	-	2,411	5,351	-	7,762	10,477
Contractors	-	-	8,125	18,037	-	26,162	3,650
Sundries	-	-	1,487	3,301	-	4,789	3,255
Staff Training	-	-	1,599	3,550	-	5,149	4,552
Bank Charges	-	-	782	1,736	-	2,518	1,933
Salaries	-	-	52,442	116,419	-	168,861	156,573
HR	-	-	5,340	11,854	-	17,194	3,106
Other Staff Costs	-	-	2,004	4,451	-	6,455	4,265
Legal Fees	-	-	26	58	-	84	-
Audit & Accountancy	-	-	-	-	13,800	13,800	9,500
Accountancy and payroll	-	-	5,383	11,950	-	17,333	22,292
Travel expenses	-	-	1,268	2,815	-	4,083	1,515
Depreciation	-	-	1,355	3,007	-	4,361	5,050
	<u>35,198</u>	<u>3,551</u>	<u>841,580</u>	<u>217,099</u>	<u>16,481</u>	<u>1,113,910</u>	<u>1,100,941</u>

Governance Costs

Group	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Costs of meetings	129	-	129	2,405	-	2,405
Trustees' Insurance	304	-	304	-	-	-
Annual Report	2,248	-	2,248	1,878	-	1,878
Audit Fees	13,800	-	13,800	9,500	-	9,500
	<u>16,481</u>	<u>-</u>	<u>16,481</u>	<u>13,783</u>	<u>-</u>	<u>13,783</u>

Notes to the Financial Statements

For the year ended 31st October 2025

8. Auditor's remuneration

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Auditors fee	13,800	-	13,800	9,500	-	9,500
	<u>13,800</u>	<u>-</u>	<u>13,800</u>	<u>9,500</u>	<u>-</u>	<u>9,500</u>

9. Net Income For The Year

This is stated after charging:

	2025 £	2024 £
Depreciation	4,361	5,050
Auditors remuneration:		
Audit fees	13,800	9,500
Other assurance services	-	6,000
	<u>-</u>	<u>6,000</u>

10. Trustees Remuneration and Expenses

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year for their role as Trustees.

£NIL expenses (2024: £NIL) were paid to to the trustees.

The cost of Trustees' indemnity insurance of £304 (2024: £NIL) was borne by the charity.

During the year 1 trustee carried out work and was paid £80 for their services as a speaker at a staff skill share talk.

2024: 1 trustee carried out work and was paid £210 for their services relating to programme support. This service was provided before they were appointed as a trustee.

11. Analysis of staff costs, and the cost of key management personnel

Group	2024 £	2025 £
Wages and Salaries	491,701	499,023
Social security and other taxes	53,585	49,391
Pension	54,246	53,305
	<u>599,532</u>	<u>601,719</u>

Redundancy payments totalled £Nil during the year (2024: £Nil).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 No	2025 No
£70,001 to £80,000	<u>1</u>	<u>1</u>

Notes to the Financial Statements

For the year ended 31st October 2025

Remuneration of key management personnel

The charity considers its key management personnel to comprise the Trustees (who are not remunerated) and the co CEO's and the Head of Programmes and Impact (who are remunerated).

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	<u>191,823</u>	<u>108,564</u>

12. Staff Numbers

The average monthly number of staff employed during the year was as follows:

	Total 2025 No	Total 2024 No
Office staff	<u>13</u>	<u>14</u>

All employee time was involved in providing either support to the governance of the charity or support to charitable activities.

13. Taxation

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

14. Fixed Assets

	Fixtures & Fittings	IT Equipment	TOTAL
COST			
At 1 November 2024	9,651	21,529	31,180
Additions	-	1,698	1,698
Disposals	2,715	8,748	11,463
At 31 October 2025	<u>6,936</u>	<u>14,479</u>	<u>21,415</u>
DEPRECIATION			
At 1 November 2024	7,717	15,217	22,934
Charge	1,062	3,299	4,361
Disposals	2,715	8,748	11,463
At 31 October 2025	<u>6,064</u>	<u>9,768</u>	<u>15,832</u>
Net Book Value			
At 31 October 2025	<u>872</u>	<u>4,711</u>	<u>5,583</u>
At 31 October 2024	<u>2,060</u>	<u>6,186</u>	<u>8,246</u>

Notes to the Financial Statements

For the year ended 31st October 2025

15. Debtors

	2025	2024
	£	£
Trade debtors	98	1,002
Other debtors	2,379	2,379
Prepayments and accrued income	19,845	72,915
Total	22,322	76,296

16. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade Creditors	3,647	7,856
Social Security and other taxation	17,899	12,332
Accruals	13,755	17,543
Other creditors	5,600	4,646
Deferred Income	-	13,410
Total	40,902	55,787

17. Deferred income

	2025	2024
	£	£
Other deferred income	-	13,410

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	-	13,410

Movements in the year:

Deferred income at 1 November 2024	13,410	187,351
Released from previous periods	-13,410.00	-187,351.00
Resources deferred in the year	-	13,410
Deferred income at 31 October 2025	-	13,410

18. Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	53,305	54,246

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

Notes to the Financial Statements

For the year ended 31st October 2025

19. 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.

Programme	Funder	Balance at 1 Nov 2024	Incoming resources	Outgoing resources	Refunded	Movement in funds	Balance at 31 Oct 2025
		£	£	£	£	£	£
All About Trans	Paul Hamlyn Foundation	42,110	50,000	-66,706	-	20,000	45,404
	Esmée Fairbairn Foundation	-	52,600	-5,237	-	-	47,363
Angles	John Ellerman Foundation	4,035	-	-	-	-4,035	-
Diversity in Children's Media	Barrow Cadbury Trust	-	12,500	-2,012	-	-	10,488
	Rayne Foundation	-	30,000	-6,035	-	-	23,965
Children's Palliative Care	The True Colours Trust	95,136	160,596	-209,112	-	-1,545	45,075
	Children's Investment Fund Foundation	201,300	176,722	-357,428	-	-	20,594
Climate	Climate Change Colaboration	24,451	51,000	-25,883	-	-	49,568
	Calouste Gulbenkian Foundation	40,000	40,000	-27,982	-	-	52,018
	Wellcome Trust	-	4,410	-4,410	-	-	-
Economy	Murmur	6,972	-5,000	-1,400	-572	-	-
	Friends Provident Foundation	-	40,850	-31,336	-	-	9,514
Media Movers	Barrow Cadbury Trust	-	13,000	-13,000	-	-	-
	Funder wishes not to be identified	21,006	-	-6,935	-	-14,071	-
Poverty	Trust For London	4,288	-	-4,288	-	-	-
	Joseph Rowntree Foundation	-	20,115	-15,937	-	-4,178	-
Lankelly Chase Foundation	The Lankelly Chase Foundation	147,350	-	-63,878	-	-	83,472
Core	Esmée Fairbairn Foundation	-	15,000	-10,500	-	-	4,500
		586,648	661,793	-852,080	-572	-3,829	391,960

All About Trans This programme received grant funding from the Paul Hamlyn Foundation and the Esmée Fairbairn Foundation to tell stories that reflect the real lives of trans people. By working directly with our 37 All About Trans network members and collaborating with media professionals from across soaps, dramas and news media, we help shape more authentic, nuanced and human trans stories.

Angles This programme received funding from the John Ellerman foundation to support people who have lived through sexual and domestic abuse to tell their stories effectively and engage with media professionals in a safe and bounded way.

Representation and Diversity in Children's Media This programme, funded by Barrow Cadbury Trust and Rayne Foundation, exists to ensure children see themselves authentically represented in the media they engage with - creating stories where our differences are celebrated and normalised.

Children's Palliative Care Funded by the True Colours Trust, our Children's Palliative Care team supports families and professionals working across media, charities and healthcare, to build their communication confidence so they can shift limiting mindsets around these vital services.

Climate Funded by the Children's Investment Fund Foundation, Wellcome, Climate Change Collaboration, Murmur and Calouste Gulbenkian Foundation, Heard's climate team exists to show that climate change affects everyone and that solutions are in our grasp. Through bespoke workshops, in-depth consultations and strategic collaborations, the climate team equips cultural influencers, media platforms and screenwriters with emotionally resonant, research backed insights and creative tools to tell climate stories that move audiences.

Economy Funded by Friends Provident Foundation and Joseph Rowntree Charitable Trust, our Economy programme exists to shift public attitudes to help create global and local economies that work for people and planet, not just profit.

Media Movers Funded by Barrow Cadbury Trust, Media Movers is a programme for young people from migrant backgrounds who are passionate about influencing media representation of migration.

Poverty Funded by Trust for London and Joseph Rowntree Foundation we support people with first-hand experience of poverty or being on a low income to do safe and effective media work.

Lankelly Chase Foundation Funding was received by Lankelly Chase Foundation to fund the Head of Programmes and Impact

Core Funding was received from Esmée Fairbairn Foundation to improve the well being of staff, volunteers, or trustees Further funding was received to pay for income generation consultancy.

Notes to the Financial Statements

For the year ended 31st October 2025

19. Restricted funds (continued)

Programme	Funder	Balance at 1 Nov 2023 £	Incoming resources £	Outgoing resources £	Balance at 31 Oct 2024 £
All About Trans	Paul Hamlyn Foundation	51,965	50,000	-59,855	42,110
Angles	John Ellerman Foundation	-	26,000	-21,965	4,035
Children's Palliative Care	The True Colours Trust	75,291	246,725	-226,880	95,136
Climate	Children's Investment Fund Foundation	-21,635	419,053	-196,118	201,300
	Climate Change Colaboration	29,040	45,000	-49,589	24,451
Media Movers	Calouste Gulbenkian Foundation	-	40,000	-	40,000
	Gower Street Murmur	35,000	24,157	-17,185	6,972
	Barrow Cadbury Trust	8,013	24,000	-32,013	-
Poverty	Funder wishes not to be identified	37,048	50,989	-67,031	21,006
	Roddick Foundation	24,500	-	-24,500	-
	Trust For London	50,910	-	-46,622	4,288
Lankelly Chase Foundati	Joseph Rowntree Foundation	10,000	47,935	-57,935	-
	The Lankelly Chase Foundation	33,571	155,933	-42,154	147,350
Food Bank	Trussell Trust	-	8,088	-8,088	-
Core	Tudor Trust	5,667	-	-5,667	-
	AB Charitable Foundation	3,330	3,900	-7,230	-
		<u>342,700</u>	<u>1,141,780</u>	<u>-897,832</u>	<u>586,648</u>

Notes to the Financial Statements

For the year ended 31st October 2025

20. 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.

	Balance at 1 Nov 2024 £	Incoming resources £	Outgoing resources £	Transfers £	Movement in funds £	Balance at 31 Oct 2025 £
Designated funds						
Fundraising	35,000	-	-34,950	36,550	-	36,600
4DWW Evaluation	8,000	-	-3,750	-	-	4,250
Strategy Evaluation	10,000	-	-1,250	-	-	8,750
HR support for 4DWW	9,000	-	-5,865	-3,135	-	-
Income Generation	-	-	-	30,000	-	30,000
General funds	<u>314,984</u>	<u>267,860</u>	<u>-216,015</u>	<u>-63,415</u>	<u>3,829</u>	<u>307,243</u>
	<u>376,984</u>	<u>267,860</u>	<u>-261,830</u>	<u>-</u>	<u>3,829</u>	<u>386,843</u>

The trustees decided to designate a further net sum £63,415. With the continuing risk to the charity's grant income due to uncertainties in the future, a sum of £36,550 was designated for in Heard's fundraising capacity and a sum of £30,000 was designated for income generation, via transfers into those respective designated funds from unrestricted general funds. A sum of £3,135 was transferred back into unrestricted from the 'HR support for 4DWW' designated fund.

PRIOR YEAR

	Balance at 1 Nov 2023 £	Incoming resources £	Outgoing resources £	Transfers £	Balance at 31 Oct 2024 £
Designated funds					
Fundraising	20,000	-	-	15,000	35,000
4DWW Evaluation	-	-	-	8,000	8,000
Strategy Evaluation	-	-	-	10,000	10,000
HR support for 4DWW	-	-	-	9,000	9,000
Capital Expenditure	5,000	-	-	-5,000	-
General funds	<u>284,193</u>	<u>270,900</u>	<u>-203,109</u>	<u>-37,000</u>	<u>314,984</u>
	<u>309,193</u>	<u>270,900</u>	<u>-203,109</u>	<u>-</u>	<u>376,984</u>

The trustees decided to designate a further net sum of £37,000. Continuing from the previous year, a sum of £35,000 was designated for Heard's fundraising capacity and £27,000 for external consultancy to support the 4DWW trial and the development of a new 3 year strategy. A sum of £5,000 was transferred back into unrestricted from the 'capital expenditure' designated fund.

Notes to the Financial Statements

For the year ended 31st October 2025

21. Analysis of net assets between funds

	Unrestricted 2025	Restricted 2025	Total 2025
Tangible Assets	5,583	-	5,583
Current assets	381,260	391,960	773,220
	386,843	391,960	778,803

PRIOR YEAR

	Unrestricted 2024	Restricted 2024	Total 2024
Tangible Assets	8,246	-	8,246
Current assets/(liabilities)	368,738	586,648	955,386
	376,984	586,648	963,632

22. Operating Leases

	Total 2025 £	Total 2024 £
Due less than one year	25,762	10,321
Due after one year	88,022	-
	113,784	10,321

23. Related party transactions

During the year, £80 (2024: £150) was paid to Kuntal Biswas, Trustee and Co-Chair at the charity, for his services as a speaker at a staff skill share talk.

During the year, £NIL (2024: £210) was paid to K Grygier, Trustee at the charity, for his services relating to programme support. This service was provided before he was appointed as a trustee. During the year, £304 was paid for trustee indemnity insurance. There were no amounts owing or owed at the year end.

24. Pensions

Defined contribution schemes	2025	2024
Charge to profit or loss in respect of defined contribution schemes	54,246	53,305

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

Notes to the Financial Statements

For the year ended 31st October 2025

25. Members' liability

The charitable company is limited by guarantee and does not have share capital. In the events of a winding up, each of the members undertakes to contribute an amount not exceeding £10.

26. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2025 £	2024 £
Net movement in funds	-184,829	311,739
Depreciation charges	4,361	5,050
(Gains)/ losses on revalued fixed assets	-	-
Dividends, interest and rents from investments	-17,594	-7,498
(Increase)/ decrease in debtors	53,974	-16,368
Increase/ (decrease) in creditors	-1,475	9,286
Increase/ (decrease) in deferred income	-13,410	-173,941
Net cash used in operating activities	- 158,973	128,268

27. Post Balance Sheet Events

At the date of final approval of these financial statements by the Trustees, no events had occurred since the balance sheet date of 31 October 2025, that would warrant adjustment or additional disclosure in these financial statements.





“HEARD

Learn more about our work and discover inspiring examples of communications and content from around the world:

- [Follow us](#) on LinkedIn: @Heard—organisation
- [Subscribe](#) to our newsletter
- Visit heard.org.uk

Say hello!

 Heard Organisation Limited
The Green House
244-254 Cambridge Heath Road
Bethnal Green, London, E2 9DA

 02035596762

 info@heard.org.uk

Heard Organisation Limited

England & Wales - Charity number 1165237

Accounts

1ST NOVEMBER 2023 - 31ST OCTOBER 2024

Trustees' annual report & accounts

20²³
20²⁴



CREATING
CONVERSATIONS
THAT REACH
MILLIONS



“HEARD

Heard Organisation Limited is a charity registered in England and Wales (1165237) and a limited company (06624806).

Heard is a charity working with people and the media to inspire content and communication that changes hearts and minds. We've spent **16 YEARS** constantly developing the best approaches.

Last year, we sparked stories that were seen and heard up to **39 MILLION** times – about poverty, climate change, migration, domestic abuse, sexual violence, transgender experiences and children's palliative care.



WE shift public understanding **OF THESE ISSUES.** **WE** scale our **impact** **BY COLLABORATING WITH OTHERS.**

WILL YOU JOIN US?

OUR VISION

is of a world where communication means change.

OUR MISSION

is to create conversations about social issues that change minds and develop the conditions for lasting social change.

OUR CHARITABLE OBJECTS

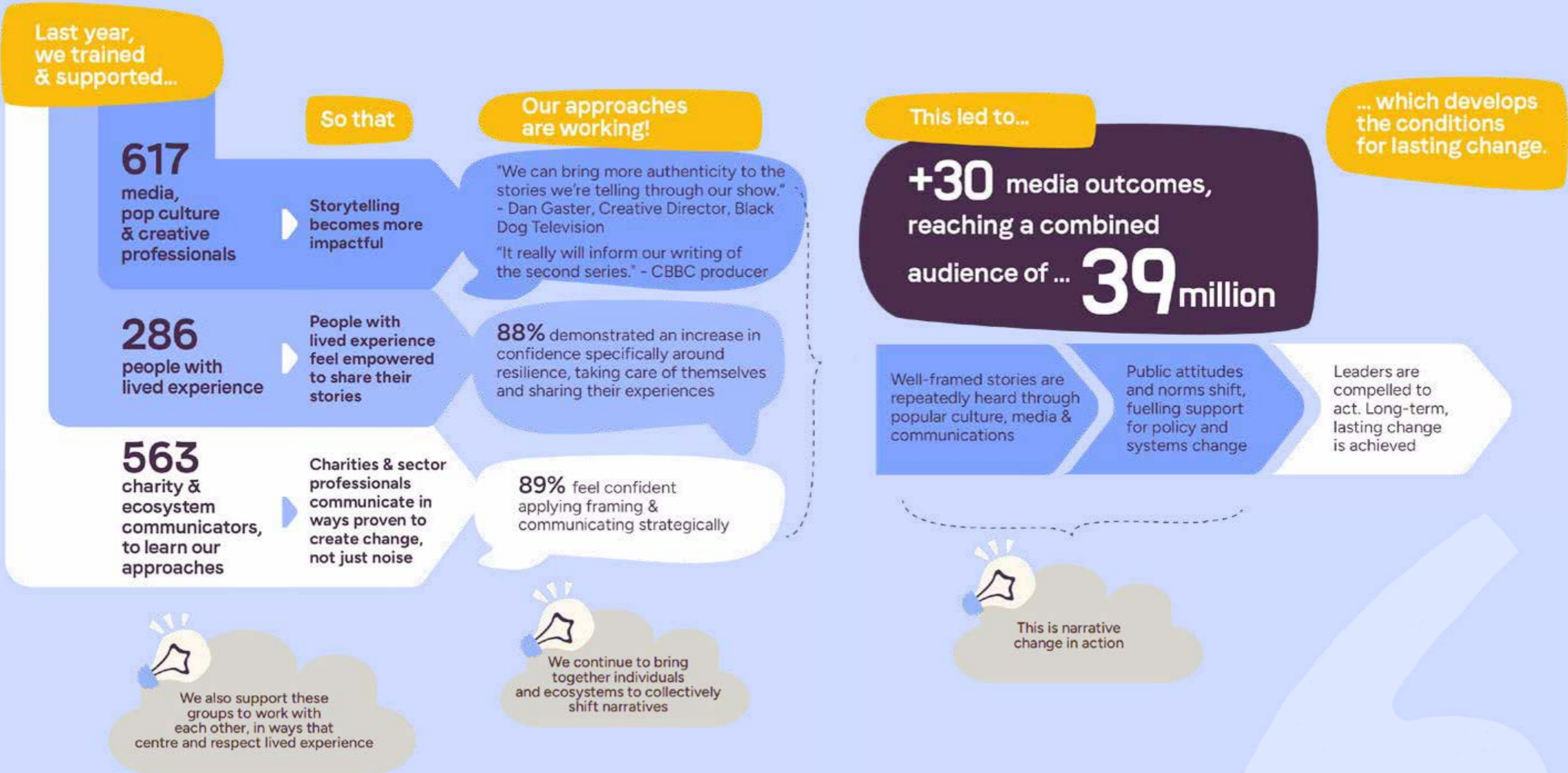
The promotion of equality and diversity for the public benefit by:

- Advancing education and raising awareness in equality and diversity, particularly in respect of communities which are under-represented or misrepresented in the media.
- Promoting activities to foster understanding between people from diverse backgrounds by enabling access to and effective use of a range of media tools, skills and technology.
- Cultivating a sentiment in favour of equality and diversity by working with and training the non-profit sector and media industry.

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“ How & why we created impact in 2023-24



“What we did in 2023-24, to create that impact

We created, facilitated and delivered...



250+ with lived experience in our peer networks (children’s palliative care, migration, domestic abuse & sexual violence, poverty, trans & non-binary)

91% of our training sessions were co-facilitated by people with lived experience

14 consultations for sector partners and ecosystem collaborators

100% of people with lived experience developed and/or increased their skills during workshops with Heard

4 new Heard resources

500+ media professionals engaged

22 consultations for TV, media & celebrities

11 interactions: carefully facilitated spaces where people with lived experience come together with media professionals to share their experiences and inspire more authentic, impactful storytelling

146 relationships with media & creative professionals



We shared our learning and approaches...

4.7 million views of new Heard resources

3 versions of our Communication That Works online course: general principles, poverty-specific & migration-specific

18,000+ users on our website

1,400+ LinkedIn followers

16 speaking engagements reaching a combined audience of **1,700+**

1,100+ newsletter subscribers

85,000+ views of our content on Heard.org.uk

We learnt from...

- 16 years of doing this work
- Our lived experience consultants & network members
- Peers in narrative change & pop culture for change
- Our framing & sector consultants and expert partners
- The latest in-depth research



We worked directly with and/or had media outcomes featured by...

BBC	Guardian	Service95
BBC Radio 4	Huck Mag	Sky
Big Issue	Instagram	The i Paper
Byline Times	ITV	The Independent
CBBC	LBC	The Times
Channel 4	Metro UK	TikTok
Channel 5	S4C	

Introduction from our chair



K Biswas (Biz)

It is with great pride that I present the Trustees' Annual Report 2023-24 for Heard. Over the past year, our charity has continued to punch above its weight in terms of impact and reach, despite the many challenges and changes faced across our sector and society more broadly.

Our mission is to create conversations about social issues that change minds and develop the conditions for lasting social change. We do this by shifting the way issues are represented and framed in popular culture and media. Our small team has sparked stories across popular culture that have reached a combined audience of 39 million with well-framed stories proven to change hearts and minds.

We also trained more than 560 other charity professionals and spoke at 16 sector events. We believe wholeheartedly in sharing our learning and approaches as widely as possible, to maximise our impact. We are always thrilled to see other organisations' communications, content and campaigns infused with framing and narrative change approaches.

It is these repeated drumbeats of more authentic storytelling that, over time, shift public attitudes and foster more empathy – especially for people with lived experience of issues. Our work centres their voices, offering them agency in storytelling and narratives about them. They are heard.

Fundamental to our approach is a focus on wellbeing – and this extends as much to our team as to the people we support and collaborate with. In the past year,

we are proud to have walked our talk with our commitment to the wellbeing of our leadership.

The board unanimously agreed to grant Heard's founder and then-CEO Nathalie McDermott a sabbatical from August to December 2024. This was in recognition of both the incredible achievements and unique burdens involved in leading a small charity for the best part of two decades.

In Nathalie's absence, Sophie Hobson, then-director of communications & engagement and former trustee, stepped up as acting CEO. We are delighted that, as of January 2025, Nathalie has returned alongside Sophie to become co-CEOs, with both working part-time. We believe this new co-leadership model:

- Demonstrates our belief in wellbeing, allowing for better work-life balance
- Increases Heard's leadership capacity as we develop our new strategy
- Creates an accountable, transparent power dynamic
- Builds on our history, while embracing our future: bringing together Nathalie's leadership of Heard and the narrative change field, with Sophie's experience across media, communications and social entrepreneurship

It feels like an opportune time for Heard to embrace change and look ahead, while strengthening everything that makes our approaches and culture unique. We are nearing the end of our current five-year strategy cycle. It is the right time to reflect on our work. We want to understand which of our approaches has the most impact, and how this shifts when applied to different systemic issues.

Over the past year, in line with the aims we laid out in last year's report, we are proud to have more robust monitoring, evaluation and learning (MEL) processes in place than ever before. This work has been led by Melissa Murdock, who resigned from the board of trustees (after a rigorous external recruitment process) to accept the role of head of programmes & impact, joining the executive team. Melissa brings expertise in MEL, programme design and delivery, and supporting people from underrepresented backgrounds into the creative arts.

On the board of trustees, we also wished a fond farewell to: our treasurer Kristina Kopic, a UK leader in charity finance, as she reached the end of her three-year term; and (after the end of our financial year) our co-chair Nina Spataru, who has supported Heard for six years with her expertise in the third sector, grant-making and human rights.

We welcomed Kai Grygier as a trustee and as board safeguarding lead. He brings expertise in psychology, trauma and anti-stigma resistance strategies, as well as facilitating collective empowerment for survivors of sexual violence, queer and trans people. We also opened a recruitment round for new trustees, leading to some promising new board appointments in the year ahead.

Our three board sub-committees continued to provide a valuable mechanism for managing risk, acting as advisory groups to the executive team and wider board, and encouraging us to think longer-term about the landscapes we operate within.

As a board, we focus on a robust approach to risk and sustainability, strong governance and leadership, and nurturing the supportive and inclusive team culture that makes Heard so special. These efforts ensure that we are well positioned to strengthen our work in the years ahead, despite a precarious external environment. I am proud that our total income in 2023-24 was just over £1.4m, an increase from the previous year, with our reserves in line with the board's target range.

None of our impact and progress would have been possible without the generous support of our funders and partners. Our team, including our much-valued consultants and long-term freelancers, have shown exceptional commitment and resilience, ensuring that our mission remains at the heart of everything we do. We are deeply thankful to all.

Finally, I want to take this opportunity to thank my fellow trustees for their time, commitment and insights. Their collective leadership and care have been crucial to guiding the charity through another successful year.

Warm regards,

Biz

Chair of the board of trustees

Introduction from our co-CEOs

This is the first time we're writing to you as co-CEOs of Heard, and it feels both meaningful and exciting to do so. While our shared leadership began just after the financial year covered in this report, we wanted to acknowledge this new chapter at the outset. We'll share more about this shift in our next report. For now, we're glad to be together celebrating and learning from a year full of bold steps, impact and deep collaboration.



Nathalie McDermott



Sophie Hobson

It's always a privilege to reflect on Heard's work. This past year in particular, we are proud to highlight how Heard has stepped into new spaces of influence and impact. In a world still grappling with the aftershocks of the pandemic, rising global tensions, and widening inequalities, we have not just responded to challenges - we've helped to shape the narrative landscape for meaningful change.

Our work in the television industry has intensified this year. We've expanded our reach and influence in shaping content that speaks to our issue areas, with particular success in supporting more climate content on TV. We avoid one-size-fits-all approaches or generic guidance. Instead, we offer tailored conversations and workshops to bring narrative framing to life.

Whether we're working with commissioning editors shaping long-form documentaries, or campaigners seeking to drive urgent action, we meet each stakeholder where they are. This focus on bespoke, hands-on collaboration is what Heard has always focused on. This work is never about simply sharing framing principles and hoping they stick. It's about translating those principles into tangible, real-world content, to ultimately reach audiences in transformative ways.

A key ambition in the last year has been to explore what it means to drive "collective impact". Our work in children's palliative care (CPC) exemplifies this approach. We've gone beyond simply advising communication efforts in the CPC sector. We have embedded ourselves into the complex systems that influence how these deeply human issues are communicated. That has included working alongside hospices, NHS leaders, and other parts of the CPC ecosystem - all of whom hold the keys to changing entrenched narratives. Through this approach, we collectively shift how stories about care, dignity, and children's lives are told. We foster a shared language and understanding, rooted in our work with families who have experienced CPC.

One of Heard's great strengths is that we address multiple issue areas and support multiple communities. Over the past year, we have been thinking more deeply about the interconnectedness of these issues, as well as how intersectionality shapes lived experiences. Our new resource exploring the representation of 'race' and migration in UK media, created in collaboration with our network of young people and anti-racist organisation The Runnymede Trust, is an example of this learning. Internally, we have held brave conversations about how we can create the anti-oppressive culture needed to support our work and team (see next pages).

We've strengthened our partnerships and collaborations, recognising that narrative change happens through many organisations and individuals aligning efforts. These connections have been fundamental to Heard's progress. We thank our lived experience consultants, our peers in narrative and pop culture for change, and the funders and partners who share our vision. Your collaboration, support, and challenge make this

work not only possible, but powerful.

Looking inwards, we acknowledge the internal transitions and changes through the past year have created challenges. Yet each has also provided opportunities to reflect and strengthen. Nathalie's sabbatical, in particular, provided a moment to pause and recalibrate. We embraced a collective "Rest & Replenish" period across the organisation. As a team, we are now coming into the new year feeling more connected, balanced, and energised for the work ahead.

Looking forward, we're poised to build on the learning and insights gained during the last five years of our strategy cycle. As we embark on a new strategic review, we're guided by everything we've learned - from how narratives can be shifted within complex systems, to how we nurture a team to do this work with both resilience and joy. Our new strategy will be a bold step into the next chapter of Heard's impact journey.

Thank you to our board, our funders, our partners, and our wider networks for walking alongside us. Most importantly, thank you to our incredible team, whose creativity, commitment, and belief in the power of storytelling make Heard what it is.

With warmth and gratitude,

Nathalie and Sophie
Co-CEOs



Strengthening Heard from within

At Heard, we believe that the strength of our impact is rooted in the care and commitment we bring to our own team. Over the past year, we've continued to invest in building an inclusive, equitable, and resilient organisational culture where every voice is heard, and where wellbeing and creativity can thrive.

Strengthening our culture and commitment to anti-oppression

In response to the challenges of the past year, including the racist riots of summer 2024 and the evolving needs of our team, we began working with TING, a specialist people and culture consultancy. This collaboration has helped us deepen our anti-oppression work, explore an intersectional lens across our practices, and develop a stronger foundation for equity and belonging.

We've also introduced new ways to listen and act – including anonymous feedback mechanisms, rotating participation in the executive team, and open CEO time. All contributed to more transparent and inclusive decision-making, and more accountability for our executive team. Our team's willingness to engage, challenge, and co-create has been essential to making these changes meaningful.



In addition, our two-month "Rest & Replenish" period provided space for reflection and renewal. We've created regular opportunities for connection, learning, and play, alongside moments of celebration like our July Away Day and December gathering. These times of togetherness remind us that looking after each other is not separate from the work of narrative change – it is the work.

Making our policies and systems more robust

We also strengthened our policies. A major milestone was our new Pay & Progression Policy, a huge piece of work for which we lent on external expertise as well as internal consultations and benchmarking. Equity is at the heart of our new approach, and we are proud to offer generous salaries for a charity of our size, in spite of sudden spikes in UK inflation. We also offer a very supportive package of benefits for all employees, listening closely to the team's ideas on how Heard can become a sector-leading workplace.

We introduced a new Anti-Bribery & Anti-Corruption Policy and Carer's Leave Policy, and updated our Sick Leave Policy to offer more caring measures, including extended pay for people on longer-term medical leave.

Our new approach to investment ensures that our reserves and other financial deposits meet our ethical standards, balancing high ESG credentials with a reasonable rate of interest and risk. Finally, we are pleased to have made improvements to our cyber and IT security.

Supporting our team's future

As we move forward, we remain committed to nurturing a culture and organisation where people can do their best, boldest work, and where our collective wellbeing continues to fuel the impact we make in the world.



Our programmes

We achieve impact through the work of our programmes. They create change through our three key strands of expertise:

- Distilled communications research that is accessible and user-friendly.
- Research-backed training for different groups on creating powerful communications in their own voice
- Support for creators of popular culture and media professionals, as well as people in other sectors, to reach wide and relevant audiences.

How we support our network members

At the heart of our work are the people who have experienced the negative impacts of structural inequality – our network members and other collaborators with lived experience. We are continuously learning how to do this work in safe and respectful ways.

We support them through:

- **Peer support groups:** facilitated spaces and workshops to share experiences.
- **Interactions:** coming together with media and popular culture professionals.
- **Training:** workshops in a variety of topics such as media skills and confidence building.

The following pages explain more about each programme in depth.

All About Trans

Reflecting the experiences of transgender people.

All About Trans creates space for dialogue and understanding. We build connections and inspire authentic media content that reflects the real-life experiences of transgender people.

Reflecting and looking ahead

In September 2024, we brought network members together to reflect on our work so far, and to think about the next chapter for All About Trans. Together we identified the hopes and dreams for the group collectively.

Building and strengthening media connections

As part of our work supporting allies to speak out in support of trans people, All About Trans met with 25 publicists - from places including **Cosmopolitan**, **Channel 4** and **LBC**.

Following this session, network member [Freddy McConnell](#) wrote a [powerful testimony](#) reflecting on the work of All About Trans in challenging transphobia within British media. Freddy highlighted the dedication of the network, the emotional toll of the work, and the progress made in creating more accurate and respectful trans representation.

Three years ago, during an interaction with **News UK**, a journalist engaged with our network member [Eva Echo](#). Maintaining the connection over time, the journalist—now a producer—invited Eva to appear on **Radio 4's Sideways**. Eva spoke about the deeply personal significance of names, particularly for trans individuals.



"Please, remember: when you see reporting on a trans story that seems unusually accurate or respectful; or if you watch a comedy or drama with a trans storyline that doesn't make you want to throw a cushion at the telly, All About Trans and/or one of its network members probably had a hand in that, however big or small. I love these people. I'm so grateful we're able to do this work."

- Freddy McConnell, network member



Highlight



[First ever trans wedding on a UK soap!](#)



Our network member [Ash Palmisciano](#), who plays **Matty Barton** in **Emmerdale**, made history starring in the first ever trans wedding on a UK soap.

It's the culmination of years of work with **Emmerdale** and is an incredibly important moment.



The wedding attracted lots of great coverage, including [this piece in Pink News](#).



"Thank you all for giving us your time and trusting us with your experiences. We know it's not always easy, especially coming into a big institution like the BBC, so thank you all so very much....We're already thinking about what we can do to put things into practice."

- BBC Drama commissioning team

We trained and formed valuable connections with **70+** media professionals and creatives, and trained **40+** network members and people with lived experience of being trans.

Children's Palliative Care

Changing the way people think, feel and talk about this vital field of care.



Our Children's Palliative Care programme works with families, healthcare professionals, organisations and the media to improve understanding, and therefore experiences of children's palliative care together.

Building networks

We started our Narrative Change Hub, a network for professionals in the children's palliative care (CPC) sector working on content and communications. They all have a shared desire to collectively change public perceptions of CPC in order to improve understanding of, support for and engagement with CPC services.

We recruited 15 new members of our Spokesperson Network with a great variety of experiences and backgrounds, with 12 receiving training in September 2024.

Sparking news stories

Dr Finella Craig, consultant in paediatric palliative medicine at Great Ormond Street Hospital, is featured in **The Times'** Letters to the Editor, sharing concerns around a "postcode lottery" regarding hospice access for children and young people needing palliative care.

Dan McEvoy shared his experiences as a parent carer to his disabled child Elisa in [four opinion pieces for The i Paper](#). He is a spokesperson for **Together for Short Lives** and campaigns for disability rights.



Highlight

We partnered with **Together for Short Lives**, the UK's children's palliative care charity, on their new brand film **Childhood Needs Magic**, following a successful funding bid to True Colours Trust. Through the perspective of four children supported by **NHS** and **children's hospice professionals**, the film beautifully illustrates how children's palliative care supports children and families, provides a team of experts around them, and helps children to be children.



The video has reached a whopping **4.6 million** people.



"Your insights on both narratives in children's palliative care and those things that get in the way of introducing how palliative care can help, were truly enlightening, and I appreciate the time you took to share your expertise."

- Lis Meates, Forget Me Not Children's Hospice

We delivered **11** presentations and sessions to over **400** sector partners from across the UK, ranging from **community, hospice and acute settings**.

We trained and formed valuable connections with **20+** media professionals and creatives.



Climate

Shifting the public mood around climate change action.

Through the Climate Stories That Work programme, we are increasing and improving the climate stories people want to hear. We are building on the growing awareness of the climate and nature crises, shifting the public mood so that societal transformation is possible. Huge thanks to The Climate Change Collaboration, Children's Investment Fund Foundation, Calouste Gulbenkian Foundation and Gower Street for enabling this work.



Making an appearance at events

The climate team has showcased our work at major events, each reaching hundreds of people: **Edinburgh TV Festival, Climate Content Summit, Global Sport Positive Summit & Counterpoints Arts Pop Culture and Social Change retreat.**

Our TV work is in demand!

We have worked in partnership with **all the major broadcasters and many indies** to weave climate stories across their unscripted and scripted content. Our workshops are bespoke, ensuring all suggestions are true to the show's audience, tone and format.



Highlight

We shifted the vibe of what climate content looks like. We created a new resource, [Football Needs Our Planet](#). This is targeted at players, clubs and fans to turn awareness into action by using their voice and platform to speak out. The resource was shared on socials and at events - reaching hundreds of people, organisations and football players.



“

“Really appreciate the effort you’d all made to watch back the show and properly think about how we can incorporate things into the next series that are planet positive. Also with some fantastic facts I’d never heard before.”

- TV producer

“

“What I loved about it is you made lots of suggestions for climate without compromising on the quality of our shows.”

- producer at UK broadcaster

We trained **600+** TV, media, and creative professionals

and **121** people in the charity and impact sector



Media Movers

Communicating a fresh story about migration across popular culture.

Our Media Movers programme works with young people with lived experience of migration. We support them to engage with media professionals and content creators to spark creative, accurate and authentic storytelling about migration.



Launching a new resource and toolkit

Working in collaboration with anti-racist organisation **The Runnymede Trust** and our brilliant network of young people, we launched a new resource: [‘Representing ‘Race’ and Migration’](#). This resource explores the impact of ‘race’ on experiences of migration and provides a toolkit for how media professionals can bring this to life in the content they create.



Tailored online training

In September 2024 we piloted our online migration-focused **Communication That Works** training. Participants from 14 different migration-sector organisations across the UK took part in the training, which ran over six weeks, combining self-directed online learning with tailored live online workshops.



Supporting the Justice4Windrush campaign

We worked with actor and activist **Colin McFarlane**, supporting his **Justice4Windrush** campaign by offering framing and messaging recommendations in preparation for TV interviews.

Highlight



We brought together nine media professionals and five of our network members to provide insight and inspiration for the upcoming series of **CBBC** children’s programme **Pickle Storm**. As a result, the team at **Pickle Storm** shared that they edited the entire second series. *“It really will inform our writing,”* a producer said. This interaction was part of our initiative to tap into children’s media and directly impact framing of migration in children’s content.

We trained **20** professionals in the migration sector

Trained and connected with **42** media and creatives



Children’s Media Conference Yearbook reached **950** delegates and **200** conference speakers

“Great training style, engaging, excellent examples and slides. Very clearly presented by people who understand the context we’re working in.”

- Young Roots training participant

“All your young contributors were terrific - articulate, smart, honest and delightful - and it really will inform our writing of the second series.”

- CBBC Pickle Storm producer

Poverty

Changing the narrative on poverty across the charity sector and media.

Talking About Poverty connects and trains sector organisations, people with first-hand experience of poverty, and the media. Our aims are to grow understanding and activate hope that poverty can be solved. It's from these spaces where better stories emerge, and change can happen. With huge thanks to our funders The Joseph Rowntree Foundation and Trust for London for supporting our work.



Lived experience and co-designing

Heard's **Communication That Works: Poverty** course - aimed at campaigners and communications leads - was co-designed together with eight network members with first-hand experience of poverty.

Our network consultants shaped the content, accessibility and inclusivity of the whole course, ensuring it included training on safe storytelling, and tips on setting boundaries.

100% increase in participants who now feel they deeply understand and use the concepts regularly, and a 200% increase in those who understand it well and use it occasionally.

"This Heard training course has been profoundly informative and impactful, not only in reshaping my approach as a communications professional but also in influencing how I think about and discuss social issues in all areas of my life.... Overall, the program was truly transformative."

- Fern Bain Smith, Marylebone Project



We worked with **Trussell's** Media and Stories team to empower them to better support those with lived experience of using food banks. A key output of this work was a toolkit for reporting on food banks for media professionals, which our communications consultant Nicky Hawkins worked on with the Trussell network.

92% of those with lived experience from Trussell reported feeling **confident to very confident** to engage with the media following the course.



Connecting with influencers

Heard organised a workshop for **TikTok** content creators, in collaboration with **Comic Relief**. Attended by 10 members from across Heard's programmes, including two from our poverty network, the workshop focused on authentic representation and media collaboration.

This workshop connected our network with influencers who have a combined following of over 50 million.

Highlight



With FrameWorks UK, Heard was invited by CharityComms to share expertise to help charity organisations maximise the impact of their communications during 2024's important election year. Heard brought a network member to share their perspective on the challenges and opportunities of foregrounding solutions to poverty as opposed to trauma. The event was attended by over 300 people in the charity sector.

"The content was delivered in a concise but thorough way. It was forward-thinking and has provided me with food for thought in my own work"

- attendee of CharityComms event

Trained and connected with **20** media and creatives

77 people with lived experience supported and trained

Sexual violence and domestic abuse

Supporting survivors to be heard.

Angles supports people who have lived through sexual and domestic abuse to tell their stories effectively and engage with media professionals in a safe and boundaried way.

Heard's Angles programme comes to an inspiring close

After nine impactful years, the Angles Programme came to an inspiring close. With support from **207 network members**, we held training, peer support sessions, and collaborated on media projects to bring survivor stories to new audiences.

Through workshops with soaps, TikTok creators, partnerships with journalists, and peer support for aspiring authors, we met with **150+ media professionals** who set a precedent for safe and authentic storytelling of survivors' experiences.

To close, we hosted a reflective event for our network—a moment to honor contributions, share experiences, and celebrate the strength of community.

Huge thanks to our network and the John Ellerman Foundation for making this journey possible. Together, we've built a strong community for survivors, amplifying their voices in the media.

Highlight

Our collaboration with **End Violence Against Women** on the Keep Counselling Confidential campaign helped spotlight critical issues around the privacy of therapy notes, leading to media coverage in outlets like [The i Paper](#).

We supported network members in contributing to important articles on sensitive topics, such as [smear tests](#) and [sexsomnia](#), further amplifying survivor voices in the media.



As we drew Angles to a close, we brought together our incredible network of survivors to reflect on what our programme and support have meant to them. We like to do things creatively at Heard, so we invited them to form their responses as haiku poems, some of which are shared here.

"It's been wonderful to have this network as a "safety platform", knowing that there's support in lived experience, and a trauma-informed network advocating for voices to be heard more effectively."

- Elisa

200+ survivors & storytellers supported through our peer network throughout the programme.

I strongly believe that we need to move towards a world where people who have ‘lived experience’, however you want to term that, have a stronger voice in the things that affect them. This is an excellent example of how this can work really well. We all had a chance to help formulate and create something that will help a massive variety of people speak and advocate for people in various situations with a kinder and more effective and inclusive narrative. This is how we change the world, by changing minds one by one and evolving our discussions and discourse. ”

- lived experience consultant, Talking About Poverty programme

Finances & statutory information

Financial review & reserves policy

In the year ending 31 October 2024, Heard generated a surplus in unrestricted funds of £67,791 (2023: £108,771) and increased restricted reserves by £243,948 (2023: £222,363). The large surplus on restricted funds arose because grant funding for several programmes was received during the financial year, but the expenditure relating to these projects will continue in the next financial year as they are ongoing.

Heard's total income in the year was £1,412,680, an increase of 13.5% from the previous year (2023: £1,244,529). As in previous years, the charity's main source of income was grants received from charitable trusts and foundations totalling £1,344,680 (2023: £1,163,518), but our earned income from training and research work reduced to £44,343, a decrease of 40% from the previous year (2023: £75,245). We aim to grow earned income in the coming years to diversify Heard's income streams and expand our training offer.

Our total expenditure in the year was £1,100,941 (2023: £913,395), an increase of 20% from the previous year. This increase is due to the expansion of work on Children's Palliative Care programme and our climate programme.

Going concern

The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ("the going concern period"). These forecasts considered the risks to the charity's business model, particularly the reliability of Heard's fundraising forecasts and costs increases due to high inflation, and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period. Their planning processes, including financial and cash flow projections, has considered alternative scenarios and they expect to be able to match potential shortfalls of income with a reduction in cost as Heard receives most of its income at the start of projects.

The trustees believe that Heard holds sufficient free reserves to provide cover for any unexpected changes in income and expenditure to allow time to adjust the charity's cost base and continue activities. The charity's management team and trustees continually monitor the charity's actual and forecasted financial performance and manage the finances accordingly. Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going basis.

Reserves policy

The board has set a reserves policy that requires reserves to be maintained at a level that ensures that Heard's core activity could continue during a period of unforeseen difficulty. A proportion of reserves is maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget, and forecast cycle.

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitment.

At 31 October 2024, Heard held unrestricted reserves of £376,984 (2023: £309,193) and free reserves of £306,738 (2023: £278,753), representing unrestricted funds excluding those held in tangible fixed assets or designated for specific purposes.

The trustees decided to designate a further £42,000 (2023: £25,000); £nil (2023: £5,000) for capital expenditure, £15,000 (2023: £20,000) for investment in Heard's fundraising capacity and £27,000 (2023: £nil) for external consultancy work.

For 2024-25, the board agreed that the most appropriate level reserves is an amount that equates to between three (£200,000) and six (£400,000) months running costs for the organisation. Running costs include salaries (excluding freelancers), rent and overheads. Heard's current level of reserves is within the target range, representing 4.6 months.

Structure, governance & management

The charity is controlled by its governing document, Memorandum and Articles of Association dated 19 June 2008, and constitutes a limited company limited by guarantee as defined by the Companies Act 2006. It is also registered as a charity with the Charity Commission.

Anyone over the age of 18 can become a member of the Company, and there are currently six members. Each member promises, if the company is dissolved while they are a member or within twelve months they cease to be a member, to contribute such sum (not exceeding £10) as may be demanded of them towards the payment of the debts and liabilities of the Company and the costs charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

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

Board of trustees



Ewan Bennie
Trustee



K Biswas
Co-chair



Kai Grygier
Trustee
(joined June 2024)



Kristina Kopic
Treasurer
(resigned December 2024)



Melissa Murdock
Trustee
(resigned April 2024 to join as head of programmes & impact)



Nina Spataru
Co-chair
(resigned April 2025)



Princess Ashilokun
Trustee



Carrie-Ann Wade
Trustee
(joined December 2024)



Nicole Lai
Trustee
(joined December 2024)

The following trustees joined after the end of the financial year 2023-24:

Team



Aishah Siddiqah
Senior Programme Manager



Amy Pearce
Executive Assistant
(left 2024)



Andrea Suwito
Programme Assistant
(joined 2024)



Anna Gibson
Programme Manager
(left 2025)



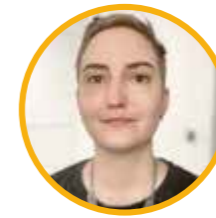
Bindu Karnany
Head of Finance
(left 2024)



Chiara Varè
Senior Programme Manager



Fikir Assefa
Head of Operations & People
(left 2024)



Jay Davis
Operations & Finance Coordinator



Kate Llewellyn
Head of Training & Engagement
(left 2024)



Madeleine Ellis-Petersen
Senior Programme Manager
(left 2024)



Makaela Lewis
Programme Manager



Melissa Murdock
Head of Programmes & Impact
(joined 2024)



Nathalie McDermott
Founder & Co-CEO



Olivia Luder
Engagement Coordinator
(left 2025)



Sophie Hobson
Formerly Director of Communications & Engagement
became Co-CEO in 2025



Tanicha Toro-Oloto
Programme Coordinator
(joined 2024)



Zino Akaka
Senior Programme Manager



Zoë Speekenbrink
Senior Programme Manager

Appointment of trustees

As set out in the Articles of Association the chair of trustees is nominated by the elected trustees. Trustees are elected by the members of the charitable company attending the Annual General Meeting and serve for a period of three years. The trustees have the power to co-opt up to 2 further members to fill specialist roles. All members are circulated with invitations to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM. When considering co-opting trustees, the board has regard to the requirement for any specialist skills needed.

Trustee induction and training

New trustees undergo an orientation to brief them on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. During the induction day, they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The board of trustees, which can have up to 15 members, administers the charity. The board meets on a quarterly basis. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and project specific related activity.

Board sub-committees

Reputation & External Affairs Committee (previously Social Affairs Committee)

Melissa Murdock, Princess Ashilokun and K Biswas are members of this sub-committee,

founded in 2022 and renamed in 2023. It focuses on Heard's reputation (inc. crisis communications, engagement, comms, brand), broader horizon & context (e.g. impact of AI, general election), current affairs & trends and relationships to develop long-term influence

Human Resources Committee

K Biswas, Melissa Murdock and Ewan Bennie are members of the Human Resources Sub-Committee. They take delegated responsibility on behalf of the board for overseeing Heard's human resources (HR) strategy, policies and implementation.

Finance Committee

The Finance Committee was established in September 2022. It meets quarterly before board meetings to discuss matters related to all financial aspects to ensure Heard's short- and long-term financial viability. The Committee's remit includes oversight of Heard's financial and income generation strategy, financial risk management, auditor appointment, and treasury management.

The Finance Committee makes recommendations to the board on these matters, but decisions are taken by trustees at the board meeting.

Meetings are chaired by the Treasurer, and the Finance Committee consists of:

- Kristina Kopic (Treasurer)
- Nina Spataru (Trustee)
- Ewan Bennie (Trustee)

Related parties

One of our trustees, K Biswas, occasionally works for us as a guest journalist consultant on a number of our projects. He receives remuneration from the charity for this. All conflicts of interest are declared at the beginning of board meetings, and we track these to monitor remuneration. Additionally, any trustees with conflicts are not involved in discussions where a conflict arises. We have a Conflict of Interests policy which is reviewed yearly.

No other trustee receives remuneration or any other benefit from their work with the charity.

Risk management

The trustees have a risk management strategy which comprises:

- Quarterly review of a risk register noting risks the charity may face, and outlining mitigating actions being taken
- Processes that allow the trustees oversight over mitigating actions implemented by the staff team to reduce likelihood of risks occurring
- Procedures designed to minimise the negative impact on the charity should those risks materialise

Below are the principal risks that Heard currently faces, and some of the key activities we undertake to mitigate these risks:

Inadequate income: The potential risk of inadequate income for a small charity is always a factor but particularly acute in an economic downturn with a cost of living crisis, all of which means demands on funders are greater than ever. The mitigating actions we have in place are the following:

- Quarterly review of forecasts by the Finance Committee and Board to take appropriate action well in time
- Only committing to expenditure when income has been secured.

- Placing excess cash on short-term deposits to earn interest.
- Regular review of the charity's free reserves against the target range set by our reserves policy
- Annual review of Heard's reserves policy and cash deposits

The additional measures we are putting in place in 24-25 are:

- Preparing 3 year fundraising forecasts to help trustees plan longer-term.
- Investment in Heard's fundraising capacity and the development of a fundraising strategy
- Aim to achieve full cost recovery by increasing the support cost allocation on future funding proposals
- Exploring new ways of generating income, for example through corporate partnerships.

Plans for the future



In the year ahead, we will reflect on all we have learnt so far about doing this work, and ready ourselves for the next chapter of impact at Heard.

In 2024-25, we plan to:

- **Undertake a strategic review, so we can reflect on our work to date and start shaping the next chapter of Heard.** Our current strategy runs to the end of 2025. We will work with our team and board to deep-dive our impact, successes and learnings over the past five years. With more robust impact data than ever before (see below), we will feel ready to evaluate which aspects of our work create most impact. With this knowledge, we will begin developing our new strategy. With oversight from our board, we plan to engage: our team and consultants, our lived experience consultants, peers in the sector, and subject experts (e.g. in AI and social media). Together, they will help us understand where Heard can have most impact in the years to come, and the value we can uniquely bring to the narrative change field and other ecosystems we work within. We want to think long-term, as well as addressing the needs we see now in the world around us.

- **Redefine our values.** We will engage our team, board and lived experience network members to articulate what makes Heard unique. Our redefined values will anchor our strategic decision-making and strengthen our organisational culture.
- **Become more strategic and knowledgeable about our impact.** The impact of narrative change work can be difficult to measure, but we feel increasingly confident in how to evidence our approaches. We will look at the work of our peers in the UK and US, ensuring we align approaches to impact measurement where we can, for richer learning across the narrative change field. We will make our monitoring, evaluation & learning more robust, and deep-dive our theory of change. We want to get to a place where everyone in our programmes & delivery team feels well-versed in our theory of change, so they can clearly see how our activities drive our outcomes. This will help us understand where our work has most impact and why. In time, this will also mean we feel comfortable letting go of work that isn't driving our outcomes, freeing up resource to become more strategic.
- **Continue delivering programmes with excellence, and embracing new opportunities with creativity.** We will strive to continuously improve the quality of our work and the ways in which our programmes create impact. We will deepen our co-design approach, centring the voices and perspectives of people with lived experience to enrich our work and make it more impactful and relevant. We will lean into the opportunities we are discovering in TV, giving our work the potential to reach audiences of millions with well-framed stories that change hearts and minds. We will also explore with open minds the new opportunities offered by AI, social media and newer forms of storytelling and media. Continue to share our learning, to maximise our impact. We will explore ways to bring our learning and training to wider audiences. For example, we are interested in creating a self-led version of our Communication That Works course, to make this learning as scalable and accessible as possible. We want to share framing and narrative change approaches as widely as possible with other charities, campaigners and communicators, while ensuring the learning is robust and long-lasting. We believe we can scale our impact by sharing our expertise widely. Collectively, the impact sector will be far better-equipped to create lasting change when more organisations adopt joined-up narrative change approaches.

Statement of trustees' responsibilities

The trustees (who are also the directors of Heard Organisation Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures
- disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

The auditors, Sedulo Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 19 June 2025 and signed on the board's behalf by:

Signed by:

 D260F18A5AF3452...

K Biswas – Chair

INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the financial statements of Heard Organisation Limited (the 'charity') for the year ended 31 October 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports)

Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Reviewing legal and professional nominal accounts to identify any potentially undisclosed legal or regulatory expenditure
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Reviewing the design and implementation of control systems in place.
- Testing the operational effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;

- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Katelyn Dutton (Senior Statutory Auditor)

For and on behalf of Sedulo Audit Limited, Statutory Auditor

Chartered Accountants
5th Floor Walker House
Exchange Flags
Liverpool
Merseyside
L2 3YL
United Kingdom

Date:

Signed by:

A129C3352937459...

Sedulo Audit Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

Financial statements

Statement of Financial Activities (including Income and Expenditure account)

For the year ended 31st October 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations and legacies	3	219,059	1,141,780	1,360,839	287,777	879,550	1,167,327
Charitable activities	4	44,343	-	44,343	75,245	-	75,245
Investments	5	7,498	-	7,498	1,957	-	1,957
Total income		<u>270,900</u>	<u>1,141,780</u>	<u>1,412,680</u>	<u>364,979</u>	<u>879,550</u>	<u>1,244,529</u>
Expenditure on:							
Raising funds	6	3,475	-	3,475	13,337	-	13,337
Charitable activities	7	199,634	897,832	1,097,466	242,871	657,187	900,058
Total expenditure		<u>203,109</u>	<u>897,832</u>	<u>1,100,941</u>	<u>256,208</u>	<u>657,187</u>	<u>913,395</u>
Net income and movement in funds		<u>67,791</u>	<u>243,948</u>	<u>311,739</u>	<u>108,771</u>	<u>222,363</u>	<u>331,134</u>
Reconciliation of funds:							
Fund balances at 1 November 2023		<u>309,193</u>	<u>342,700</u>	<u>651,893</u>	<u>200,422</u>	<u>120,337</u>	<u>320,759</u>
Fund balances at 31 October 2024		<u>376,984</u>	<u>586,648</u>	<u>963,632</u>	<u>309,193</u>	<u>342,700</u>	<u>651,893</u>

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

The notes on pages 45-55 form part of these financial statements.

Balance sheet

As at 31st October 2024


	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	13		8,246		5,440
Current assets					
Debtors	14	76,296		59,928	
Cash at bank and in hand		934,877		806,967	
		<u>1,011,173</u>		<u>866,895</u>	
Creditors: amounts falling due within one year	15	<u>(55,787)</u>		<u>(220,442)</u>	
Net current assets			<u>955,386</u>		<u>646,453</u>
Total assets less current liabilities			<u>963,632</u>		<u>651,893</u>
The funds of the charity					
Restricted income funds	18		586,648		342,700
Unrestricted funds	19		376,984		309,193
			<u>963,632</u>		<u>651,893</u>

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 notes on pages 45-55 form part of these financial statements.

The financial statements were approved by the trustees on 19 June 2025


K Biswas

Trustee

Company registration number 06624806 (England and Wales)

Statement of Cashflows

For the year ended 31st October 2024

	Notes	2024		2023	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	24		128,268		182,020
Investing activities					
Purchase of tangible fixed assets		(7,856)		(3,734)	
Investment income received		7,498		1,957	
Net cash used in investing activities			(358)		(1,777)
Net cash generated from financing activities			-		-
Net increase in cash and cash equivalents			127,910		180,243
Cash and cash equivalents at beginning of year			806,967		626,724
Cash and cash equivalents at end of year			934,877		806,967

The notes on pages 45-55 form part of these financial statements.

Notes to the Financial Statements

For the year ended 31st October 2024

1. Accounting policies

Charity information

Heard Organisation Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is The Green House, Cambridge Heath Road, London, E2 9DA, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The charity is a Public Benefit Entity as defined by FRS 102.

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

The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ("the going concern period"). These forecasts considered the risks to the charity's business model, particularly the reliability of fundraising forecasts and costs increases due to high inflation, and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period. Their planning processes, including financial and cash flow projections, has considered alternative scenarios and they expect to be able to match potential shortfalls of income with a reduction in cost as the charity receives most of its income at the start of projects.

The trustees believe that the charity holds sufficient free reserves to provide cover for any unexpected changes in income and expenditure to allow time to adjust the charity's cost base and continue activities. The charity's management team and trustees continually monitor the charity's actual and forecasted financial performance and manage the finances accordingly. Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going basis.

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.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Notes to the Financial Statements

For the year ended 31st October 2024

Accounting policies (continued)

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Service income is recognised when the service has been carried out by the charity. If a service has been invoiced in advance, income is deferred until the work has been completed.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	33% on cost
Computers	33% on cost
Telephones	50% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 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.

1.9 Financial instruments

The charity 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 charity's balance sheet when the charity 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.

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.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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.

Notes to the Financial Statements

For the year ended 31st October 2024

3. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	16,159	-	16,159	3,809	-	3,809
Grant income	202,900	1,141,780	1,344,680	283,968	879,550	1,163,518
	<u>219,059</u>	<u>1,141,780</u>	<u>1,360,839</u>	<u>287,777</u>	<u>879,550</u>	<u>1,167,327</u>
Grants						
Esmée Fairbairn Foundation	-	-	-	31,000	-	31,000
Paul Hamlyn Foundation	20,000	50,000	70,000	88,000	95,833	183,833
City Bridge Trust	-	-	-	1,000	6,666	7,666
Unbound Philanthropy	-	-	-	62,500	-	62,500
Joseph Rowntree Foundation	-	47,935	47,935	-	53,290	53,290
Trust for London	-	-	-	-	107,767	107,767
Barrow Cadbury Trust	-	24,000	24,000	-	33,013	33,013
Gower Street Trust	-	-	-	-	52,500	52,500
Oak Foundation	7,900	-	7,900	15,634	-	15,634
The True Colours Trust	-	246,725	246,725	-	202,578	202,578
Climate Change Collaboration	-	45,000	45,000	-	97,500	97,500
John Ellerman Foundation	-	26,000	26,000	-	20,834	20,834
Tudor Trust	-	-	-	20,000	6,800	26,800
The Roddick Foundation	-	-	-	2,500	25,000	27,500
The Lankelly Chase Foundation	-	155,933	155,933	-	69,562	69,562
Garfield Weston Foundation	-	-	-	13,334	-	13,334
Mewbum Ellis Law Firm	-	-	-	-	12,500	12,500
National Lottery Awards	-	-	-	-	1,500	1,500
Children Investment Fund Foundation	-	419,053	419,053	-	17,377	17,377
Murmur	-	24,157	24,157	-	5,842	5,842
Blue Thread Foundation & Partner	-	50,989	50,989	-	50,988	50,988
A B Charitable Trust	25,000	3,900	28,900	-	20,000	20,000
Comic Relief	110,000	-	110,000	50,000	-	50,000
Calouste Gulbenkian Foundation	-	40,000	40,000	-	-	-
CAF Keystone Fund	40,000	-	40,000	-	-	-
Trussell Trust	-	8,088	8,088	-	-	-
	<u>202,900</u>	<u>1,141,780</u>	<u>1,344,680</u>	<u>283,968</u>	<u>879,550</u>	<u>1,163,518</u>

Notes to the Financial Statements

For the year ended 31st October 2024

4. Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Other services		
Training income	25,320	23,500
Research income	19,023	51,745
	<u>44,343</u>	<u>75,245</u>

5. Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Interest Income	<u>7,498</u>	<u>1,957</u>

6. Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising and publicity		
Fundraising costs	<u>3,475</u>	<u>13,337</u>

7. Expenditure on charitable activities

	Media Support and Publications 2024 £	Media Support and Publications 2023 £
Direct costs		
Staff costs	442,959	378,855
Programme costs	383,883	209,301
	<u>826,842</u>	<u>588,156</u>
Share of support and governance costs (see note 8)		
Support	259,019	297,165
Governance	11,605	14,737
	<u>1,097,466</u>	<u>900,058</u>
Analysis by fund		
Unrestricted funds	199,634	242,871
Restricted funds	897,832	657,187
	<u>1,097,466</u>	<u>900,058</u>

Notes to the Financial Statements

For the year ended 31st October 2024

8. Support costs allocated to activities

	2024 £	2023 £
Staff costs	156,573	192,196
Depreciation	5,050	4,325
Other staff costs	8,817	12,777
Marketing	-	22,291
HR, recruitment and training	3,106	3,813
Accountancy and payroll	22,292	3,978
Insurance	1,264	333
Telephone, IT and printing	12,107	8,525
Other expenses	7,922	6,724
Rent and rates	36,005	36,564
Consulting	3,650	8,160
Bank charges	1,933	1,461
Governance costs	11,905	10,755
	<u>270,624</u>	<u>311,902</u>
Analysed between:		
Media Support and Publications	<u>270,624</u>	<u>311,902</u>
Governance costs comprise:		
Audit fees	9,500	10,000
Other expenses	2,405	755
	<u>11,905</u>	<u>10,755</u>

9. Net movement in funds

	2024 £	2023 £
The net movement in funds is stated after charging/(crediting):		
Fees payable to the charity's auditor:		
- for the audit of the charity's financial statements	9,500	10,000
- for other assurance services	6,000	1,000
Depreciation of owned tangible fixed assets	5,050	4,325
	<u>20,550</u>	<u>15,325</u>

10. Trustees

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

Notes to the Financial Statements

For the year ended 31st October 2024

11. Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
	14	15
	<u>14</u>	<u>15</u>
Employment costs	2024 £	2023 £
Wages and salaries	491,701	484,200
Social security costs	53,585	43,456
Other pension costs	54,246	43,395
	<u>599,532</u>	<u>571,051</u>

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2024 Number	2023 Number
£70,001 to £80,000	1	1
	<u>1</u>	<u>1</u>

Remuneration of key management personnel

The charity considers its key management personnel to comprise the Trustees (who are not remunerated) and the Chief Executive and Co-Chief Executive (who are remunerated).

The remuneration of key management personnel was as follows:

	2024 £	2023 £
Aggregate compensation	108,564	93,646
	<u>108,564</u>	<u>93,646</u>

12. Taxation

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

Notes to the Financial Statements

For the year ended 31st October 2024

13. Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 November 2023	9,021	14,303	23,324
Additions	756	7,100	7,856
At 31 October 2024	<u>9,777</u>	<u>21,403</u>	<u>31,180</u>
Depreciation and impairment			
At 1 November 2023	6,716	11,168	17,884
Depreciation charged in the year	1,001	4,049	5,050
At 31 October 2024	<u>7,717</u>	<u>15,217</u>	<u>22,934</u>
Carrying amount			
At 31 October 2024	<u>2,060</u>	<u>6,186</u>	<u>8,246</u>
At 31 October 2023	<u>2,305</u>	<u>3,135</u>	<u>5,440</u>

14. Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	1,002	290
Other debtors	2,379	3,693
Prepayments and accrued income	72,915	55,945
	<u>76,296</u>	<u>59,928</u>

15. Creditors: amounts falling due within one year

	Notes	2024	2023
		£	£
Other taxation and social security		12,332	-
Deferred income	16	13,410	187,351
Trade creditors		7,856	-
Other creditors		4,646	5,819
Accruals		17,543	27,272
		<u>55,787</u>	<u>220,442</u>

Notes to the Financial Statements

For the year ended 31st October 2024

16. Deferred income

	2024	2023
	£	£
Other deferred income	13,410	187,351
Deferred income is included in the financial statements as follows:		
	2024	2023
	£	£
Deferred income is included within:		
Current liabilities	13,410	187,351
Movements in the year:		
Deferred income at 1 November 2023	187,351	287,838
Released from previous periods	(187,351)	(287,838)
Resources deferred in the year	13,410	187,351
Deferred income at 31 October 2024	<u>13,410</u>	<u>187,351</u>

Deferred income relates to grant income where performance obligations have not been met at the year end.

17. Retirement benefit schemes

	2024	2023
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	54,246	43,395

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

18. 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 November 2023	Incoming resources	Resources expended	At 31 October 2024
	£	£	£	£
Restricted funds	<u>342,700</u>	<u>1,141,780</u>	<u>(897,832)</u>	<u>586,648</u>
Previous year:	At 1 November 2022	Incoming resources	Resources expended	At 31 October 2023
	£	£	£	£
Restricted funds	<u>120,337</u>	<u>879,550</u>	<u>(657,187)</u>	<u>342,700</u>

Notes to the Financial Statements

For the year ended 31st October 2024

19. 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.

	At 1 November 2023	Incoming resources	Resources expended	Transfers	At 31 October 2024
	£	£	£	£	£
Designated funds	25,000	-	-	37,000	62,000
General funds	284,193	270,900	(203,109)	(37,000)	314,984
	<u>309,193</u>	<u>270,900</u>	<u>(203,109)</u>	<u>-</u>	<u>376,984</u>
Previous year:	At 1 November 2022	Incoming resources	Resources expended	Transfers	At 31 October 2023
	£	£	£	£	£
Designated Funds	-	-	-	25,000	25,000
General funds	200,422	364,979	(256,208)	(25,000)	284,193
	<u>200,422</u>	<u>364,979</u>	<u>(256,208)</u>	<u>-</u>	<u>309,193</u>

20. Analysis of net assets between funds

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 October 2024:			
Tangible assets	8,246	-	8,246
Current assets/(liabilities)	368,738	586,648	955,386
	<u>376,984</u>	<u>586,648</u>	<u>963,632</u>
	Unrestricted funds 2023	Restricted funds 2023	Total 2023
	£	£	£
At 31 October 2023:			
Tangible assets	5,440	-	5,440
Current assets/(liabilities)	303,753	342,700	646,453
	<u>309,193</u>	<u>342,700</u>	<u>651,893</u>

Notes to the Financial Statements

For the year ended 31st October 2024

21. Operating lease commitments

Lessee

At the reporting end date the charity had outstanding commitments for future minimum lease payments under noncancellable operating leases, which fall due as follows:

	2024 £	2023 £
Total commitment	<u>10,321</u>	<u>29,637</u>

22. Related party transactions

During the year, £150 (2023: £300) was paid to Kuntal Biswas, Trustee and Co-Chair at the charity, for his services as a guest journalist on our training courses.

During the year, £210 (2023: £nil) was paid to K Grygier, Trustee at the charity, for his services relating to programme support. This service was provided before he was appointed as a trustee.

There were no amounts owing or owed at the year end.

23. Members' liability

The charitable company is limited by guarantee and does not have share capital. In the events of a winding up, each of the members undertakes to contribute an amount not exceeding £10.

24. Cash generated from operations

	2024 £	2023 £
Surplus for the year	311,739	331,134
Adjustments for:		
Investment income recognised in statement of financial activities	(7,498)	(1,957)
Depreciation and impairment of tangible fixed assets	5,050	4,325
Movements in working capital:		
(Increase) in debtors	(16,368)	(49,568)
Increase/(decrease) in creditors	9,286	(1,427)
(Decrease) in deferred income	(173,941)	(100,487)
Cash generated from operations	<u>128,268</u>	<u>182,020</u>

“HEARD

Learn more about our work and discover inspiring examples of communications and content from around the world:

- [Follow us](#) on LinkedIn: @Heard—organisation
- [Subscribe](#) to our newsletter
- Visit heard.org.uk

Say hello!



Heard Organisation Limited
The Green House
244-254 Cambridge Heath Road
Bethnal Green, London, E2 9DA



02035596762



info@heard.org.uk

Heard Organisation Limited

England & Wales - Charity number 1165237

Accounts

1ST NOVEMBER 2022 - 31ST OCTOBER 2023



SPARKING STORIES, SCALING IMPACT

Trustees' annual report
& accounts



2022-23

“HEARD

Heard Organisation Limited is a charity registered in England and Wales (1165237) and a limited company (06624806).

Heard is a charity working with people and the media to inspire content and communication that changes hearts and minds. We've spent **15 years** constantly developing the best approaches.

Last year, we sparked stories that were heard and seen up to **53 million times** - about poverty, climate change, migration, domestic abuse, sexual violence, transgender experiences and children's palliative care.

We transform public understanding of these issues. We scale our impact by collaborating with others.

Together, we inspire people to take action.

Will you join us?

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Our vision is of a world where communication means change.

Our mission is to create conversations about social issues that change minds and develop the conditions for lasting social change.

How we create impact



We deeply understand how best to communicate specific issues to change hearts and minds.

- We draw on insights from:
- people with lived experience
 - in-depth research
 - expert partners



We collaborate with storytellers, creators and campaigners.

They speak about these issues to wide audiences.



These collaborations lead to well-framed stories being repeatedly heard through popular culture and media.



Well-framed stories shift public attitudes, norms and policy preferences.

This fuels support for policy and systems change and compels leaders to act.

In 2022-23, we trained and/or supported:

1,179 media & creative industry professionals

139 people with lived experience

568 charity professionals & other impact-driven communicators*

In 2022-23, we sparked stories that were heard and seen up to

53 million** times

...through media including:



*Where charity professionals & other impact-driven communicators are also people with lived experience, we have only counted them in one category.

**We have only included media in which we feel confident a story featured as a direct result of our work. This total reflects the audience reach of all media combined.

The future of narrative change



Introduction:
Nathalie McDermott, CEO & founder

In a world that can feel loud, divided and awash with misunderstanding, our work is making sure we can hear each other. It's about finding common ground on big, important issues. And it's about centring and supporting people whose stories need to be heard at scale.

It's not easy to shift public opinion, and the scale of the challenges we face as a society can feel enormous – like we're just touching the sides with the work we do. Browse any news feed and it's impossible to avoid fraught discourse on any of the issues we work on at Heard, from transgender matters to migration to climate. The media landscape is increasingly polarised. So we are habitually asking ourselves the challenging question: Are we having an impact and is this working?

Without a doubt, we have seen great progress across all our programmes in the last year: excellent collaborations with people with first-hand "lived" experience of the issues; brilliant workshops with the media that have led to content seen by millions; and training in framing rolled out, to resoundingly positive feedback (pg.38). The demand for our training outstrips our capacity to deliver. There is an increasing understanding of the power of well-framed content: content that marries urgency with possibility, that informs and inspires without traumatising.

How do we make this work lead to long-term, systemic change? What do we need to do as narrative specialists, to work with partners in more joined-up ways, and to ensure that key players are aligned in their approaches to communication? How can we ensure – whether campaigners are working with soaps on climate or shaping a comms campaign – that words and stories are infused with the approach we know can change hearts and minds?

This is the future of narrative change work in the UK. We have access to excellent communications research. We know how to inspire content that moves people at scale. Now we need to focus on networked, aligned, long-term programmes of work that create the conditions for change.

In 2021-22, we carried out research into [what it would take for narrative change to have more real-world impact in the UK](#), consulting key players across the field of narrative change. In the past year, we have been acting on some of the key recommendations, including:

- **Creating a more diverse pool of storytellers, campaigners and content creators:** Equipping people with lived experience to own narratives, by sharing their stories on their own terms. This has always been fundamental to our approach.
- **Increasing narrative capacity across civil society:** As well as supporting more charities through partnerships and training, our new training platform will enable us to train hundreds of civil society communicators in narrative change principles (see pg.12 & 38).

- **New partnerships and connections with disciplines and industries outside the narrative change space:** As well as our core work of connecting with media and popular culture, we're bringing framing guidance to the worlds of football and e-gaming (see pg.39) and the children's palliative care sector (pg.18-21).

At Heard we have been figuring out the role we play in this ecosystem and working out how we need to evolve so we can get closer to our mission of creating long-lasting change.

We hope you enjoy learning more throughout this report. From me and all the Heard team, a huge thank you to all who make our work possible: our funders, partners, trustees, collaborators across media and popular culture, and of course our **network members** — whose voices and stories we are so proud to champion.

What we mean by...

Lived experience:

Also known as "experts by experience"; people who have experienced or are experiencing an issue first-hand – for example, they are currently facing poverty and are poverty campaigners. The term "lived experience" recognises that bring unique expertise, perspectives and insights, which are fundamental to authoring solutions for change. (We also recognise that not everyone identifies with this term. We'll be reviewing our language, in partnership with our networks, in the year ahead.)

Framing:

Using research-backed ways of communicating an issue, proven to help people understand it better, and ideally inspiring them to act.

Narrative:

A collection of related stories that helps people make sense of what they see, hear, feel and experience. They are built up over time. Narratives organise and reinforce common beliefs or ideas about how the world works and one's place in it.

Narrative change:

To change our world, we need to change the stories we tell ourselves about our world. Narrative change means working in a joined-up way to change the way stories are told about an issue or group of people. Over time, this builds understanding and empathy, shifting public opinion. Narrative change usually deploys framing as a key tool.

Heard's network members:

The people we support, through each of our programmes, to share their insights via media and popular culture (and other industries, for some programmes). They are people with lived experience and/or campaigners and professionals who communicate about the issue as part of their work.

Given the external environment, we have made our approach to risk management more comprehensive and current. We have redesigned our risk register, and each risk is now assigned to a board sub-committee, as well as being managed day-to-day by a member of the executive team. This ensures accountability for Heard's future is held at board level.

We have updated a range of key policies (see pg.40), to continue to make Heard as equitable and inclusive as possible. We commenced an organisation-wide salary and role audit, in parallel with reviewing our pay and progression policy, supported by the HR sub-committee and an external consultant. Our aim is to make pay and progression as equitable as possible, as well as responding to the cost of living crisis.

We know our team need to safeguard their own wellbeing, to maintain the excellence of Heard's work. We deeply appreciate the uniquely caring culture of Heard and its focus on staff wellbeing. On behalf of all the trustees, we would like to thank the brilliant team and our talented consultants and freelancers, for all their efforts over the past year.

This is why our work is needed – as part of an ecosystem, creating change in a joined-up way. As you'll see from this report, we are proud to be working in partnership with – and delivering training to – charities providing frontline services. We're able to marry our long-term approach with their immediate support. Together, we equip people with lived experience to share their stories on their own terms, transforming public understanding of the issues at hand.

To deliver this work in these challenging times, our responsibility as trustees is to ensure Heard is strong and sustainable, and that our team is well cared-for.

In the past year, we have had a particular focus on maturing our finance function. We welcomed Bindu Kamany as head of finance into our executive team, supported by new operations and finance assistant Jay Davis. Our finance systems are now considerably more robust and streamlined, with moves to new software that have made processes more efficient for the team at large. And we are in a strong financial position, having built our reserves to above our minimum target.

Why our work is needed

Introduction: co-chairs of the board of trustees



K Biswas
(Biz)



Nina Spataru

The UK faced intersecting crises during our financial year, which runs from November 2022 to October 2023. Our headlines and conversations have been dominated by wars, the cost of living crisis, spiralling inflation and energy costs, and political turbulence – to name but a few. Many organisations and people felt – and continue to feel – uncertain about the future.

Despite all this, we at Heard remain hopeful and determined. We know there are solutions to the challenges we face. We recognise the immense and urgent need to deliver frontline services. In parallel, we need to collectively communicate about how to change the systems we're part of, to prevent future crises. **We must treat not only the symptoms, but the causes of today's challenges.**

Three big moments

In February 2023, after 15 years supporting communicators, campaigners and storytellers, we became **Heard**. Because good communication means being heard and feeling heard. Our team feels proud and re-energised to be able to communicate our own work clearly. [Learn more about our new identity.](#)



We know we can't change narratives alone. In January 2023, we launched our **new training platform**, sharing our learning about framing and narrative change. We'll support hundreds of impact-driven communicators and third-sector organisations to create communications that create change, not just noise.

We held **Heard's first cross-programme interaction**, with around 50 journalists from The Times, in May 2023. We have learnt that, for time-pressed media and culture professionals, it's valuable to hear about Heard's work as a whole. This was an opportunity to deepen understanding of the issues we focus on, and hear from people with lived experience on representation and storytelling. We are excited to organise more of these cross-programme interactions, and already have one planned with top BBC commissioners in the year ahead.





Our programmes

We achieve impact through the work of our programmes.

They create change through our three key strands of expertise:

- Distilled communications research that's accessible and user-friendly.
- Training for different groups on how to use the research and create powerful communications in their own voice.
- Support for creators of popular culture and media professionals, as well as people in other sectors, to reach wide and relevant audiences.



How we support our network members

We are continuously learning how to do this work in safe and respectful ways. At the heart of our work are the people who have experienced the negative impacts of structural inequality – our network members and other collaborators with lived experience.

We support them through:

- **Peer support groups** — facilitated spaces and workshops to share experiences.
- **Interactions** — coming together with media and popular culture professionals.
- **Training** — for example, in how to do media work in safe and bounded ways.

The following pages explain more about each programme in depth.

Children's Palliative Care

Shifting the narrative about care for very unwell children



Our Children's Palliative Care programme supports families with direct experience and professionals working in this space. It's all about shifting public and media narratives around this vital field of care, as well as inspiring better communication within the wider healthcare sector.

Highlights

In the past year, we have taken a two-strand approach: working with both the media, and the children's palliative care sector. This means whether someone is hearing about children's palliative care from the sector itself, or coming across a mention in the media, they are more likely to come away with a well-rounded understanding of this amazing care.

- **Broadening our reach: working with the sector**
In 2023, we began working directly with clinicians, professionals, and key organisations to inspire and support a shift in communications practices across the children's palliative care sector. We introduced this strand in response to the growing appetite and need from the sector for expert support to put our insights into practice powerfully and consistently.
Across the past year, we have reached over 440 children's palliative care professionals through delivering presentations, running workshops, and giving direct support to staff and organisations. Our support and advice has helped influence and shape key messaging, communications, strategies, and recruitment materials.

"Through working with Heard, I've learned to be more confident in expressing my opinions on children's palliative care, and sharing those opinions with others."



- Dan McEvoy, bereaved parent of Elisa and member of our Media Engagement Group

- **Supporting the media to change the narrative**

On the media side of the programme, we continued reaching out to mainstream media as a crucial tool in moving forward public understanding of children's palliative care. We brought together parents and clinicians for our Media Engagement Group – for whom we facilitated peer support meetings.

"Engaging with the programme and using the toolkit has been truly transformative and is always at the forefront of my mind... My language is now much more inclusive and relatable."

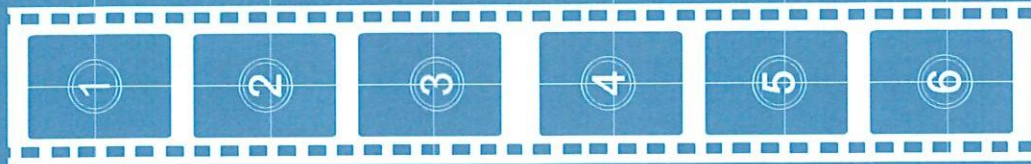


- Tracy Rennie, independent healthcare consultant

Several members of this group wrote opinion pieces for the BBC series Best Interests, focused on children's palliative care. Their pieces were also successfully published in national publications The i, The Telegraph and The Lancet.
We'd like to thank our funders, The True Colours Trust, for their ongoing support for this important work.

Reaching wider audiences through film

We worked on 'Every Moment Counts', a short film aiming to demystify children's palliative care. How it happened...



1. Writer and director Oisin Power reached out to Heard, after being directed to us by one of our Media Engagement Group members.

2. We supported Oisin to draft his successful pitch for the British Film Institute's (BFI) NHS Untold Stories scheme.

3. Across the production process, parents and clinicians from our Media Engagement Group generously shared their invaluable insights and ideas with the filmmaking team in workshops and consultations. This had a real impact on everything from the visuals to the script.

4. The film will be entered into festivals across 2024 and saved in [the NHS Collection](#) on the BFI Player.

5. The BFI Player together with the BFI's YouTube channel, receives over 10 million annual streaming views.

6. This gives us every chance of reaching a wide audience and, crucially, shifting their understanding of what children's palliative care really is.



440 children's palliative care professionals supported

10 interaction meetings with media professionals

14 workshops & presentations for the sector



Media outcomes

We sparked stories in the following media outlets:

THE TIMES

The Telegraph

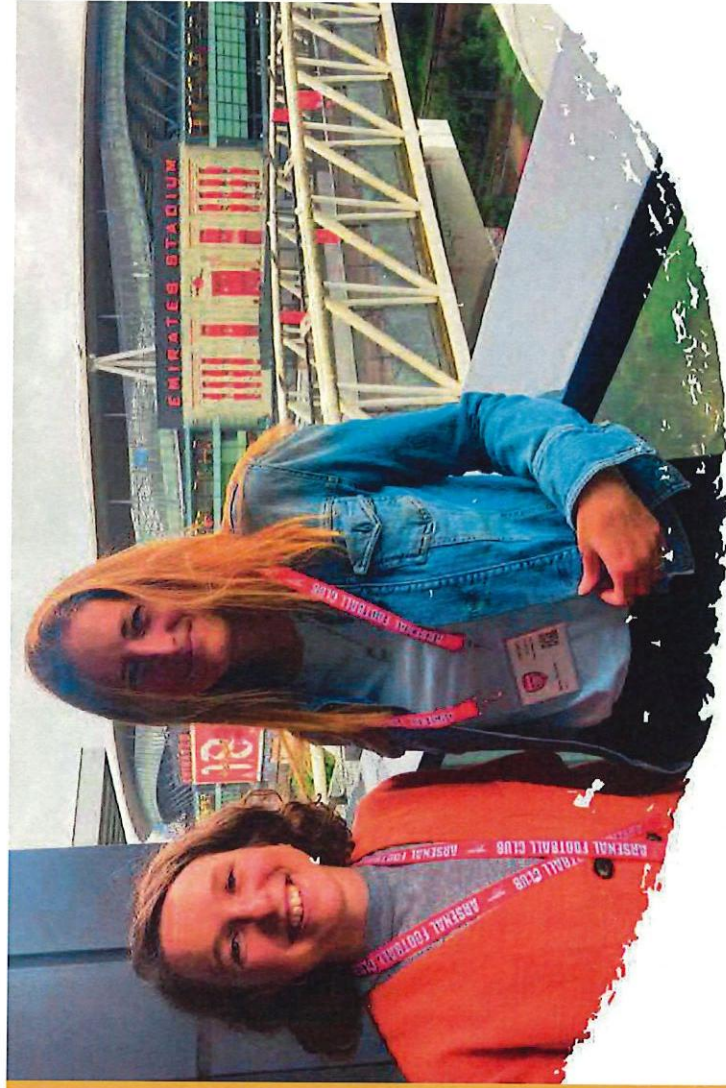
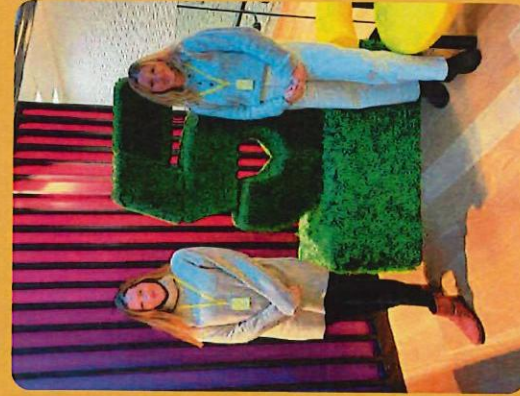
THE LANCET



+10 million reach of BFI Player & YouTube

Climate Turning awareness into action

Through our programme Climate Stories That Work, we spread storytelling and communication that's proven to resonate and move people. We share research-backed insights and inspiring examples with popular-culture creators, supporting them to shift the public mood music around climate change action.



Highlights

- We ran a session with members of Equity (the performing arts and entertainment trade union), to help them develop new key messaging for their Green Rider campaign: a set of sustainability clauses added to their TV/film contracts. This led to a re-framed press release, with many famous actors sharing the news or speaking on the work — including Bill Nighy, Mark Rylance, David Harewood, Gemma Arterton and Stephen Fry.
- We gave framing advice to BBC's Planet Earth III ahead of their influencer impact campaigns, which reached millions.
- We gave media training for members of the Clean Cities Campaign. All attendees said our training increased their understanding of framing.
- We gave a framing and communications workshop for 20 people from 18 organisations with Media Trust's Communicated Climate Programme, supported by The Garfield Weston Foundation.
- We ran four media training sessions for 18 finalists and staff from The Earthshot Prize, created by Prince William. The re-framed approach to communications will have a platform through broadcast TV and press interviews.



"Having worked in TV sustainability for over a decade now, I can honestly say that your content framework is the clearest, most accessible and inspiring info that I've come across. Thank you for all your fantastic work."

- BBC sustainability manager

- We spoke about climate change research at an event attended by about 50 journalists at The Times newsroom. This led to a comms briefing with the newsletter editor and environment newsletter writer.
- We worked with the Premier League, giving a briefing at its Sustainability Convening. This led to a follow-up communications session with Arsenal's comms, talent development and sustainability team. We had a very positive reception where everyone said they felt more able to talk about climate change after the session.
- We are partners on the Environmental Funders Network + Climate 2025 Climate Activist Speaker Fund. We held training for 15 activists to use safe and effective approaches when speaking out on climate.
- Heard's climate consultant, Nicky Hawkins, spoke at Edinburgh TV Festival's Climate Content Summit. She spoke on the impact panel about the importance of telling effective stories, not just more stories.

800
media & creative professionals trained or introduced to our approaches

- We met with music artists, including Låpsley, to discuss how they can use their platform to talk about climate.
- We created a showreel of our work to share with future collaborators from within the TV industry, showcasing our impact.
- We're delighted to have welcomed two new members to our climate team: Anna and Paige. They bring their knowledge of the TV and sports industries.

With thanks to our funders: the Climate Change Collaboration, Gower Street, The Children's Investment Fund Foundation and Murrmut.

Reaching millions through TV

We kicked off the TV side of our climate project in the past year, and we couldn't be more excited about the reach this work is having. We have been working with commissioners at **Sky**, **ITV** and **Channel 5**, as well as working with the **BBC Natural History Unit** development teams and connecting with indie production companies.

Although this is just the start of our journey, we are enjoying the creative challenge of getting climate into specific genres — think climate and crime! Hiring a TV story consultant has allowed us to share our principles further.

In the past year, we shared our research with over 300 people. With a packed calendar for the coming months, it looks to be an incredible year ahead.

Poverty

Telling better stories about poverty

Our Talking About Poverty programme supports people with first-hand experience of poverty or being on a low income to do safe and effective media work. Together, we want to inspire and encourage media professionals to tell a new story about how poverty works — and how we can solve it.



Highlights

Changing the narrative about food banks

We're working with the Trussell Trust to support people whose voices we're amplifying, and to shift the dial on how the media talk about food banks and poverty. We're doing this by supporting people with lived experience to get the best out of talking to the media — for example, through training and a peer support group.

We're shifting the narratives that exist around food banks and poverty, through research into how food banks are talked about in the media, and what we can do to help land helpful messages that build understanding and empathy.

"I've really appreciated the thoughtful, considered way you've opened up strategic thinking and planning for our teams... The way you've shared your experiences and expertise has been invaluable. Thank you so much."

- Trussell Trust

"I have the language skills to challenge negative stigma, stereotypes and slurs."

- network member

"I feel like something worthwhile and big is happening, however slowly. We're taking part rather than reacting to events."

- network member



Reflecting on six years of success

After six years, the Talking About Poverty work, funded by the Joseph Rowntree Foundation, came to an end in summer 2023. We celebrated the amazing work the network has been involved in with a boat cruise and delicious meal in York, as decided by the group.

Our group shared their personal highlights of the programme's work and impact. These included:

- "Helping to formulate the storyline on Emmerdale about young carers after parental disability."
- "Knowing that my story is important and I can control how it is used."
- "Seeing everyone flourish and develop over time, and how we all crop up in different spaces and meetings."
- "Doing a piece with Cosmopolitan magazine and meeting amazing like-minded people."
- "Being part of this group has given me: the confidence to speak in public; provided me the tools to speak to the media; giving me the ability to say 'no!'"

Next steps: Scaling our impact

We are very excited to be supported by the Joseph Rowntree Foundation for another year, to create a poverty-specific module as part of our new training platform (learn more on p.38). The training module will be informed and co-designed by people with lived experience. Individuals and organisations working in the sector will learn how to re-frame the way that poverty is spoken about and thought about. We are developing our capacity to support partners in the sector with training, broadening our reach and impact.

28 people with lived experience supported & trained

15 peer support meetings held for our network

Spotlight: The impact of telling better stories about poverty

Narrative change work is difficult to measure, because it's collaborative work that happens over the long-term. Ultimately, we're trying to shift public opinion and build empathy.

To understand how public opinions are changing, we can look at the National Centre for Social Research's British Social Attitudes survey. Among other topics, it provides a long-term view of [changes in public opinion about poverty](#).

It tells us that the past decade has seen a "dramatic" softening of attitudes towards welfare.

THEN

40% of people believed "most people who get social security don't really deserve any help" in 2005

Only 29% of people in 2010 agreed that "government should spend more money on welfare benefits for the poor, even if it leads to higher taxes"

NOW

Only 19% agreed in 2022 - meaning **negative attitudes have more than halved**

37% agreed in 2022 - showing **more people are recognising the need for systemic change** to tackle poverty



How did this shift happen?

Evolutions in public opinion can't be attributed to one single event or organisation. Change happens through people and organisations aligning: working together to sound the steady drumbeat of a new narrative.

As the National Centre for Social Research explains: "The cause of the change [...] appears to have been occasioned by a combination of several factors, including changing political discourses, **more positive coverage in all newspapers**, decreasing welfare generosity, and the perception that poverty has risen." (For a deep-dive into the broader context of changes in attitudes towards poverty, we recommend pg. 26-27 of [this JRF report](#).)

We're proud to have been part of the ecosystem contributing towards this shift, with our particular focus on improving media coverage. Underpinning this work is our support for people with lived experience - equipping them to share their stories, and ideas for solutions, in safe and strategic ways.

"The perception that benefits recipients are undeserving has reduced substantially since 2010."

- the National Centre for Social Research

"The fall in anti-welfare attitudes over the past decades has occurred to a similar degree across all groups, including readers of different newspapers, and those of different ages and education."

- the National Centre for Social Research

2016

Joseph Rowntree Foundation (JRF) launches Talking about Poverty: "To develop a more effective way of communicating about UK poverty through 'framing'."

2016

In partnership with JRF, FrameWorks publishes research into public attitudes.

2019

JRF publishes its 'Framing toolkit' to support others in the sector to tell better stories about poverty.

2018

Heard (then On Road Media) launches its Talking About Poverty projects, in partnership with JRF.

2020

Our workshop with young carers on low-incomes shaped the narrative and performance in an Emmerdale storyline. Actor Liam Fox said he "couldn't imagine performing [...] without the input [Heard] gave to the show."

2020

We launch 'Reporting Poverty: A Guide for Media Professionals', in partnership with the National Union of Journalists, JRF, ATD Fourth World, Church Action on Poverty and an advisory group made up of journalists and experts by experience.

2021

Media begins covering the UK's cost of living crisis.

2021

We continue supporting journalists and media professionals on how to report on poverty, as well as bringing them together with people with lived experience of poverty.

2022

As some politicians seek to pit climate action against action on poverty, we shape timely communications guidance on the intersecting causes of climate change and the cost of living crisis. Our *Messaging this Moment* guide is shared widely with communicators in the climate and poverty spaces.

2023

The British Public Attitudes survey shows that British social attitudes towards poverty have significantly softened over the past decade. 29

Sexual violence and domestic abuse Supporting survivors

Our Angles programme supports people who have lived through sexual violence and domestic abuse to tell their stories effectively and engage with media professionals in a safe and boundaried way.



Highlights

This year Angles was taken over by Zino Akaka, who has previously worked across three of our programmes and has a wealth of experience across all of Heard's work.

The importance of community

We kicked off the year with a celebratory session, where members of the network shared aspects of their life or work that they want to acknowledge and celebrate with other members of the group. The session was a real reminder of the importance of community. A key reflection: There are many out there who are passionate about improving how our society talks about abuse – and they are all doing it in such diverse and creative ways.

Talking to journalists at The Times

Heard was invited to a panel to run and speak on a panel to approximately 50 of their journalists and share practical takeaways on new stories. Tanaka Mhishi, an Angles member and experienced facilitator of our networks, shared his insights into the best ways of working with people with lived experience.

Tanaka also talked about what collaborative storytelling looks like, and encouraged the journalists to make time for their own wellbeing, as well as that of the storytellers they work with.

Thank you to John Ellerman Foundation for your support throughout the year.



Key media outcomes

Bauer Media: We supported a five-day series looking at the issue of violence against women: how prevalent it is, the impact abuse has on survivors and how important sensitive media coverage is. We connected Bauer Media with members of our network, and Heard programme manager, Chiara Varé was interviewed to share Heard's perspective on how media professionals can improve their practices.

The Guardian/Observer: The article focused on the lack of access to support services, especially counselling, and how this affects victims. Heard connected the journalist with people from our network, who were featured in the article.



Media Storm:

This episode of Media Storm featured an investigation into one year on from the rejection of the amendment of the Domestic Abuse Bill, giving migrant women who have suffered domestic abuse equal protection. Heard supported a survivor to tell their story for the first time: being there during the interview, and briefing and debriefing them.

Cosmopolitan: We supported Cosmopolitan UK, with their investigation into the alarming increase in abusers using legal threats to silence women. An Angles network member generously shared her experience with the journalists. Her contribution was vital in helping raise the volume on this shocking issue.

"You are all so approachable, and offer a fantastic balance of support and feedback. You created an environment where it was possible to genuinely grow and learn – so much training does not achieve this."

- Gill, network member

Spotlight on network member Winnie M Li

Network member Winnie won an award for a blog, commissioned by us

Winnie wrote a blog for Heard about the emotional labour of dealing with the media as a survivor — and won the [WEVAW Award](#) for 'Best Piece - Blog and Self-Published'!

Transgender experiences Reflecting the experiences of trans people

Our All About Trans programme creates space for dialogue and understanding. We bring trans people together with professionals from across the media. We build connections and inspire authentic media content that reflects the real-life experiences of trans people.

Highlights

A picnic to celebrate trans joy

We hosted a picnic for the transgender community to come together and celebrate trans lives. We brought together organisations and people from across the sector and the All About Trans network to share in a day of collective joy, care and nourishment for trans people.

Highlights from the day included a poetry workshop on the theme of trans joy (run by poet Simran Uppal), delicious food from Majeda (a chef from the organisation Migrateful) and the amazing feeling of bringing together so many people from the network, their children, partners, friends and family to share in a sunny and joy-filled afternoon.

Huge thanks to The National Lottery Community Fund for providing the funding for this event.



Meeting high-profile publicists

In October, we met with a large group of publicists who support high-profile clients. We talked about the importance of taking action to support trans people (allyship is a verb!); where people might be able to leverage their power or space to support trans people; and how, for the trans community at the moment, a little support goes a long way.



Exploring media coverage with journalists

In November, we brought together journalists from across the media who are interested in deepening their understanding of trans experiences.

We explored what we wished media coverage was like; how we wish coverage of trans lives more often included trans voices; and how we'd love media to capture more of the nuance, joy and triumphs of being trans. We imagined the stories of trans people we'd love to see in our media – for example, how we'd love to see stories of older trans people and queer families.

A huge thank you to Mewburn Ellis, who generously nominated All About Trans as one of their charity partners this year, and whose support has made an enormous difference to our team.

An enormous thank you to the Paul Hamlyn Foundation, whose support and funding for All About Trans over the past year has meant so much to us and our network.



"All About Trans has been instrumental in educating and increasing awareness... The work they do is incredibly powerful, and has changed countless hearts and minds through creating storylines, media opportunities and coverage on trans issues. I feel privileged to have worked with them."

- Uglia, network member



Our network member Krishna Isha has been working with All About Trans for eight years.

They've shaped work we've done with organisations across the media, including the BBC, Hachette and large production companies.

Krishna became a writer on season 4 of Sex Education – and, along with other trans consultants and actors, created a show which reflected the realities of trans experiences with humour and joy.

Millions of people of people viewed



MILLIONS OF VIEWERS tuned in to watch storylines about trans experiences created by trans people. And for so many trans people, the series remains one of the only times they've seen themselves and their experiences authentically reflected on screen.

- network member

Special focus: The urgent need to support better storytelling about trans experiences



"Media plays a huge part in shaping the public's understanding of marginalised people, and at a time when there is so much misinformation and backlash against the trans community, the work All About Trans does feels more important than ever."

- Krishna Isthia, network member

We are so proud of the work All About Trans does to improve media representation of trans experiences. As a result of our work with the brilliant All About Trans network, we've seen trans characters on some of the UK's favourite shows, including EastEnders and Emmerdale. We've heard more trans voices in our news. Groundbreaking shows such as Sex Education and Heartstopper have led the way in creating popular culture that reflects the authentic experiences of trans people.

However, the period since 2015 has also seen an explosive increase in hostile media coverage of trans experiences. Despite trans people making up between 0.5% and 1% of the population, it's rare for a week to go by without stories of trans people in the media. This coverage is often rooted in hypotheticals rather than the realities of what it means to be trans, and it rarely includes trans voices or reflects trans experiences.

Misunderstanding about any issue, from poverty to migration, can easily be exploited for political gain or click-bait. And so it is perhaps not surprising that we have seen trans people being deployed by influential commentators and politicians to score points or create division.

We know that people's quality of life is impacted by popular culture and political discourse. The past few years have shown us how starkly this is true for trans people. Transphobic hate crime quadrupled between 2015 and 2020, while public attitudes towards trans people have become markedly more hostile in just a few short years, as demonstrated by the most recent [British Social Attitudes Survey](#).



THEN

53% of the public thought someone who is transgender should be allowed to change the sex on their birth certificate.

82% of the public described themselves as "not at all prejudiced" against people who are transgender.



NOW

Only 30% think they should be allowed.

Only 64% describe themselves this way.



We can change things for the better – with your help.

The stories told in our newspapers and on our screens really matter. Right now, so many of the stories told about trans people don't accurately reflect trans experiences or include trans voices. But this can change.

The work All About Trans has done over the years plays such an important role in shifting the dial on public conversation. We are behind the scenes, building relationships and improving understanding among media professionals. And we are training and supporting our brilliant spokespeople to be part of conversations about their lives.

This work is needed now more than ever. We need to keep bringing people together, having conversations and working together to bring about better, more accurate and more authentic media representation.

There is an urgent need to fund projects that support trans people. The scale of the challenge facing those trying to shift the public conversations is huge, and most organisations working to support trans people are small and under-resourced.



We know what we do works, we know it's needed, and we know that change is possible.

We are openly calling on more funders to support our work. Join us to change media representation of trans experiences, so we can win back public support for trans people and build a world in which trans people are safe and free.

If you're interested in supporting this work in any way, please contact us today on madeleine@heard.org.uk



"Please, remember: when you see reporting on a trans story that seems unusually accurate or respectful; or if you watch a comedy or drama with a trans storyline that doesn't make you want to throw a cushion at the telly, All About Trans and/or one of its network members probably had a hand in that, however big or small. I love these people. I'm so grateful we're able to do this work. We're not fighting a culture war – we don't stoop to their level – but we do stand as a bulwark against it. And we aren't going anywhere."

- Freddy McConnell, network member

"Everything we know about change-making suggests that it starts like this – getting people who want to use their platform to help into the room with the trans community...The conversations I've had in these sessions are productive and enlightening, and the delivery is safe, effective, and action-focused thanks to the excellent facilitation of Maddy and the rest of the staff at Heard."

- sector partner

Youth experiences of migration Communicating a fresh story about migration across popular culture

Media Movers is a programme for young people from migrant backgrounds who are passionate about influencing media representation of migration. We are forging a better understanding of the untold realities of people with experience of migration.



"Even though we all had different experiences to talk about, there was that similarity: the desire for change in how our areas of focus are being perceived and translated in media and television"

- Soph, network member

Highlights

Unpacking the intersection of race and migration

We have made significant progress on our anti-racism work – an arm of the programme set out to explore the impact of race on experiences of migration.

We started this work with a roundtable event, bringing together people from our Media Movers network. Together, we explored how race and migration are intertwined, and how those stories are presented in the media. We have recognised differences in media portrayals of migration stories about non-racialised people, in comparison with people of colour. We're striving for more equitable portrayals in mainstream media.

We began development of a new resource to improve representations of race and migration: a toolkit and comms guide for media professionals. We secured a partnership with The Runnymede Trust to collaborate on developing this new resource. We will be working with creative transformation agency Pocc to bring it to life, who we chose because they champion creative professionals of African, Caribbean and Asian descent, aligning with the project's values.



"It's important there's effective representation of race and migration. What the media depicts shapes a lot of public opinions and attitudes towards everyday life."

- Lizzie, network member



Sharing our approach with others in our ecosystem

We provided training to other organisations within the sector, such as We Belong. Our training helps organisations work with people with lived experience, and to improve organisational communications – in a way that leaves people informed, hopeful and solution-focused.

The team coming back together

Our team got back up to full speed late in the year. We've loved welcoming back programme manager Zoë Speekenbrink from maternity leave. In partnership with project assistant Makaela Lewis, they make a great team, giving the project new energy and focus as we move into next year.

Sparking stories in Coronation Street

We held talks with Coronation Street's storytelling team about incorporating a character with lived experience of migration.

CORONATION ST.

The character Daryan enters Coronation Street.

Five million viewers see well-framed scenes in the drama.

Storylines show how communities can invite people in and give support.

Scaling our impact

We know that our approach to communicating big issues works. But we're just one charity. We can't create long-term change by ourselves. The past year marks a turning point in understanding how we can scale our impact.

We have recognised the need to share our learning, and to join forces with others in the third sector (and beyond) to multiply our impact.

Launching a new training platform

We launched our first online training platform and course. It shares foundational framing recommendations with communication professionals from across the third sector. Funded by Lankelly Chase and working with CharityComms, we trained CharityComms members to engage with our recommendations in their own time and around their busy schedules — and then come together to apply learning to their own work.

"Easily the best course on comms I've been to in my career. This was helpful, practical, specific. Everyone working on comms for a charity absolutely needs this, this is so key."

- course attendee

"I've already recommended the course to my manager - our whole organisation should be doing this!"

- course attendee

Sharing our learning with other charities

We shared our "safe and strategic" communications insights with organisations from all the sectors we work with. We helped people bring new practices into their collaborations with spokespeople talking on poverty, migration and childrens' palliative care. We ensured that comms people telling vital stories had the knowledge they needed, to ensure messages landed.

Working with new sectors and industries

Ultimately, we want the work of all our programmes to reach as many of the British public as possible. In the past year, we've trialled working with new sectors and industries to broaden our reach.

Our climate team has started to scope the role we can play in football and e-gaming. We're excited to work with brilliant partners already doing important work, thinking about how we can plug in and help organisations and people tell stories that lead to change (see pg.22-25 for more).

In our children's palliative care programme, we're working with clinicians and other professionals from the worlds of health and care (learn more on pg.18-21).

Collective impact and the importance of joining forces

We've always embraced collaborative working — networks are fundamental to what we do. In the past year, we've recognised that we can go further. To change narratives at a societal level, we need to join forces with many other people and organisations, and communicate in aligned ways.

To this end, our delivery team attended training in collective impact. This approach aims to create systems change, by lots of players in an ecosystem working together to achieve shared goals. Many thanks to our funder This Day Foundation for the learning opportunities, and to facilitators The Collective Change Lab.

Making our impact measurement more robust

So how will we know if our efforts are working? Narrative change is notoriously difficult to measure. We invested in a detailed review of our monitoring and evaluation systems by an independent consultant, to ensure we stay focused on creating our intended impact. Key recommendations included:

- Simplifying the data we collect: identifying just a couple of common indicators across all our work, then having more flexibility at programme level.
- Demonstrating our big picture impact: Contextualise our day-to-day successes and learning, by looking at the long-term differences this work makes.
- Using data to learn and continuously improve: Ensure M&E enables us to improve our services, share our learning with others and demonstrate our impact.

We have tried to incorporate these principles throughout our work since, including within this report.

Strengthening our team and core

We care for our brilliant team while growing our organisation. We are always seeking to make ourselves more equitable, and to safeguard the sustainability of Heard.

Caring for our team

- We believe that, to keep doing social change work, we need to make space to nourish ourselves.
- Sometimes this means cultivating moments of joy. The past year has seen us celebrating together at an Eid lunch, revelling at our rebrand party to become Heard, and holding festive craft activities in December.

Towards the end of the year, it also meant giving our team time and space to process the Israel-Gaza war. We allowed people time off if they were feeling affected by the atrocities or if they wanted to take action, such as protesting.

Becoming more equitable, effective and sustainable

- We updated key policies to become more equitable, including on safeguarding, unpaid leave and flexible working.
- We began a review of salaries and roles, in parallel with updating our pay & progression policy. Our goal is to make pay and progression at Heard as equitable as possible.
- We established a new support group for line managers, to share best practice and ensure managers exemplify our values.
- We moved internal communications to Slack. This has helped us dramatically reduce internal email, and feels more inclusive for people working from home.

- We have significantly matured our finance function. We overhauled and streamlined key finance systems, bringing greater budgetary control.
- We hired a new finance and operations coordinator, creating more capacity to support the organisation as we grow.

Our values

- Brave
- Creative
- Determined
- Inclusive
- Patient
- Thoughtful

With thanks to all our funders

None of the impact we've created in the past year would be possible without your support and commitment. On behalf of us all — thank you.

A B Charitable Trust	Joseph Rowntree Foundation
Barrow Cadbury Trust	Lankelly Chase
The Blue Thread	Mewburn Ellis Law Firm
Children's Investment Fund Foundation	Murmur
City Bridge Foundation	National Lottery Awards
Climate Change Collaboration of Aurora Trust, JJ Charitable Trust and The Mark Leonard Trust	National Lottery Community Fund
Comic Relief	Oak Foundation
Esmée Fairbairn Foundation	Paul Hamlyn Foundation
Garfield Weston Foundation	The Roddick Foundation
Gower Street Trust	The True Colours Trust
John Ellerman Foundation	Tudor Trust
Joseph Rowntree Charitable Trust	Trust for London
	Unbound Philanthropy

Finances & statutory information

Financial review & reserves policy

In the year ending 31 October 2023, Heard generated a surplus in unrestricted funds of £108,771 (2022: £40,807) and increased restricted reserves by £222,363 (2022: £51,669). The large surplus on restricted funds arose because grant funding for several programmes was received during the financial year, but the expenditure relating to these projects will continue in the next financial year and draw on these reserves.

Heard's total income in the year was £1,244,529, an increase of around thirty-six percent from the previous year (£917,896). As in previous years, the charity's main source of income (£1,167,327) was grants received from charitable trusts and foundations (2022: £863,802), but our earned income from training and research work grew to £75,245, an increase of nearly forty percent from the previous year (£54,094). We aim to grow earned income in the coming years to diversify Heard's income streams and expand our training offer.

Our total expenditure in the year was £913,395 (2022: £825,420), an increase of £87,975 (11 percent) from the previous year. Heard's growing team resulted in staff cost increasing by £42,717 and expansion of work on Climate and Children's Palliative Care Program resulted in an increase in direct project costs from £186,380 in 2022 to £209,301 in 2023.

Heard's 2022 accounts contained a clerical error which is corrected in the restated 2022 comparatives. Unrestricted expenditure of £30,001 was incorrectly allocated against restricted funds, which resulted in an understatement of restricted funds and an overstatement of unrestricted funds. The effect of the correction is that unrestricted funds are £30,001 lower (£200,422) at 1 November 2022, and restricted funds are £30,001 higher (£120,337). The net effect on total reserves at the start of the financial year ending 31 October 2023 was £nil.

A formal policy on reserves was agreed at the December 2017 board meeting. This policy was reviewed and updated at the 6 December 2023 trustee meeting.

Our policy states:

The board has set a reserves policy that requires reserves to be maintained at a level that ensures that Heard's core activity could continue during a period of unforeseen difficulty. A proportion of reserves is maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget, and forecast cycle.

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitments.

Heard registered as a charity in 2016 and has steadily grown since then. As a result, it has progressively built up its free reserves. At 31 October 2023, Heard held unrestricted reserves of £309,193 (2022: £200,422) and free reserves of £278,753 (2022: £194,391), representing unrestricted funds excluding those held in tangible fixed assets or designated for specific purposes. The trustees decided to designate £25,000 at 31 October 2023; £5,000 for capital expenditure and £20,000 for investment in Heard's fundraising capacity. Most of the expenditure on these funds is expected to take place in the next financial year.

For 2023-24, the board agreed that the most appropriate level of reserves is an amount that equates to between three (£199,000) and six (£398,000) months running costs for the organisation. Running costs include salaries (excluding freelancers), rent and overheads. Heard's current level of reserves is within the target range.

Going concern

The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ('the going concern period'). These forecasts considered the risks to the charity's business model, particularly the reliability of Heard's fundraising forecasts and cost increases due to high inflation, and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period. Their planning process, including financial and cash flow projections, has considered alternative scenarios and they expect to be able to match potential shortfalls of income with a reduction in cost as Heard receives most of its income at the start of projects.

Heard's 2023-24 budget projects a break-even on unrestricted funds and is based on conservative estimates of income expected from training and consultancy services.

The trustees believe that Heard holds sufficient free reserves to provide cover for any unexpected changes in income and expenditure to allow time to adjust the charity's cost base and continue activities. The charity's management team and trustees continually monitor the charity's actual and forecasted financial performance and manage the finances accordingly. Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going concern basis.

Structure, governance & management

In this financial year, on 17th February 2023, On Road Limited legally changed names by special resolution. This was approved by the board of trustees on 17th February 2023, and discussed at length in prior board meetings. Heard Organisation Limited is a company limited by guarantee governed by its Memorandum and Articles of Association dated 19th June 2008. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently six members. Each member promises, if the company is dissolved while they are a member or within twelve months after they cease to be a member, to contribute such sum (not exceeding £10) as may be demanded of them towards the payment of the debts and liabilities of the Company and of the costs charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

Governing document

The charity is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Reference and administrative details

Registered Company number

06624806 (England and Wales)

Registered Charity number

1165237

Registered office

The Green House
Cambridge Heath Road
London, E2 9DA

Auditors

Sedulo Audit Limited
605, Albert House
256-260 Old Street
London
EC1V 9DD

Bankers

The Co-operative Bank
Delf House
Skelmersdale
WN8 6GH

Board of trustees



Nina Spataru
Co-chair



K Biswas
Co-chair



Kristina Kopic
Treasurer



Melissa Murdock
Trustee



Sophie Hobson
Trustee
(resigned 2023)



Ewan Bennie
Trustee



Princess Ashilokun
Trustee

Team



Nathalie McDermott
Founder and
Chief Executive



Nicky Hawkins
Director of
Communications
(left 2023)



Sophie Hobson
Director of
communications
and engagement
(joined 2023)



Fikir Assefa
Head of Operations
and People



Bindu Karnany
Head of Finance



Kate Llewellyn
Head of
Training and
Engagement



Amy Pearce
Executive
Assistant



Chiara Varè
Programme
Manager



Madeleine Ellis-Petersen
Programme
Manager



Zino Akaka
Programme Coordinator
promoted to Programme
Manager in 2023



Aishah Siddiqi
Programme
Manager



Jamie Wareham
Interactions
Manager
(left 2023)



Jo Henry
Programme
Assistant
(left 2023)



Makeela Lewis
Programme
Assistant



Zoë Speekenbrink
Programme
Manager



Olivia Luder
Engagement
Coordinator
(joined 2023)



Jay Davis
Operations
Assistant
(joined 2023)



Anna Gibson
Programme
Manager
(joined 2023)

Appointment of trustees

As set out in the Articles of Association the chair of trustees is nominated by the elected trustees. Trustees are elected by the members of the charitable company attending the Annual General Meeting and serve for a period of three years. The trustees have the power to co-opt up to two further members to fill specialist roles. All members are circulated with invitations to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM. When considering co-opting trustees, the board has regard to the requirement for any specialist skills needed.

Trustee induction and training

New trustees undergo an orientation that covers:

- their legal obligations under charity and company law
- Charity Commission guidance on public benefit
- the memorandum and articles of association
- committee and decision-making processes
- Heard's business plan and recent financial performance of the charity

During the induction day, they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The board of trustees, which can have up to 15 members, administers the charity. The board meets on a quarterly basis. A chief executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and project-specific related activity.

Board sub-committees

Reputation and External Affairs Committee (REAC Committee) (previously Social Affairs Committee)

Melissa Murdock, Princess Ashilokun and K Biswas are members of this sub-committee founded in 2022 and changed in 2023. It now focuses on Heard's reputation (including crisis communications, engagement, comms and brand), broader horizon and context (e.g. impact of AI and general election), current affairs and trends, and relationships to develop long-term influence.

Human Resources Committee

K Biswas, Melissa Murdock and Ewan Bennie are members of the Human Resources Sub-Committee. They take delegated responsibility on behalf of the board for overseeing Heard's human resources (HR) strategy, policies and implementation.

Finance Committee

The Finance Committee was established in September 2022. It meets quarterly before board meetings to discuss matters related to all financial aspects to ensure Heard's short- and long-term financial viability. The Committee's remit includes oversight of Heard's financial and income generation strategy, financial risk management, auditor appointment, and treasury management.

The Finance Committee makes recommendations to the board on these matters, but decisions are taken by trustees at the board meeting.

Meetings are chaired by the treasurer, and the Finance Committee consists of:

- Kristina Kopic (Treasurer)
- Nina Spataru (Trustee)
- Ewan Bennie (Trustee)
- Bindu Karnany (Head of Finance)

Related parties

One of our trustees, K Biswas, occasionally works for us as a guest journalist consultant on a number of our projects. He receives remuneration from the charity for this. All conflicts of interest are declared at the beginning of board meetings, and we track these to monitor remuneration. Additionally, any trustees with conflicts are not involved in discussions where a conflict arises. We have a Conflict of Interests policy which is reviewed yearly.

No other trustee receives remuneration or any other benefit from their work with the charity.

Risk management

The trustees have a risk management strategy which comprises:

- Quarterly review of a risk register noting risks the charity may face, and outlining mitigating actions being taken
- Processes that allow the trustees oversight over mitigating actions implemented by the staff team to reduce likelihood of risks occurring
- Procedures designed to minimise the negative impact on the charity should those risks materialise

Below are the principal risks that Heard currently faces, and some of the key activities we undertake to mitigate these risks:

Inadequate income: The potential risk of inadequate income for a small charity is always a factor but particularly acute in an economic downturn with a cost of living crisis, all of which means demands on funders are greater than ever. The mitigating actions we have in place are the following:

- Quarterly review of forecasts by the Finance Committee and board to take appropriate action well in time
- Only committing to expenditure when income has been secured
- Placing excess cash on short-term deposits to earn interest
- Regular review of the charity's free reserves against the target range set by our reserves policy
- Annual review of Heard's reserves policy and cash deposits

How toxic / "culture wars" debates might impact our work: Given the unique nature of our work, aggressively polarised debates in media and political discourse might hold risks for our reputation and funding, and the wellbeing of our team and network members. The mitigating actions we have in place are the following:

- Reiterating in our external communications that we are work is fundamentally about bringing people together, building understanding and empathy, and bridging divides

- Safeguarding policies for our staff and the people we work with
- Crisis communications plan and procedures
- Staff team in continuous communication with each other about the media landscape, with strong relationships across a wide range of mainstream media
- Quarterly horizon-scanning by the Reputation & External Affairs Sub-Committee

Lack of trustee knowledge or expertise, leading to inadequate support and legally required oversight of the organisation: We have an active board with an excellent Treasurer and diversity in terms of experience, but we are lacking in HR and legal expertise. Lack of senior knowledge about HR or legal could lead to poor decision-making. Failure to follow good processes could lead to errors in the running of the organisation. A trustee board without a range of relevant experience could stand against us when applying to funders. The mitigating actions we are putting in place are:

- Prioritising the hiring of HR and legal trustees
- Carrying out board appraisals to give trustees the opportunity to reflect on any knowledge/skill development needs
- Drawing up competency framework and job descriptions

The additional measures we are putting in place in 2023-24 are:

- Preparing three-year fundraising forecasts to help trustees plan longer-term
- Investment in Heard's fundraising capacity and the development of a fundraising strategy
- Aim to achieve full cost recovery by increasing the support cost allocation on future funding proposals
- Exploring new ways of generating income, for example through corporate partnerships



Plans for the future



Since we were founded in 2008, we have learned a huge amount about the practical application of narrative research across our projects. We do this via peer support groups, interactions, training and consultancy. Our programme teams are made up of skilled facilitators, trainers and organisers who can facilitate conversation and learning in diverse stakeholder groups (our networks, third sector organisations, media professionals), manage budgets, and hold client/funder relationships.

Our expertise:

- We know how to distil communications research and make it accessible and user friendly.
- We know how to train different groups in how to use the research and create powerful communications in their own voice.
- We know how to influence creators of popular culture, we know what media professionals want.
- And we are continuously learning about how to do this work in safe and respectful ways with the groups we work with, ensuring that the people who have experienced the negative impacts of structural inequality are at the heart of this work.

Where we need to go:

We have successfully piloted many of the "treatments" (above) required to achieve narrative change.

But in order to achieve long-term change, we need to ensure that our work is aligned with more stakeholders. That begins with establishing the right relationships, resources and collective engagement.

In 2023-24, we will continue to deliver our six programmes and design a further two training courses for our video training in Poverty and Migration. We will also address this question:

What are the conditions that are required to effectively bring about long-term narrative change, so that our work leads to a sustained, joined-up, narrative heartbeat that creates the conditions for progressive policy change?

In order to achieve our goal to be a leader in the field of narrative strategy that can bring about long-lasting change, Heard staff will undergo training in systems change. This will deepen their programme management skills. It will also ensure that, alongside our already excellent delivery, we are designing effective narrative strategies with our partners and funders.

Internally, as the team has grown, so has the complexity of relationships across the organisation. This year we will be carrying out mapping and evaluation sessions on power and accountability in the organisation, so that decision-making is thoughtful, collective and inclusive, and grounded in anti-oppression. This will result in a codified accountability and decision-making model, which outlines how important a decision is, determines who makes the final decision, and who needs to be consulted.

Statement of trustees' responsibilities

The trustees (who are also the directors of Heard Organisation Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

The auditors, Sedulo Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporated in the strategic report, approved by order of the board of trustees, as the company directors, on 24/05/2024 and signed on the boards behalf by:

Downloaded by:


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N Spataru – Co-chair

Date: 24/05/2024



Report of the independent auditors

Opinion

We have audited the financial statements of Heard Organisation Limited (the 'charitable company') for the year ended 31 October 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least

twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud

The primary responsibility for the prevention and detection of fraud rests with directors and management, and we cannot be expected to detect non-compliance with all laws and regulations.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our knowledge of the business and sector, enquiries of directors and management, and review of regulatory information and correspondence.

We communicated identified laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

We discussed with directors and management the policies and procedures in place to ensure compliance with laws and regulations and otherwise prevent, deter and detect fraud.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations identified as potentially having a material effect on the financial statements. Our procedures included review of financial statement information and testing of that information, enquiry of management and examination of relevant documentation, analytical procedures to identify unusual or unexpected relationships that may indicate fraud, and procedures to address the risk of fraud through director or management override of controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Senior Statutory Auditor
Sedulo Audit Limited
605, Albert House
256-260 Old Street
London
EC1V 9DD

Date: 24/5/2024

Sedulo Audit Limited



Financial statements

Statement of Financial Activities (incorporating Income and Expenditure account)

For the year ended 31st October 2023

	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments from:				
Grants and Donations	287,777	879,550	1,167,327	863,802
Charitable activities	75,245	-	75,245	54,094
Other income	1,957	-	1,957	-
Total income	364,979	879,550	1,244,529	917,896
Expenditure on:				
Raising funds	13,337	-	13,337	11,208
Charitable activities	242,871	657,187	900,058	814,212
Total expenditure	256,208	657,187	913,395	825,420
Net income / (expenditure)	108,771	222,363	331,134	92,476
Net movement in funds	108,771	222,363	331,134	92,476
Reconciliation of funds:				
Total funds brought forward (Restated)	200,422	120,337	320,759	228,283
Total funds carried forward	309,193	342,700	651,893	320,759

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

Balance sheet

As at 31st October 2023

Fixed Assets			
Tangible assets	12	5,440	6,031
Current Assets	13	59,928	10,360
Debtors		806,967	626,724
Cash at bank and in hand		866,895	637,084
Total current assets		(220,442)	(322,356)
Current Liabilities	14		
Creditors: Amounts falling due within one year		646,453	314,728
Net current assets		651,893	320,759
Total net assets			
The funds of the Charity:	15		
Unrestricted funds:			
General Funds		284,193	200,422
Designated funds		25,000	-
Restricted funds		342,700	120,337
Total charity funds		651,893	320,759

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

These financial statements were approved by the Board of Trustees and authorised for issue on ^{24/05/2024} [date] and were signed on its behalf by:

DocuSigned by:

 9F5177F59B02443...

N Spataru – Co-chair

Cashflow Statement

For the year ended 31st October 2023

	2023	2022
	£	£
Cash inflow / (outflow) from operating activities	183,977	(6,702)
Cash inflow / (outflow) from investing activities	(3,734)	(2,770)
Purchase of property, plant and equipment	180,243	(9,472)
Increase / (decrease) in cash and cash equivalents in reporting period	626,724	636,196
Cash and Cash equivalents at beginning of the financial year	180,243	(9,472)
Increase / (decrease) in cash	806,967	626,724
Cash and Cash equivalents at end of the financial year	Note 2, 3	

Notes to the Cashflow Statement

For the year ended 31st October 2023

1 Reconciliation of net incoming resources to cash inflow / (outflow) from operating activities

	2023	2022
	£	£
Net income	331,134	92,476
Depreciation	4,325	5,747
Decrease / (increase) in debtors	(49,568)	(7,345)
(Decrease) / increase in creditors	(101,914)	(97,560)
Net cash provided by / (used in) operating activities	183,977	(6,702)

2 Analysis of cash and cash equivalents

	2023	2022
	£	£
Cash at Bank	806,967	626,724

3 Analysis of changes in net funds

	At 1 November	Cashflows	At 31 October
	£	£	£
Cash	2023	180,243	806,967
	2022	(9,472)	626,724

Notes to the Financial Statements

For the year ended 31st October 2023

1. Accounting policies Statutory information

Statutory information

Heard Organisation Limited is a charitable company limited by guarantee, registered in England, with registered company number 06624806 and charity number 1165237. The address of the registered office is The Green House, Cambridge Heath Road, London, E2 9DA.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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), Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

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

Going concern

The Trustees have considered the charity's current and future financial position. The charity holds unrestricted reserves of £309,193.

The Trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ('the going concern period'). These forecasts considered the risks to the charity's business model, particularly the reliability of Heard's fundraising forecasts and cost increases due to high inflation, and analysed how those risks might affect the charity's financial resources or ability to continue operations over the going concern period. Our planning process, including financial and cashflow projections, has considered alternative scenarios and we expect to be able to match potential shortfalls of income with a reduction in cost as Heard receives most of its income at the start of projects.

But if this were not possible, we hold sufficient free reserves to provide cover for unexpected changes in income and expenditure to allow us time to adjust our cost base and continue activities. We continually monitor our actual and forecasted financial performance and manage our finances accordingly. Consequently, the Trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going concern basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period.

All income is stated net of VAT.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Notes to the Financial Statements

For the year ended 31st October 2023

Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets are initially recorded at cost. The Capitalisation threshold for Fixed Assets is £500.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	33% on cost
Computer equipment	33% on cost
Telephones	50% on cost

Debtors

Other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and cash in hand include cash and short-term highly liquid investments with a maturity of three months or less from the date of acquisition or opening a deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised when the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at the settlement amount due.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are wholly recognised at transaction value and subsequently measured at settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Designated funds are unrestricted funds separated from free reserves by the Trustees for a particular need.

Restricted funds can only be used for particular purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Notes to the Financial Statements

For the year ended 31st October 2023

2. Grants and Donations

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Donations	3,809	-	3,809	-
Esmee Fairbairn Foundation	31,000	-	31,000	66,000
Paul Hamlyn Foundation	88,000	95,833	183,833	69,187
City Bridge Trust, the funding arm of The City of London Corporation's Charity,	1,000	6,666	7,666	40,000
Unbound Philanthropy	62,500	-	62,500	25,000
Joseph Rowntree Foundation	-	53,290	53,290	66,612
Trust for London	-	107,767	107,767	81,947
Barnes Cadbury Trust	-	33,013	33,013	33,754
Gower Street Trust	-	52,500	52,500	50,252
Oak Foundation	-	12,918	12,918	-
10% for Ocean	15,634	-	15,634	1,000
The True Colours Trust	-	-	-	1,000
Climate Change Collaboration of Aurora Trust, JJ Charitable Trust and The Mark	-	202,578	202,578	95,954
John Ellerman Foundation	-	97,500	97,500	82,500
The National Lottery Community fund	-	20,834	20,834	25,000
Joseph Rowntree Charitable Trust	-	-	-	27,150
Tudor Trust	20,000	6,800	26,800	18,750
The Roddick Foundation	2,500	25,000	27,500	30,000
The Wing Weige Foundation	-	-	-	5,910
Calouste Gulbenkian Foundation	-	69,562	69,562	100,000
The Family Chase Foundation	-	13,334	13,334	33,218
Go Wild Wilson Foundation	-	-	-	6,670
Murphy Ellis Law Firm	13,334	-	13,334	-
National Lottery Awards	-	12,500	12,500	-
Children Investment Fund Foundation	-	1,500	1,500	-
Murmur	-	17,377	17,377	-
Blue Thread Foundation & Partner	-	5,842	5,842	-
A B Charitable Trust	-	50,988	50,988	-
Comic Relief	50,000	20,000	70,000	-
	287,777	879,550	1,167,327	863,802

3. Charitable activities

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Research Income	51,745	-	51,745	-
Earned Income - Training	23,500	-	23,500	54,094
	75,245	-	75,245	54,094

4. Other income

	2023 £	2022 £
Interest Income	1,957	-
	1,957	-

All income in 2023 and 2022 was unrestricted.

5. Raising Funds

	2023 Total £	2022 Total £
Fundraising Costs	13,337	11,208
	13,337	11,208

Notes to the Financial Statements

For the year ended 31st October 2023

6. Charitable activities costs

Staff costs related to programmes	Activities undertaken directly	Support Costs	2023 Total
£ 375,855	£ 209,301	£ 311,802	£ 890,058
Staff costs related to programmes	Activities undertaken directly	Support Costs	2022 Total
£ 394,922	£ 186,380	£ 232,910	£ 814,212

£657,187 of the total expenditure is restricted (2022: £659,413). All other expenditure is unrestricted.

7. Support Costs

Staff	Other	Governance	2023 Total	2022 Total
£ 192,196	£ -	£ -	£ 192,196	£ 133,412
12,777	-	-	12,777	1,899
-	8,180	-	8,180	7,403
-	22,291	-	22,291	4,138
-	3,813	3,862	7,675	11,728
-	996	8,000	8,996	4,410
-	-	333	333	319
-	7,613	-	7,613	7,059
-	6,724	755	7,479	15,601
-	36,564	-	36,564	32,589
-	812	-	812	1,707
-	1,481	-	1,481	230
-	4,325	-	4,325	5,747
204,973	83,182	13,737	311,932	232,810

8. Net Income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
Auditors' remuneration	£ 9,000	£ 6,600
Fees for non-audit services	1,000	1,820
Depreciation	4,325	5,747

9. Trustees' remuneration and expenses

There were no trustees' remuneration or other benefits for the year ended 31st October 2023 not for the year ended 31st October 2022.

Trustees' expenses

No expenses were paid to trustees during the year ended 31st October 2023 nor for the year ended 31st October 2022

Notes to the Financial Statements

For the year ended 31st October 2023

10. Staff costs

The average number of employees during the year was as follows:

	2023 Headcount	2022 Headcount
	15	14
	2023	2022
	£	£
Wages and salaries	484,200	462,428
Social security costs	43,456	44,624
Pension and other payroll costs	43,395	21,284
	571,051	528,334

Their aggregate emoluments were as follows:

	2023 Number	2022 Number
Number of employees of the company who earned from:		
£60,000 to £70,000	-	1
£70,001 to £80,000	1	-
Total	1	1

The charity considers its key management personnel to comprise the Trustees, Chief Executive and Director of Communications. The total employment benefits, including employer pension and national insurance contributions, of those Key Management Personnel were £93,646 (2022: £149,555) incurred by 1 (2022: 2) members of staff.

11. Comparatives for the Statement of Financial Activities

	2022 Unrestricted funds	2022 Restricted funds	2022 Total funds
Income and endowments from:			
Donations and grants	155,498	708,304	863,802
Charitable activities	54,064	-	54,064
Total income	209,562	708,304	917,856
Expenditure on:			
Raising funds	11,208	-	11,208
Charitable activities	154,789	659,413	814,212
Total expenditure	166,007	659,413	825,420
Net income	43,555	48,891	92,476
Transfers between funds	(2,778)	2,778	-
Net movement in funds	40,777	51,669	92,476
Reconciliation of funds:			
Total funds brought forward	159,615	68,668	228,283
Total funds carried forward	200,422	120,337	320,759

Notes to the Financial Statements

For the year ended 31st October 2023

12. Tangible Fixed Assets

Cost	Fixtures and Fittings	Computer Equipment	Total
Balance at 1st November 2022	£ 6,938	£ 12,652	£ 19,590
Additions	2,083	1,651	3,734
Disposals	-	-	-
Balance at 31st October 2023	9,021	14,303	23,324
Accumulated depreciation			
Balance at 1st November 2022	£ 5,119	£ 8,440	£ 13,559
Depreciation charge for year	1,597	2,728	4,325
Disposals	-	-	-
Balance at 31st October 2023	6,716	11,168	17,884
Net book value at 31st October 2023	2,305	3,135	5,440
Net book value at 31st October 2022	1,819	4,212	6,031

13. Debtors

	2023	2022
Trade debtors	£ 290	£ 6,650
Prepayments and accrued income	58,324	3,710
Other debtors	1,314	-
Total	59,928	10,360

14. Creditors (amounts falling due within one year)

	2023	2022
Trade creditors	£ -	£ -
Accruals and deferred income	214,623	319,907
Other creditors	5,819	2,449
Total	220,442	322,356

Analysis of movement in deferred income:

	2023	2022
Brought forward	£ 287,838	£ 361,531
Released in the year	(287,838)	(361,531)
Deferred in the year	187,351	287,838
Total	187,351	287,838

Notes to the Financial Statements

For the year ended 31st October 2023

15. Movements in funds

	2023		2022	
	£	£	£	£
Funds balance at 1st November (Restated)	200,422	-	120,337	-
Transfers between funds	(25,000)	25,000	-	-
Net income / (expenditure)	108,771	-	222,363	-
Funds balance at 31st October	284,193	25,000	342,700	331,134
				651,893

Designated funds include £5,000 for future capital expenditure and £20,000 for Fundraising and Development investment

Comparatives for movements in funds:

	2022		2022	
	Restricted	£	Restricted	£
Funds balance at 1st November 2021	Unrestricted	159,615	Restricted	68,668
Net income / (expenditure) Restated	40,807	51,669	82,476	228,283
Funds balance at 31st October 2022	200,422	120,337	320,759	320,759

16. Leasing agreements

At the balance sheet date, the charity had total commitments under non-cancellable operating leases of £29,637 (2022: £49,931). Lease payments recognised as an expense in the year were £20,393 (2022: £20,044).

17. Retirement benefit schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to the income and expenditure account in respect of defined contribution schemes was £43,395 (2022: £21,284).

18. Related party disclosures

During the year, £300 (2022: £2,929) was paid to Kuntal Biswas, Trustee and Co-Chair at the charity, for his services as a guest journalist on our training courses.

19. Company limited by guarantee

The charitable company is limited by guarantee and does not have share capital. In the event of a winding up, each of the members undertakes to contribute an amount not exceeding £10.

20. Prior year adjustment

Our 2022 accounts contained a clerical error which is corrected in the restated 2022 comparatives. Unrestricted expenditure of £30,001 was incorrectly allocated against restricted funds, which resulted in an understatement of restricted funds and an overstatement of unrestricted funds. The effect of the correction is that unrestricted funds are £30,001 lower (£200,422) at 1 November 2022, and restricted funds are £30,001 higher (£120,337). There is no difference to the total amount of funds at the start of the financial year 2022-23.

The restatement of funds is as follows:

	2022		2022	
	Previous	£	Restated	£
Unrestricted funds	230,423	200,422	(30,001)	
Restricted funds	90,336	120,337	30,001	
Total funds at 31 October 2022	320,759	320,759		

“HEARD

Learn more about our work and discover inspiring examples of communications and content from around the world:

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Heard Organisation Limited

England & Wales - Charity number 1165237

Accounts

NOVEMBER 2021 - OCTOBER 2022



ACCOUNTS AND TRUSTEES REPORT

“HEARD

REGISTERED COMPANY NUMBER: 06624806
REGISTERED CHARITY NUMBER: 1165237 (England and Wales)

“H

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On Road Media is now “HEARD”



Nathalie McDermott,
CEO & founder

Why Heard is here

Hello. We're delighted to share our annual report with you. But before we get into all the wonderful things our team got up to last year, we'd like to say, welcome to Heard!

We're so pleased to be sharing our fresh new look and brand new name. We think it sums up how we create change in the world - and the warmth we bring to the work we do. We hope you love it as much as we do.

The Road to Heard

In 2008 I set out to introduce new perspectives and experiences across the stories we see and hear in the media.

I'd trained and worked as a journalist and could see how constrained and time-pressured media professionals were. There were rarely opportunities to really hear from the people whose experiences we were representing.

I also noticed that we relied too heavily on recording traumatic testimonies from people with first-hand experiences in order to bring stories to life. I could see how painful this was for those telling their stories - and how easy it was for audiences to dismiss these stories as sad, but a one-off.

As On Road Media we set out to create spaces for people to hear each other and connect. Spaces where people can share their stories without pressure - and with support. Where media professionals have the time and space to listen, chat, ask questions and gain deep understanding of the fuller picture.

Fifteen years and hundreds of successful collaborations later, I couldn't be prouder of where this work has taken us. We've developed and evolved our methodology - and we've embraced the growing body of research exploring the science of communication and human connection.

Fresh new look, same core focus

Last year we spent some time preparing to update how we communicate our own work.

Our team brings huge enthusiasm and knowledge when it comes to the power of communication to change the world. And we know that the words we use really matter. With this in mind we wanted to update how we encapsulate the work we do and the potential it has.

Our team, board and network members were key to choosing a new name that radiated our purpose. We ran a series of workshops and conversations to explore why we all do this work and how it feels when it goes right.

And we are now **Heard**.

We settled on Heard because we kept hearing something important. We all need to be - and to feel - heard. Being heard in the way you intend matters to us all as individuals and it's essential to making progress as a society. Failure to hear each other holds us all back - and we continue our mission to create spaces, insights and resources that spark better conversations and communication.

Our new name reflects how we **centre, support and amplify people whose stories need to be heard at scale**. And how we're finding common ground on big, important issues. In a world that can feel loud, divided and awash with misunderstanding, we're as dedicated as ever to **making sure we can hear each other**.

We all know that being heard matters. And that good communication means being heard and feeling heard.

We spark stories that create change - and we work hand in hand with people **experiencing and affected by injustice**. We strive to bring our values to everything we do: we're inclusive, thoughtful, patient, creative, determined and brave.

This year we've helped to shape the stories that millions of people are hearing on some of the biggest issues of our time: social injustice, economic hardship and the health of our planet.

We hope you enjoy reading all about what we've achieved, and how, in this year's report.



A letter from the co-chairs of our board



**K Biswas
(Biz)**



Nina Spataru

As Heard prepared to take huge strides forward with our spot-on new name and brand (doesn't it look fantastic?), last year saw us developing and strengthening our board.

We said a huge thank you and fond farewell to Bisi Alimi, our previous board co-chair and board member for 3 years. The board voted in K Biswas (Biz) as his placement. Biz brings experience in media diversity as well as chairing two other boards, including Race Beat.

Chairing the board as a duo brings real benefits: drawing on and learning from our different perspectives and experiences, as well as being able to provide more support to each other and the team. Our roles outside of Heard - in the media and funding worlds respectively - mean we see very clearly the unique and valuable role Heard plays.

Biz says, "Having worked alongside the Heard team as a guest journalist, I feel so lucky to have seen hundreds of people gain confidence telling their own stories - people who have lived with poverty and homelessness, survivors of domestic and sexual violence, those caught up in the asylum system."

Nina says, "I know how challenging it can be to make a reality of narrative change, and I find it immensely rewarding to be a small part of Heard's impactful storytelling work."

Our board continues to grow in skill with new members joining this year. We welcomed Ewan Bennie, Director of Communications and Influence for the social mobility charity, the EY Foundation. We're delighted to be joined by Princess Ashilokun, poet, writer, activist and Brand Strategist.

With a continued focus on strengthening our governance, we set up sub-committees in three key areas: Social Affairs, Finance and Human Resources. All our board members have joined at least one committee, and the team are able to directly propose agenda items to be considered.

In an increasingly loud and divisive world, we know just how vital and valuable Heard's work is. As the team grows in size and impact - sparking more communication that feels good and does good every day - we're so proud to support and drive this thoughtful and inspiring work.

Some of the best bits of our year

Nov 2021



Top journalists join our reporting poverty discussion

Channel 4's Jackie Long, The i's Aasma Day, JRF's Grace Hetherington, Co-Founder of Community Pride Sarah Whitehead and our Chair K Biswas discussed our ['Reporting Poverty: A Guide for Media Professionals'](#) at a JournoResources webinar.



Climate stories reach audiences of millions

Climate change was featured in soaps and across BBC's content ahead of the United Nations Climate Change Conference. From Holby City to The Archers to The One Show, climate storylines and conversations helped audiences to connect with the issue. We'd shared our insights and guidance with many of the teams.

Dec 2021



Catherine from our poverty network shapes the news agenda

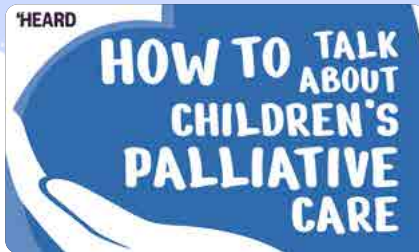
Catherine from our Talking about Poverty network talked about fuel poverty on BBC 5 Live. She highlighted key solutions from social security support to better insulation in social housing. Catherine's interview was picked up and covered in more depth by [BBC News](#), [BBC Breakfast](#) and [The Sun](#).



Coronation Street spotlights migration

Precious from our Media Movers network chatted to a Coronation Street researcher, exploring media representations of young people with migrant backgrounds. This led to the arrival of Daryan to Wakefield - a young person who has sought asylum in the UK.

Jan 2022



We get ready to change the conversation about children's palliative care

We put the finishing touches to [our communications toolkit](#). Based on research, it explores how we can talk about care and support for very unwell children and their families.



Jon from our Angles network inspires vital and sensitive coverage in The Guardian

Jon Needham shared his experience and insights with The Guardian. The resulting [article](#) inspired readers with Jon's tireless work to create "the system we need."

Feb 2022



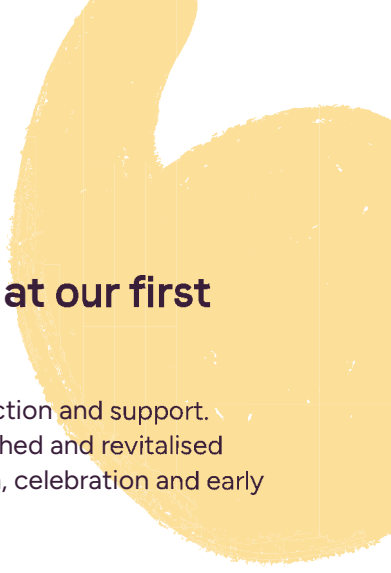
We train climate pioneers

Prince William's Earthshot Prize rewards five environmental pioneers annually. Having media trained the prize finalists in 2021 we went on to run a tailored climate communications training to the winners at Enapter. These green energy leaders are changing the game - and the conversation - about how we travel and heat our homes.



We look into how narrative change work can have greater impact

Lots of time, thinking and resource is going into exploring how narratives work and how they could be changed. We explored this emerging sector and interviewed people working in this space. The [resulting](#) insights and recommendations are helping to inform the work of funders and practitioners.



Mar 2022



Our team connects at our first ever retreat

All of our work is built on connection and support. Our team and board were refreshed and revitalised after a weekend of conversation, celebration and early morning swims, runs and walks.



Local BBC Radio journalists talk to us about poverty

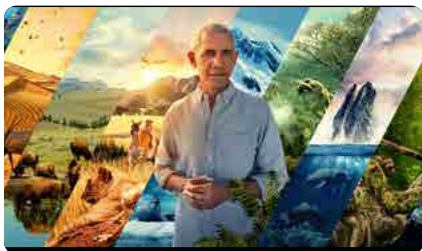
It matters who is talking about important issues. That's why we invited 23 Local BBC Radio journalists from across the UK to speak with the Talking about Poverty group. The reporters said afterwards that they were inspired to avoid repeating stereotypes and to show the diversity of stories about poverty.

Apr 2022



Global Netflix audiences engage with how a culture can enable abuse

Twenty-five million people globally watched 72 Film's Netflix documentary 'Jimmy Savile: A British Horror Story,' which our Angles network consulted on. We supported the production team to highlight the systems and culture that enabled his crimes, and to depict survivors sensitively.



Ocean and climate stories make waves

April saw the release of two flagship pieces of content on the health of our oceans and climate: Netflix's Our Great National Parks, narrated by Barack Obama, and a campaign with [Attitude](#), featuring Bimini. We'd provided behind the scenes input, working closely with the production team.

May 2022



Our poverty network sits down with BBC Children in Need

Our Talking About Poverty group held an interaction with Children in Need, ahead of their annual BBC One primetime fundraiser. They discussed storytelling around poverty, including portrayals of children, and how to do this sensitively.



All About Trans chats to leading publishers

A group of All About Trans network members celebrated being together in real life, after two years of doing everything via Zoom. The first event back was a meet-up with publisher Hachette, leading to a mentoring scheme for transgender writers.

Jun 2022



We release a new video guide on climate communication

Talking about the big picture, systemic changes we need can be challenging. So we created this [How to talk about climate for change](#) resource to help communicators and spokespeople. It's presented by nature enthusiast and TV doctor Dr Amir Khan and [based on our research-based guidance](#).



We talk climate with international pop act

We met with an international artist, sharing recommendations for how they can use their platform to talk about climate change. They told us the session inspired them to write a climate-tinged love song.

Jul 2022

Migration in the media: Telling authentic stories with impact

Media Movers advise on ‘the joy of being seen’

Our Media Movers programme [created a guide for media professionals](#) who want to tell authentic, interesting and powerful stories about young people who’ve migrated to the UK. Asked why this matters, a young person said: “When I see myself represented on screen I feel the joy of being seen and that people know I am here and matter. We need stories that do this more and we need them to drown out the negativity.”



We explore nuanced reporting of sexual abuse with gal-dem

Our Programme Manager Chiara [spoke to gal-dem about how we can accurately report on sexual abuse](#). Chiara talked about how important it is to move scrutiny away from the survivors - and shift the focus towards the structural issues at play.

Aug 2022



Our colleagues of colour focus on joy and expression

Heard’s colleagues of colour launched a space focused around joy and expression. For the summer social, the group visited the exhibition [In the Black Fantastic at the Southbank Centre](#), followed by lunch and discussions.

MESSAGING this MOMENT

We shape timely communications guidance on climate change and the cost of living

Across the summer months, we explored how to talk about the cost-of-living and climate crises at the same time. Along with communicators in the climate and poverty spaces, we convened a workshop and conducted research leading to the [Messaging this Moment](#) guide.

Sep 2022



We lead a communications session for 230 children's palliative care experts

Leading children's palliative care charity Together For Short Lives invited us to be part of their annual conference. The warm and engaged response reflected the appetite for communications insight and guidance in the sector.



All About Trans goes to the Globe

The Globe invited All About Trans members to the press night of I, Joan. The group - some of whom consulted on the play - enjoyed a celebratory and joyful evening. Some were meeting each other in person for the first time.

Oct 2022



Flagship BBC climate content engages audiences

As Frozen Planet II fans, we were delighted to work with the team delivering the show's impact campaign. We shared our insights on how to engage audiences, especially around balancing a sense of urgency and agency.



We prepare to launch our online training course with CharityComms

Our team and membership organisation CharityComms prepared for an exciting new partnership. In 2022, we collaborated on a new online training pilot, called Communicating for Change. This pilot is exclusively for CharityComms members, and is being launched in 2023.

Supporting our team to grow and thrive

Heard's first residential

We know that this work can only flourish when our team has the support we all need, and we feel ownership of the work. One of our priorities this year was "to invest in and understand how our people work at their best".

With this in mind, this year we ran our first team and board residential. Our themes were:

- Restored through connection
- Joy and collaboration
- The future of our organisation

We spent two days together learning more about each other and engaging with the organisation's strategy.

Just before the residential, we carried out a staff survey to gauge how we were doing on a few key fronts. We asked questions about the team's:

- Sense of ownership and stake in the direction of the organisation
- Degree of autonomy and agency over our work
- Understanding of and engagement with our strategy

The results gave us much to be proud of and some key fronts to develop further. We'll be repeating the survey annually to help inform and prioritise our work on the team's wellbeing and development.





Healing space

Off the back of our diversity, equity and inclusion workshops last year, we launched a healing space. This is a facilitated space for staff of colour to share experiences, connect and have time focussed on the issues that matter for each of us.

“The healing space means we come together to explore joy and expression at planned sessions throughout the year. The first one involved a trip to the In the Black Fantastic exhibition at the Southbank Centre, followed by a workshop with Act Build Change. It was an amazing experience that celebrated our individual and collective identities as people of colour.”

- Jo and Makaela, co-ordinators of the healing space

Our year in numbers

We work with people and the media to inspire content that changes hearts and minds. Between November 2021 and October 2022:

2,309

Heard supported 2,309 people through training, events and interactions with media professionals

42

We hosted 42 interactions, informal meetings between media professionals and people with lived experience

60

60 mainstream media **outcomes**: content our work has helped inspire and shape

MILLIONS

We helped to shape content that was **viewed by many millions of people around the world**

35

We ran 35 **peer support sessions** - these are get togethers that support our network with their communications practice and their wellbeing

27

We delivered 27 **strategic communications and media training courses**

254

We trained 254 **not-for-profit and other professionals**

619

We worked with 619 **media professionals**

128

We actively **supported 128 people with first-hand experience** of a range of issues. These people engaged in training and talked to the media throughout the year

We're developing our team and structure to support this work:

- We introduced **2 new roles** to our team - Head of Training and Engagement and Head of Finance
- We ran **10 team training sessions** including a session on embedding care, rest and celebration into our daily work practice
- We spent a weekend together as a team, exploring our strategy, connecting as a team and celebrating our work

‘HEARD

Programmes

Children's Palliative Care: shifting the narrative about care for very unwell children

Our Children's Palliative Care (CPC) programme supports families with direct experience and professionals working in this space. It's all about shifting public and media narratives around this vital field of care, as well as inspiring better communication within the wider healthcare sector.

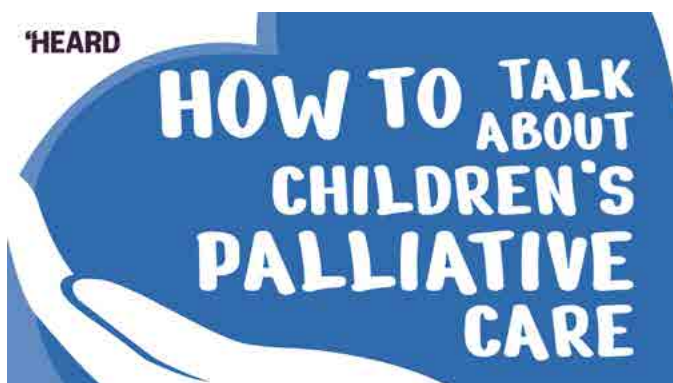
● This year's highlights

- We shared our communications toolkit with more than 400 professionals working across the field of children's palliative care. We saw huge appetite for our insights and support at the workshops we ran and the conferences we presented at. This is prompting us to upscale our narrative shift work across the wider sector.
- We set up a network of 18 people with personal and professional experience of children's palliative care who are enthusiastic about changing the way these issues are talked about in media and public discourse. Our first media outcome saw two network members speaking powerfully in an [episode](#) of the award-winning Media Storm podcast.
- We carried out interactions with non-specialist healthcare professionals to explore their understanding of and approach to children's palliative care. This forms part of the work to embed effective communication around this issue across the wider healthcare system.

The programme is fully funded for three years by the True Colours Trust whose support we are extremely grateful for.

"As healthcare professionals we have always been surprised as to why the public perceive working in children's palliative care as only being about death and not about everything else we do. It sometimes takes an outsider to give you insight. The work done by the programme has been a revelation: you can see this in clinicians' eyes and enthusiastic responses when the work is presented to them. But the true value of this work is that the public can get a more honest idea of children's palliative care and families can have their stories better understood. Rarely does a piece of work have such a profound effect and change in our profession."

—Dr Satbir Jassal MBE,
Doctor in Paediatric Palliative Medicine.



● Our programme in numbers

- We reached **28 media professionals**
- We trained and supported **18 network members**
- We ran **10 workshops** at national conferences and sector events
- We reached more than **400 sector professionals**

● **Hearing from our collaborators....**

Q&A with Julie Kembrey, bereaved mum of twin girls Francesca and Josephine and member of our Media Engagement Group and Advisory Group:



What was a standout moment of the year for you?

Realising that I have the confidence and skills to take part in media interactions about children’s palliative care, thanks to the Heard training and ongoing support. I was very cautious at the start but now I find that I really enjoy this work.

What has the last year taught you?

I have learned that some journalists are interested in the wider aspects of children’s palliative care. It is refreshing to know that journalism can go beyond the tragic and sensational storylines to represent all of the families who are quietly loving and caring for their sick children.

What opportunities do you see for the future of this programme?

The possibilities are endless; written features, podcasts and TV storylines to name a few. I am especially interested in opportunities to speak with medical professionals who work in more general areas of practice. It is important that all paediatricians, specialists, GPs and therapists understand what Children’s Palliative Care can offer to ensure that children and families do not miss out on the care and support they need and deserve.

Poverty: telling better stories about poverty

We support people with first-hand experience of poverty or being on a low income to do safe and effective media work. Together, we want to inspire and encourage media professionals to tell a new story about how poverty works - and how we can solve it.

● This year's highlights

- We delivered a webinar to discuss Reporting Poverty - a guide for media Professionals we'd produced. Hosted by Journo Resources, the panel included Channel Four's Jackie Long, the i's Aasma Day, Joseph Rowntree Foundation's Grace Hetherington, Community Pride's Sarah Whitehead and our board Chair K Biswas. They explored how to bring about more rounded reporting on poverty, followed by mini interactions with our network members, who shared their ideas and insights.
- Our talented network members have taken the reins throughout the year. They've designed and led peer support meetings. They've also co-facilitated our internal and external training courses. We ran seven training courses for sector partners this year. Each covered how we can frame our communications effectively, as well as safe and effective media work with wellbeing at its core. We're looking forward to training up more of our network members to run these sessions and workshops over the next year.
- Our network member Sarah Whitehead and programme manager Aishah Siddiqa, shared tips and insights with journalism.co.uk. In the article, ['How can journalists report responsibly on the cost of living crisis?'](#), Sarah talked about the importance of highlighting structural causes and solutions, "show[ing] the reality of people who are being pulled into poverty because of low wages, insecure contracts and the rising living costs we're all facing." She also urged "news editors to focus on what can change - not just on what's working".

We are grateful to Joseph Rowntree Foundation and Trust for London for funding this work and for their support.

It was fascinating - I was really struck by the feelings about how we look after contributors after we've spoken to them. Too often we make quick decisions based on editorial or programme need but understanding the impact of those quick decisions was interesting to hear. I think there's something to think about how we care for contributors post interview and keep the conversation going. - Robert Thompson, Managing Editor, Online and TV BBC England

● Our programme in numbers

- We ran **9 media interactions** with BBC Children in Need and production company Tiger Aspect
- We hosted **66 media professionals** in meetings with our network
- We trained **71 people** in safe and effective communications, including network members, other people with direct experience and sector professionals
- We hosted **17 peer support sessions**: some online, some in-person and some hybrid
- **100% of our network members** who completed our survey said they felt confident or very confident about engaging with the media

● Hearing from our collaborators....

Emily Roe, Campaigns Manager at the Living Wage Foundation

What stood out about working with us?

After we worked with Heard on our worker media training, it was really inspiring to see the worker-leaders put what they had learned into practice. Those who attended the training went on to speak at events, do media interviews (including BBC London) and write opinion pieces in the Mirror. The group were visibly more confident and comfortable talking about their lived experience, but importantly it was really clear that they had a recognition of how important it is to share their experiences.

How do you stay grounded and focused on your wellbeing while doing this work?

We all – staff and worker leaders – loved working with the team at Heard. One of the ways they helped us all stay grounded and focused on wellbeing was an emphasis on a calm, open, relaxed environment for the sessions. We always started with music and there was a focus on getting to know each other, setting boundaries and agreeing how we wanted to work together – I think this is so important, especially when working remotely.

What potential do you see for this work in the future?

We'd love to collaborate with Heard in the future. We're hoping to improve the ways we bring those with lived experience into our work (whether that's feeding in ideas or thoughts or speaking to the media or at events). Heard is the perfect partner for it.



Climate Stories That Work: turning awareness into action

We spread storytelling and communication that's proven to resonate with and to move people. We share research-backed insights and inspiring examples with popular culture creators, supporting them to shift the public mood music around climate change action.

● This year's highlights

- Prince William and Barack Obama have been talking about climate change powerfully and persuasively to audiences of millions. Their can-do communication took centre stage at the [Platinum Jubilee Party at the Palace](#) and on [Netflix's Our Great National Parks](#). We've worked behind the scenes with the team and Prince William's Earthshot Prize and with Freeborne Media - the team behind the national parks series.
- In collaboration with Freeborne Media and On Purpose Group, we created and shaped an innovative media collaboration with Attitude. #SeaOurFuture comprised a [film](#), magazine and online [article](#) and digital media content in collaboration with Attitude. It was fronted by model Bimini, wildlife presenter Dan O'Neill and young activists Noga Levy-Rapoport and Dawood Qureshi. This reached hundreds of thousands of people including popstar Ariana Grande who loved the campaign on Instagram.
- We worked with climate campaigners and organisations who are reaching wide audiences. We ran tailored communications training for organisations including Friends of the Earth, Peers for the Planet and Media Trusts' Weston Communicating Climate Programme. We co-led [Messaging this Moment](#), providing insights to talk about the cost of living and climate crisis at the same time.

With thanks to our funders: the Climate Change Collaboration, Gower Street, Calouste Gulbenkian Foundation (UK Branch) and 10% for the ocean.

"As someone who would like to speak out more about climate change without feeling the pressure of criticism and being called a hypocrite for travelling most of the year, the session gave me the hard facts I needed to push back and feel more supported. I now have a deeper understanding into the role that big corporations play on "carbon footprint" and how we need to direct the conversation more toward them. I think the session would be invaluable for every artist to do from an educational and support point of view. It was good in realising we are not alone in this, and how we can frame the climate conversation with a more positive spin and galvanise our fanbases. Music fans want change." - International pop artist

● Our programme in numbers

- We trained **76 climate campaigners and comms professionals** in effective climate communications
- We met **3 artists** to discuss how they can use their platform to talk about climate - Sigrid, Nick Mulvey, Porridge Radio
- We provided insights to BBC teams working on COP26 content - seen by **many millions** of people
- Created one how-to resource on [how to talk about climate for change](#). The short film, fronted by TV doctor and nature enthusiast Dr Amir Khan, shows popular culture and NGOs how to bring to life the systemic climate stories that we need to see
- **400 people** heard about our research-backed principles on climate communications through panels, trainings and events



● **Hearing from our collaborators....**

Nicola Brown, Freelance Impact Producer

Most inspiring/standout moment of the year

Working with Heard on the Sea Our Future X Attitude Magazine campaign was my career highlight of 2022. I've worked in conservation focused storytelling for over 10 years and it's a landscape that's pushing to be more inclusive and has exciting potential to drive real world change by breaking out of the 'conservation echo chamber'. If more people engaged with environmental stories, more change would be possible!

Our goal was to connect LGBTQ+ audiences to a story about ocean health whilst giving platform to a range of unheard voices. I felt blown away by the strength and vulnerability of our contributors, each with a moving story to share. I was equally stunned by the online response, including engagement from celebrities like Ariana Grande and Jonathan Van Ness. This collaboration inspired me to continue to find ways of reaching new audiences as the potential to drive change feels valuable and currently, unexplored.

What potential do you see for this work in the future?

Working with Heard has taught me the way we communicate our stories really matters. From the language we use, to the way we frame challenges and solutions. The world of science and environmental issues is so often filled with complex language and challenging information that can disengage people because it's not relatable or it can feel difficult to digest. I see so much potential for change through Heard's recommendations because it allows us to bridge a gap. Making complex subjects more relatable opens up the potential for growth and change. This is something I've witnessed previously working on the BBC impact campaign Our Blue Planet around the television series Blue Planet II. Sea Our Future feels like the start of an exciting journey, one with endless opportunities for innovative storytelling that could drive real world change and foster nurture for nature at a critical point in time.



Anything else you want to add?

I've also collaborated with Heard on my recent project Our Frozen Planet around BBC series Frozen Planet II. Communicating stories about climate change is challenging, it can feel so doom and gloom yet, by taking on board Heard's recommendations, I feel we've been able to land a sense of urgency whilst encouraging our audiences that change is possible and together, we can all play a part. From stories about Indigenous communities experiencing the frontlines of climate change, to change makers and innovators pushing forward ideas in the circular economy space, our hope has been to inform and inspire our audiences that we can be part of the solution. Since working on Our Blue Planet, I've felt particularly supported by Heard in terms of thinking about how we can move the narrative forwards to help encourage positive change for our planet. I'm excited to continue exploring storytelling in this space.



Our new resource, [How to Communicate Climate for Change](#)

Media Movers: communicating a fresh story about migration across popular culture

Media Movers is a programme for young people from migrant backgrounds who are passionate about influencing media representation of migration. We are forging a better understanding of the untold realities of people with experience of migration.



● This year's highlights

- We held an interaction with the team at Coronation Street. This led to a storyline about Daryan, a young person with refugee experience. We introduced the team to Greater Manchester Immigration Aid Unit, a local organisation to help inform Daryan's story sensitively. The storyline so far explores how Daryan is welcomed to the street and the support he receives from other characters.
- We released new guidelines designed for popular culture creators, centering young people's advice on representation and robust framing principles: [Migration in the media: telling authentic stories with impact](#).
- We collaborated with organisations on training and communications. We run five training sessions with people with experience and/or for people in migration related charities. We supported Women for Refugee Women and Care4Calais ahead of media and campaigning work.

We've only been able to do this work with the support of Barrow Cadbury Trust, Joseph Rowntree Charitable Trust and Unbound Philanthropy.

● Our programme in numbers

- We ran **6 interactions** with the media including LA Productions and Coronation Street
- We hosted **7 peer support sessions** - a combination of online, in person and hybrid sessions
- We delivered **6 media training courses**
- We inspired **1 storyline** in a major soap watched by 2.8 million people
- We trained **24 not-for-profit professionals** and young people with experience of migration on safe and effective communications

"When it comes to sharing my personal story, feeling safe and listened to is essential. I feel this has been really crucial to having good interactions. Media Movers has helped me to establish and stick to my personal boundaries for my own comfort and safety as an interviewee. In my last interaction with a production company, I found myself more confident than I could have imagined" - Gokhan, Media Mover

● Hearing from our collaborators....

Q&A with one of our Media Movers,
Precious Arabambi



What has been the best thing that you've been involved in over the last year?

I met with a researcher for Coronation Street and spoke with them about my story and how it could be used to change the way people see young people. We talked about avoiding and not going for the overused stereotypes and trying something different that has not been overdone.

How does it make you feel knowing that your work has made an impact?

I am happy that some storylines on Coronation Street have been focusing on migration, and hopefully that will help to change people's mindsets positively.

What potential do you see for this work in the future?

I feel like the fact that they are humanising Daryan in Coronation Street means that our interactions are working. It means that writers and the producers are not shying away from talking about important issues like migration.

I hope that we get to see more of Daryan living a normal life and not falling into negative stereotypes. Hopefully, more characters with different viewpoints are shown to the public.

All About Trans: reflecting the experiences of transgender people

All About Trans creates space for dialogue and understanding. We bring transgender people together with professionals from across the media. We build connections and inspire authentic media content which reflects the real life experiences of transgender people.

"I was very touched by the openness and generosity of the All About Trans team in showing their experiences, knowledge and expertise with us - it's made me feel very inspired about making changes on my end in my future work"

- Ella Gordon, Editorial Director, Wildfire

"Being proactive about changing society's perception of trans people, supporting cis people to be more confident and understanding of trans lives. I feel empowered and this helps manage the powerless feelings in the face of transphobia in the media. The networking with diverse trans people is also brilliant."

- Megan Key, All About Trans network member

● This year's highlights

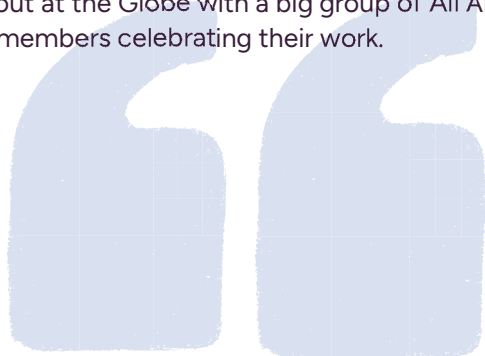
- Our first in-person interaction since before the pandemic was with Hachette, the UK's largest publisher. We held a productive conversation about great trans representation in literature - and the role that a leading publishing group can play in supporting more authors to include trans characters in their work. An amazing outcome from the session was establishing the Hachette mentoring scheme - an initiative to encourage more trans authors to pitch their work to major publishing companies.
- The network worked on the Globe theatre production I, Joan - a reimagining of the classic story of Joan of Arc with a non-binary lead character. Six members of All About Trans spent the afternoon consulting with the Globe production team on the importance of showcasing trans talent and engaging the wider trans community in theatre. The session culminated in a night out at the Globe with a big group of All About Trans members celebrating their work.

- AAT ran a large in-person interaction with IPSO, supporting them in their work to ensure fair media representation. Feedback from the session was incredibly positive, with an IPSO staff member saying: *"Great group of people all with unique and intensely relevant stories and very understanding of the extent of IPSO's ability to help. The space created by AAT allowed for meaningful and even emotional discussions"*

We're extremely grateful for the support of the Paul Hamlyn Foundation and City Bridge Trust which enables us to do this work.

● Our programme in numbers

- We met with **52 media professionals**
- We hosted **5 interactions**
- We supported **42 people** from the All About Trans network to take part in meetings, workshops, interactions and events
- We delivered **9 major outcomes** including consulting on Hollyoaks storylines



● Hearing from our collaborators....

Krishna Isha, trans TV writer, comedian and theatre maker. Currently writing on Netflix hit show Sex Education. Krishna is a long time collaborator with All About Trans



Most inspiring/standout moment of the year.

Seeing influential people at Hachette engaging with and supporting trans people and really wanting to make a difference.

Seeing people who are apprehensive at the start of an interaction (who possibly have never met a trans person) start to relax and engage on a human level.

What has the last year taught you?

That most people change their minds about trans people once they meet someone trans in person. Genuine conversations and connections can really make a difference to changing people's minds.

That despite the media being loud, there are a growing number of allies out there looking to support trans people. I think the most important aspect of this work is the hope it creates in both the marginalised communities involved as well as the people we interact with!

What potential do you see for this work in the future?

This work is needed now more than ever. Media hostility against trans people is growing but at the same time the receptivity to this work is increasing, particular in popular culture outlets. It is frustrating to know that people who aren't trans, and who often don't even know a trans person, are frequently in charge of making decisions on our behalf, decisions which are often shaped by what people see of us in the media. I think this programme has such a huge capacity to grow and permeate all the places and people that make those big decisions on our behalf.





Angles: a fresh angle on sexual violence and domestic abuse

Angles supports people who have lived through sexual and domestic abuse to tell their stories effectively and engage with media professionals in a safe and boundaried way.

"I just wanted to send a quick message to say thank you so much for your work and time today. Your excellent expertise and reputation completely changed the conversation and tone of the meeting in comparison to my last discussion on this work. I can already see a huge difference in the project, and thank you so much for supporting Rights of Women in our involvement in this work and advocating for our expertise to be included."

*- Jessye Berkowitz-Werner,
Rights of Women*

● Our programme in numbers

- We welcomed **12 new network members** with connections to **8 sector organisations**
- We delivered **22 media outcomes**
- We reached **107 media professionals**
- We reached **115 people** through external events
- We consulted on the Jimmy Saville documentary which reached **25 million viewers**

● Highlights

- After two years supporting production company 72 films, we saw the release of the Netflix documentary [Jimmy Savile: A British Horror Story](#). The final viewing figures were around 8M in the UK and over 25M globally - an extraordinary reach. Press coverage and reviews showed that the documentary reignited the national conversation around society's responsibility by pivoting from the usual focus on the "monster" perpetrator and his victims - a move that the Angles network encouraged. It was a real manifestation of the long term work that we do. It's a great example of the power of the relationships and trust we can build by connecting our network members with media professionals.
- Members of the Angles network consulted on media tips in [How journalists can work sensitively with survivors of sexual abuse](#) curated by Jo Healey (senior news journalist and specialist trainer in trauma reporting) and Dr Danny Taggart. The tips were published in [Journalism.co.uk](#) and in the US publication Foreign Press Correspondents Association, leading to further work with organisations like Reach and Journo Resources.
- Following the Journo Resources article '[How To Report On Rape And Sexual Assault Ethically And Responsibly](#)', we created an event for media professionals to explore how to ethically interview survivors of sexual abuse. Chaired by Heard and Jo Healey, it included a panel and collaborative space in breakout rooms, involving our partners and network. This meant journalists could hear directly from survivors in safe and supported spaces.



This work wouldn't be possible without the support of our funder City Bridge Trust and new match funding from the John Ellerman Foundation.

● Hearing from our collaborators....



Jo Healey:

Journalist, author and founder, Trauma Reporting training

Tell us about working with Heard this year

It is always a great pleasure and privilege to work with the Heard team, particularly as our sense of purpose overlaps and intertwines in a truly rewarding way: My Trauma Reporting training focuses largely on giving a voice to the survivors we interview. On film, many of them share constructively what helped and what harmed them when working with journalists.

When I launched my document for UNESCO 'Safety of Journalists Covering Trauma and Distress, Do No harm', I turned to Heard to help connect me with a panel member who was a survivor. Angles network member Imogen was a terrific speaker on the prestigious panel. My webinar reached news field offices across UNESCO's 193 countries.

Moving forward I see great opportunities for us to work together. One target area is with university students of journalism who are already showing interest. Additionally, one of Dr Taggart's clinical PhD students is now planning to research the needs of survivors when being interviewed by the media. Again, survivors from the Angles network will be central to this piece of important research.

How I stay grounded

I am lucky that I love my work....but because, as a journalist, I have interviewed hundreds of people who have endured unimaginable trauma, and because they play a huge part in my book and my training, I have a healthy gratitude for the truly good stuff in my life and always try to appreciate it.

Running on the beach or across fields, swimming, meditation, yoga, trying to avoid sugar, enjoying being with my husband and daughters and close friends....and walking Stanley the border terrier.

Three flagship pieces of research

At Heard, insight and research are key to what we do and how we do it. We draw on and commission research to understand how people think about the issues we work on - and how communication can help create change.

This year we've delivered three key pieces of research to support and inspire the sectors we work with. To do this, we've worked with external research partners - shaping the brief for the work, overseeing the process and then distilling the findings.

As we develop this side of our work, we are committed not only to exploring and finding answers through research - but to sharing important insights in ways that are clear, accessible and actionable for all.



Talking about social security effectively

As the cost of living crisis began to create huge hardship and stress, we explored how people were thinking and feeling about our national system of social security and welfare. We found that there’s more support for a stronger social security system than we might realise - and that there are some great, resonant ways of communicating the important changes experts and campaigners seek.

Messaging This Moment: Connecting the climate and cost of living crises

The climate and cost of living crises share the same root cause - our dependence on unaffordable and unstable fossil fuels - but we often see narratives that pit tackling climate against tackling the cost of living crisis. We worked with a group of researchers and communicators to explore how we can communicate these vital issues at this crucial time.



What would it take for narrative change work to have more real-world impact in the UK?

Many people recognise that to change our world, we need to change the stories we tell ourselves about our world. There’s growing recognition that the deep, interconnected challenges of climate change, injustice and inequality require us to embed new narratives and collective mindsets. Our research explored the emergence of a ‘narrative change sector’ in the UK, and the opportunities for greater collaboration and impact.



Blended Learning: turning our most popular training courses into powerful videos

With the support of Lankelly Chase Foundation, we were able to create a new "Head of Training and Engagement" post who oversaw the creation of our very first blended learning training course in strategic communications. Blended learning is when you combine video tutorials with face-to-face workshops, meaning that learning can be flexible and that more people can take part.

We distilled the information from our very best and most popular training courses and recorded short films and training modules with exercises to complete before meeting with the group to put learning into practice.

We were delighted to partner with CharityComms, an umbrella organisation that supports the comms work of over 1,000 charities and nonprofits in the UK. Nearly 100 organisations signed up to take part in the pilot, which will take place in January 2023 and which will inform our online training work going forward.

Thank you



Fikir Assefa, Head of Operations and People

Everything you have seen in this report is the work of a wide and wonderful network of people. People who come together to do this work with care, joy, and community deeply embedded in every act. It's reflected in how we run sessions with our network members. It's in how we plan and conduct our team meetings. It's a big part of how we brief and communicate with journalists to ensure our network members can feel safe and confident.

Each person who joins us in delivering our mission brings something new, and we are so proud of the fierce community we've created, and the work that your brilliant minds and passionate hearts bring to life.

With that, I'd like to thank our network members, for trusting us to hold you in bringing yourselves to this work.

Thank you to the Heard team, trustees, facilitators and freelance collaborators, for innovating, energising and realising our work every day.

And finally, thank you to our funders for believing in the work we are doing, and resourcing us to build our vision and scale our impact. We've mentioned our programme funders above, and would also like to thank those that support us with the core and unrestricted funding that enables us to innovate and support our team. Thank you to Esmée Fairbairn Foundation, Paul Hamlyn Foundation, Tudor Trust, Roddick Foundation and Oak Foundation for their invaluable support this year.

In my first year as part of Team Heard, I have seen the impact of what we do and how we do it, and I'm looking forward to the year ahead, and reaching even further, together.

Financial Review and Reserves Policy

01. Financial Review and Reserves Policy

In the year ending 31 October 2022, Heard generated a surplus in unrestricted funds of £70,808 (2021: £74,151) and increased restricted reserves by £21,668 (2021: £68,668).

Our total income in the year was £917,896, an increase of over twenty percent from the previous year (£757,053). As in previous years, the charity's main source of income (£863,802) was grants received from charitable trusts and foundations (2021: £720,861), but our earned income from training also grew to £54,094, an increase of over sixty percent from the previous year (£32,504). We aim to grow earned income in the coming years to diversify Heard's income streams and expand our training offer.

Our total expenditure in the year was £825,420 (2021: £614,234), an increase of £211,186 (34 percent) from the previous year, mainly due to increased staff and project costs. Direct project costs (excluding staff costs) increased from £35,682 in 2021 to £186,380 in 2022 because of many activities shifted back to face-to-face delivery compared with the virtual delivery in the previous year (as a result of the Covid-19 pandemic). Heard's growing team resulted in staff cost increasing by £106,084, mostly engaged on direct project delivery (£82,522 increase) but also increasing support functions (£23,562 increase).

On review of cost allocation in the prior year, brought forward reserves were adjusted to more accurately reflect where costs were incurred in the financial year ending 31 October 2021. This resulted in an increase of £31,269 in the unrestricted funds balance and an equivalent reduction in restricted funds at 31 October 2021. The net effect on total reserves was £nil.

A formal policy on reserves was agreed at the December 2017 board meeting. This policy was updated at the 8 December 2022 trustee meeting.

Our policy states:

The board has set a reserves policy which requires reserves be maintained at a level which ensures that Heard's core activity could continue during a period of unforeseen difficulty. A proportion of reserves be maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle.

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitments.

Heard registered as a charity in 2016 and has steadily grown since then. As a result, it has progressively built up its free reserves. The charity aims to make a surplus every year to increase its free reserves. At 31 October 2022, Heard held unrestricted reserves of £230,423 (2021: £159,615) and free reserves of £224,392 (2021: £150,607), representing unrestricted funds excluding those held in tangible fixed assets.

For 2022-23, the board agreed that the most appropriate level of reserves is an amount that equates to between 3 (£198k) and 6 (£396k) months running costs for the organisation. Running costs include salaries, rent and overheads. Heard's current level of reserves is within the target range.

Heard's 2022-23 budget includes a surplus of over £17k on unrestricted funds to increase free reserves. Heard updates its financial forecast monthly, monitors its cash flows continuously and only commits additional expenditure when funding is confirmed.

02. Structure, governance and management governing document

Although outside of this financial year, on 17th February 2023, On Road Limited legally changed names by special resolution. This was approved by the board of Trustees on 17th February 2023, and discussed at length in prior board meetings. Heard Organisation Limited is a company limited by guarantee governed by its Memorandum and Articles of Association dated 19th June 2008. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 7 members. Each member promises, if the company is dissolved while they are a member or within twelve months after they cease to be a member, to contribute such sum (not exceeding £10) as may be demanded of them towards the payment of the debts and liabilities of the Company and of the costs charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

03. Appointment of trustees

As set out in the Articles of Association the chair of trustees is nominated by the elected trustees. Trustees are elected annually by the members of the charitable company attending the Annual General Meeting and serve for a period of 3 years. The trustees have the power to co-opt up to 2 further members to fill specialist roles. All members are circulated with invitations to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM. When considering co-opting trustees, the board has regard to the requirement for any specialist skills needed.

04. Trustee induction and training

New trustees undergo an orientation to brief them on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. During the induction day, they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

05. Organisation

The board of trustees, which can have up to 15 members, administers the charity. The board meets on a quarterly basis. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and project specific related activity.

Social Affairs Committee

Melissa Murdock, Princess Ashilokun and K Biswas sit on the Social Affairs Sub-Committee. Founded in 2022, it is tasked with advising the board on matters relating to the protected characteristics of staff members and the organisation's environmental and social impact.

Human Resources Committee

K Biswas, Melissa Murdock and Ewan Bennie are members of the Human Resources Sub-Committee. They take delegated responsibility on behalf of the board for overseeing Heard's human resources (HR) strategy, policies and implementation.

Finance Committee

The Finance Committee was established in September 2022. It meets quarterly before board meetings to discuss matters related to all financial aspects to ensure Heard's short- and long-term financial viability. The Committee's remit includes oversight of Heard's financial and income generation strategy, financial risk management, auditor appointment, and treasury management.

The Finance Committee makes recommendations to the board on these matters, but decisions are taken by trustees at the board meeting.

Meetings are chaired by the Treasurer, and the Finance Committee consists of:

- Kristina Kopic (Treasurer)
- Nina Spataru (Trustee)
- Ewan Bennie (Trustee)
- Bindu Karnany (Head of Finance)

06. Related parties

One of our trustees, K Biswas, occasionally works for us as a guest journalist consultant on a number of our projects. He receives remuneration from the charity for this. All conflicts of interest are declared at the beginning of board meetings, and we track these to monitor remuneration. Additionally, any trustees with conflicts are not involved in discussions where a conflict arises. We have a Conflict of Interests policy which is reviewed yearly.

No other trustee receives remuneration or any other benefit from their work with the charity.

07. Risk management

The trustees have a risk management strategy which comprises:

- Quarterly review of a risk register noting risks the charity may face, and outlining mitigating actions being taken
- Processes that allow the board to work with the staff team, to carry out mitigating actions as required, to reduce likelihood of risks occurring
- Procedures designed to minimise any potential impact on the charity should those risks materialise

Below are the key risks that Heard currently faces, and some of the key activities we undertake to mitigate these risks:

- The relations we have with our network members and other people we work with in our programmes, is central to the work we do - we want them to be supported and feel confident through their training, and continued engagement with us. Many small and big actions we take in working with them, help to manage the risk of breaking the trust we have, which can also put them at risk. Some of the things we do include running regular peer support sessions, checking in with individuals around interactions, ensuring we are looking after our network member's data, and providing them with other types of support to facilitate their participation in this work.
- The impact of the work we do on our staff, and potential for burnout is something seen across the sector. We have a great team culture which holds our staff's wellbeing at the heart of how we support each other. We have a broad range of activities including regular line management, mentoring and flexible working, to support our team's capacity and engagement with their work.
- As an organisation funded largely by grant income, losing funding presents a risk to our ability to do our work at the scale we wish to do so. We manage this risk by ensuring we are maintaining the great relationships we have with our funders, and having a fundraising consultant work with the team to explore new funding opportunities. We also ensure that Heard is not financially reliant on a single funder and we diversify our income streams by increasing earned income from training and consultancy.

Plans for the Future

Our vision is of a world where communication means change.

Our mission is to create conversations about social issues that change minds and develop the conditions for lasting social change.

Beyond this strategic period (21-25), our long term vision of success is nothing short of a revolution in the way groups, activists and campaigners communicate, helping them to realise their goals and create a fairer, safer, more sustainable society. By 2025 we expect to be building significant momentum towards this, and to have built our organisational capacity to be able to step up efforts again.

Our approach has 3 strands.

1. We use **strategic communication insights** to create effective framing and engage people who might otherwise be alienated by the nature or tone of a conversation. **By framing our communications in this way we increase the size of the receptive audience, and build appetite for change.**
2. We work with journalists and media professionals to create safe and supportive spaces in which they can reflect on their views and practices. We help them to recognise and overcome the biases that can lead to unfair and unrepresentative content. By facilitating interactions between people with direct experience of an issue and journalists and media professionals, we create genuine **connections** that act as counterweights to the biases that shape production. This leads to better, fairer representation of groups and topics in media and popular culture. **In turn, this leads to shifts in public opinion and creates an environment open to and accepting of change.**
3. We work with spokespeople with first hand experience of the issues, and those planning communications, to help them tell their stories and communicate in ways that are strategically focused on change. We emphasise the wellbeing of people speaking to the media and support these spokespeople to navigate this engagement constructively, supporting them to establish and maintain boundaries and objectives and facilitating peer support networks. **This leads to supported spokespeople driving the vision for change.**

Our model of action can be summarised as a cycle, building momentum for change through shifts in social attitudes.



Looking forward: Heard Plans and Objectives 2021-2025

In order to achieve our vision of a world where communication means change, we need to work on multiple levels.

We will **continue delivering** our own programmes directly, building on success and embracing our updated theory of change. We continue to develop our programmes year year, securing ongoing funding for our work and in some cases like climate and palliative care, doubling our capacity.

We will significantly increase our work on **sharing our approach** with others (charities, campaign groups, individuals) and seek to act **as a thought leader** on how to communicate effectively for change. In the last year we have begun to develop our online training courses which will allow us to scale delivery of our training. In 23-24 we will be exploring ways of selling this training.

We will also significantly increase delivery of targeted, specific expertise to other organisations in the form of **consultancy and training**. In 22-23 we increased our consultancy work by securing new research projects and training work with third sector clients.

We will enhance our business model to increase **financial sustainability** and growth by developing a hybrid commercial and grants funded model. We hired a Head of Training and Engagement this year who will help us develop this side of the organisation in 23-24.

We will **invest in our people**, deepening our understanding of how we all work at our best, and improving systems and processes for **an inclusive and healthy workplace**. We hired a Head of Operations and People with a renewed mandate to focus on staff wellbeing with an increased budget for training and support and focused training of line managers to provide support to our team.

Heard's Board of Trustees and Team

We said goodbye to two wonderful members of the team.

Heard has become the organisation it is today because of the heart and soul that every team member has poured into the work over the years. Two titans of Heard moved on from the organisation this year and we're saying a huge thank you to them both.



Alana Avery joined Heard over ten years ago when there were just two members of staff (she was one of them!). She was instrumental in shaping the warm and supportive team culture we continue to build today. She helped to design the first programmes that Heard ran, and was passionate about the experience that every single person who came into contact with us would have. Alana is now a coach and consultant, sharing her talent in building inclusive practices with the third sector. She is hugely missed but her imprint on the organisation can be felt on a daily basis.



When Denis McDermott began to volunteer for Heard, there were three staff members and a handful of financial transactions. By the time he stepped down, and our Head of Finance, Bindu Karnany joined the team, we were a team of 13 and a thriving charity. A retired Financial Director for multinational corporations, Denis used his experience to help us establish a culture of financial confidence with strong budget development and controls, all in a voluntary capacity. He helped us keep our cash flow monitoring tight and set up easy-to-use systems. Our organisation is imbued with his cheerful, organised and focused love of finance and what it enables us to achieve.

Board of Trustees



Nina Spataru
Co-chair



K Biswas
Co-chair
(joined 2021)



Bisi Alimi
(resigned
2022)



Kristina Kopic
Treasurer



Melissa Murdock
Trustee



Sophie Hobson
Trustee



Ewan Bennie
Trustee
(joined 2022)



Princess Ashilokun
Trustee
(joined 2022)

Team



Nathalie McDermott
Founder and
Chief Executive



Nicky Hawkins
Director of
Communications



Fikir Assefa
Head of Operations
and People
(joined 2022)



Bindu Karnany
Head of
Finance
(joined 2022)



Kate Llewellyn
Head of
Training and
Engagement



Amy Pearce
Executive
Assistant



Chiara Varè
Programme
Manager



**Madeleine
Ellis-Petersen**
Programme Manager



Zino Akaka
Programme
Coordinator



Aishah Siddiqa
Programme
Manager



Jamie Wareham
Interactions
Manager



Jo Henry
Programme
Assistant



Makaela Lewis
Programme
Assistant
(joined 2021)



Zoë Speekenbrink
Programme
Manager
(joined 2021)

Report of the trustees and financial statements

for the year ended 31 October 2022

For Heard Organisation Limited (Formerly On Road Limited)

Report of the trustees

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 October 2022. The trustees have adopted the provisions of 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).

Structure, governance and management

Governing document

The charity is controlled by its governing document, Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Change of name

On 17 February 2023, the charitable company changed its name from On Road Limited to Heard Organisation Limited.

Reference and administrative details

Registered Company number

06624806 (England and Wales)

Registered Charity number

1165237

Registered office

The Green House
Cambridge Heath Road
London
E2 9DA

Trustees

A Adebisi (resigned on 3 April 2022)
K Biswas
S Hobson
K Kopic
M Murdock
N Spataru
E Bennie (appointed 31 January 2022)
P Ashilokun (appointed 22 June 2022)

Auditors

Sedulo Audit Limited
605, Albert House
256-260 Old Street
London
EC1V 9DD

Bankers

The Co-operative Bank
Delf House
Skelmersdale
WN8 6GH

Statement of trustees' responsibilities

The trustees (who are also the directors of Heard Organisation Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

The auditors, Sedulo Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 15 June 2023 and signed on the board's behalf by:



20th June 2023

N Spataru – Co-chair

Report of the independent auditors

Opinion

We have audited the financial statements of Heard Organisation Limited (the 'charitable company') for the year ended 31 October 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least

twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud

The primary responsibility for the prevention and detection of fraud rests with directors and management, and we cannot be expected to detect non-compliance with all laws and regulations.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our knowledge of the business and sector, enquiries of directors and management, and review of regulatory information and correspondence. We communicated identified laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

We discussed with directors and management the policies and procedures in place to ensure compliance with laws and regulations and otherwise prevent, deter and detect fraud.

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations identified as potentially having a material effect on the financial statements. Our procedures included review of financial statement information and testing of that information, enquiry of management and examination of relevant documentation, analytical procedures to identify unusual or unexpected relationships that may indicate fraud, and procedures to address the risk of fraud through director or management override of controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Senior Statutory Auditor
Sedulo Audit Limited
605, Albert House
256-260 Old Street
London
EC1V 9DD

Sedulo Audit Limited

Date: 20th June 2023

Statement of financial activities

(Incorporating Income and Expenditure Account)

For the year ended 31 October 2022

	Notes	Unrestricted fund £	Restricted fund £	2022 Total funds £	Restated 2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Grants and donations	2	155,498	708,304	863,802	720,861
Charitable activities	3	54,094	-	54,094	32,504
Covid-19 grant		-	-	-	3,688
Total		<u>209,592</u>	<u>708,304</u>	<u>917,896</u>	<u>757,053</u>
EXPENDITURE ON					
Raising funds	4	11,208	-	11,208	-
Charitable activities					
Charitable activities	5	124,798	689,414	814,212	614,234
Total		<u>136,006</u>	<u>689,414</u>	<u>825,420</u>	<u>614,234</u>
NET INCOME					
		73,586	18,890	92,476	142,819
Transfers between funds		(2,778)	2,778	-	-
NET MOVEMENT IN FUNDS					
		70,808	21,668	92,476	142,819
RECONCILIATION OF FUNDS					
Total funds brought forward	14	159,615	68,668	228,283	85,464
TOTAL FUNDS CARRIED FORWARD					
		<u>230,423</u>	<u>90,336</u>	<u>320,759</u>	<u>228,283</u>

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

Balance sheet

31 October 2022

	Notes	Unrestricted fund £	Restricted fund £	2022 Total funds £	Restated 2021 Total funds £
FIXED ASSETS					
Tangible assets	11	6,031	-	6,031	9,008
CURRENT ASSETS					
Debtors	12	10,360	-	10,360	3,015
Cash at bank		<u>319,185</u>	<u>307,539</u>	<u>626,724</u>	<u>636,196</u>
		329,545	307,539	637,084	639,211
CREDITORS					
Amounts falling due within one year	13	(105,153)	(217,203)	(322,356)	(419,936)
		<u>224,392</u>	<u>90,336</u>	<u>314,728</u>	<u>219,275</u>
NET CURRENT ASSETS					
		<u>224,392</u>	<u>90,336</u>	<u>314,728</u>	<u>219,275</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>230,423</u>	<u>90,336</u>	<u>320,759</u>	<u>228,283</u>
NET ASSETS		<u>230,423</u>	<u>90,336</u>	<u>320,759</u>	<u>228,283</u>
FUNDS	14				
Unrestricted funds				230,423	159,615
Restricted funds				<u>90,336</u>	<u>68,668</u>
TOTAL FUNDS				<u>320,759</u>	<u>228,283</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 15 June 2023 and were signed on its behalf by:



20th June 2023

N Spataru – Co-chair

Cash flow statement

For the year ended 31 October 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(6,702)</u>	<u>348,591</u>
Net cash (used in)/provided by operating activities		<u>(6,702)</u>	<u>348,591</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(2,770)</u>	<u>(4,795)</u>
Net cash used in investing activities		<u>(2,770)</u>	<u>(4,795)</u>
Change in cash and cash equivalents in the reporting period		(9,472)	343,796
Cash and cash equivalents at the beginning of the reporting period		<u>636,196</u>	<u>292,400</u>
Cash and cash equivalents at the end of the reporting period		<u>626,724</u>	<u>636,196</u>

Notes to the cash flow statement

For the year ended 31 October 2022

1. Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net income for the reporting period (as per the Statement of Financial Activities)	92,476	142,819
Adjustments for:		
Depreciation charges	5,747	4,743
Loss on disposal of fixed assets	-	541
(Increase)/decrease in debtors	(7,345)	3,584
(Decrease)/increase in creditors	<u>(97,580)</u>	<u>196,904</u>
Net cash (used in)/provided by operations	<u>(6,702)</u>	<u>348,591</u>

2. Analysis of changes in net funds

	At 1.11.21 £	Cash flow £	At 31.10.22 £
Net cash			
Cash at bank	636,196	(9,472)	626,724
	<u>636,196</u>	<u>(9,472)</u>	<u>626,724</u>
Total	<u>636,196</u>	<u>(9,472)</u>	<u>626,724</u>

Notes to the financial statements

For the year ended 31 October 2022

1. Accounting policies

Statutory information

Heard Organisation Limited is a charitable company limited by guarantee, registered in England, with registered company number 06624806 and charity number 1165237. The address of the registered office is The Green House, Cambridge Heath Road, London, E2 9DA

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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), Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

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

Going concern

The Trustees have considered charity's current and future financial position. The charity holds unrestricted reserves of £230,423 and an unrestricted cash balance of £319,185.

The trustees have prepared cash flow forecasts for a period of at least twelve months from the date of approval of these financial statements ("the going concern period"). These forecasts considered the risks to the charity's business model, particularly the reliability of Heard's fundraising forecasts and cost increases due to high inflation, and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period. Our planning process, including financial and cashflow projections, has considered alternate scenarios and we expect to be able to match potential shortfalls of income with a reduction in costs as Heard receives most of its income at the start of projects.

But if this were not possible, we hold sufficient free reserves to provide cover for unexpected changes in income and expenditure to allow us time to adjust our cost base and continue activities. We continually monitor our actual and forecasted financial performance and manage our finances accordingly. Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over the charity's ability to continue as a going concern for at least 12 months from the date of approval of the financial statements, and therefore, have prepared the financial statements on a going concern basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, are reconsider when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Tangible fixed assets are initially recorded at cost.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	- 33% on cost
Computer equipment	- 33% on cost
Telephones	- 50% on cost

Debtors

Other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and cash in hand include cash and short term highly liquid investment with a maturity of three months or less from the date of acquisition or opening or a deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised when the charitable company has a present obligation resulting from a past event that will probably result in the transfer in funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provision are normally recognised at the settlement amount due.

Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are wholly recognised at transaction value and subsequently measured at settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

2. Grants and donations

	Unrestricted Funds £	Restricted Funds £	Total funds 31.10.22 £	<i>Restated</i> Total funds 31.10.21 £
Donations	-	-	-	600
Esmee Fairbairn Foundation	60,000	8,000	68,000	60,000
Paul Hamlyn Foundation	40,000	29,167	69,167	75,833
City Bridge Trust, the funding arm of The City of London Corporation's charity, Bridge House Estates (1035628)	-	40,000	40,000	50,000
Unbound Philanthropy	-	25,000	25,000	50,000
Joseph Rowntree Foundation	-	66,612	66,612	66,612
Trust for London	-	81,947	81,947	42,075
Barrow Cadbury Trust	-	23,754	23,754	25,000
Gower Street Trust	-	50,252	50,252	-
Oak Foundation	12,918	-	12,918	38,951
CAF Coronavirus Emergency Fund	-	-	-	4,332
10% for Ocean	-	1,000	1,000	-
The True Colours Trust	-	95,954	95,954	71,274
Climate Change Collaboration of Aurora Trust, JJ Charitable Trust and The Mark Leonard Trust	-	82,500	82,500	97,500
Rosa Foundation	-	-	-	12,000
John Ellerman Foundation	-	25,000	25,000	4,168
The National Lottery Community Fund	-	27,150	27,150	28,572
Choose Love	-	-	-	11,672
Joseph Rowntree Charitable Trust	-	18,750	18,750	25,000
The Tudor Trust	30,000	-	30,000	18,332
Tower Hamlets Council	-	-	-	10,000
The Roddick Foundation	-	-	-	25,000
Living Wage Foundation	5,910	-	5,910	3,940
Calouste Gulbenkian Foundation	-	100,000	100,000	-
The Lankelly Chase Foundation	-	33,218	33,218	-
Garfield Weston Foundation	6,670	-	6,670	-
	<u>155,498</u>	<u>708,304</u>	<u>863,802</u>	<u>720,861</u>

3. Charitable activities

	2022 £	<i>Restated</i> 2021 £
Earned income - training	<u>54,094</u>	<u>32,504</u>

4. Raising funds

	2022 £	<i>Restated</i> 2021 £
Fundraising costs	<u>11,208</u>	<u>-</u>

5. Charitable activities costs

	Project-related Staff Costs £	Direct Costs £	Support costs (see note 6) £	2022 £
Media support and publications	<u>394,922</u>	<u>186,380</u>	<u>232,910</u>	<u>814,212</u>
	£	£	£	<i>Restated</i> 2021 £
Media support and publications	<u>312,400</u>	<u>35,682</u>	<u>266,152</u>	<u>614,234</u>

6. Support costs

	Staff Costs £	Other £	Governance £	Total 2022 £	<i>Restated</i> Total 2021 £
Staff costs	133,412	-	-	133,412	109,850
Other staff costs	1,969	-	-	1,969	-
Consulting	-	-	7,403	7,403	25,090
Marketing	-	4,136	-	4,136	25,010
HR, recruitment and training	-	11,728	-	11,728	27,474
Accountancy and payroll	-	4,410	-	4,410	5,312
Audit fees	-	-	6,600	6,600	4,320
Insurance	-	319	-	319	262
IT and printing	-	7,059	-	7,059	9,449
Other expenses	-	14,884	717	15,601	20,457
Rent and rates	-	32,589	-	32,589	32,382
Telephone	-	1,707	-	1,707	1,093
Bank charges	-	230	-	230	169
Depreciation	-	5,747	-	5,747	4,743
Loss on disposal of assets	-	-	-	-	541
	<u>135,381</u>	<u>82,809</u>	<u>14,720</u>	<u>232,910</u>	<u>266,152</u>

7. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2022 £	<i>Restated</i> 2021 £
Auditors' remuneration	6,600	4,320
Fees for non-audit services	1,620	840
Depreciation - owned assets	5,747	4,743
Deficit on disposal of fixed assets	<u>-</u>	<u>541</u>

8. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 October 2022 nor for the year ended 31 October 2021.

Trustees' expenses

No expenses were paid to trustees during the year ended 31 October 2022 nor for the year ended 31 October 2021.

9. Staff costs

	2022	<i>Restated</i> 2021
	£	£
Wages and salaries	462,426	376,007
Social security costs	44,624	33,463
Other pension costs	<u>21,284</u>	<u>12,780</u>
	<u>528,334</u>	<u>422,250</u>

The charity considers its key management personnel to comprise the Trustees, Chief Executive and Director of Communications. The total employment benefits, including employer pension and national insurance contributions, of those Key Management Personnel were £149,555 (2021: £122,655) incurred by 2 (2021: 2) members of staff.

The average monthly number of employees during the year was as follows:

	2022	2021
Staff	<u>14</u>	<u>11</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	<u>1</u>	<u>1</u>

10. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted fund £	<i>Restated</i> Total funds £
INCOME AND ENDOWMENTS FROM			
Grants and donations	198,656	522,205	720,861
Charitable activities	32,504	-	32,504
Covid-19 grant	<u>3,688</u>	<u>-</u>	<u>3,688</u>
Total	<u>234,848</u>	<u>522,205</u>	<u>757,053</u>
EXPENDITURE ON			
Charitable activities	160,697	453,537	614,234
Total	<u>160,697</u>	<u>453,537</u>	<u>614,234</u>
NET INCOME	74,151	68,668	142,819
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>85,464</u>	<u>-</u>	<u>85,464</u>
TOTAL FUNDS CARRIED FORWARD	<u>159,615</u>	<u>68,668</u>	<u>228,283</u>

11. Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 November 2021	6,221	10,599	16,820
Additions	<u>717</u>	<u>2,053</u>	<u>2,770</u>
At 31 October 2022	<u>6,938</u>	<u>12,652</u>	<u>19,590</u>
DEPRECIATION			
At 1 November 2021	2,921	4,891	7,812
Charge for year	<u>2,198</u>	<u>3,549</u>	<u>5,747</u>
At 31 October 2022	<u>5,119</u>	<u>8,440</u>	<u>13,559</u>
NET BOOK VALUE			
At 31 October 2022	<u>1,819</u>	<u>4,212</u>	<u>6,031</u>
At 31 October 2021 <i>Restated</i>	<u>3,301</u>	<u>5,707</u>	<u>9,008</u>

12. Debtors: amounts falling due within one year

	2022 £	<i>Restated</i> 2021 £
Trade debtors	6,650	150
Prepayments and accrued income	<u>3,710</u>	<u>2,865</u>
	<u>10,360</u>	<u>3,015</u>

13. Creditors: amounts falling due within one year

	2022 £	<i>Restated</i> 2021 £
Trade creditors	-	115
Other creditors	2,449	1,222
Accruals and deferred income	<u>319,907</u>	<u>418,599</u>
	<u>322,356</u>	<u>419,936</u>

Analysis of movement in deferred income:

	2022 £	2021 £
Brought forward	361,531	194,248
Released in the year	(361,531)	(194,248)
Deferred in the year	<u>287,838</u>	<u>361,531</u>
	<u>287,838</u>	<u>361,531</u>

14. Movement in funds

	<i>Restated</i> At 1.11.21 £	Net movement in funds £	At 31.10.22 £
Unrestricted funds			
General fund	159,615	70,808	230,423
Restricted funds			
Restricted fund	68,668	21,668	90,336
TOTAL FUNDS	<u>228,283</u>	<u>92,476</u>	<u>320,759</u>

Net movement in funds, included in the above are as follows:

	Transfers £	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds				
General fund	(2,778)	209,592	(136,006)	70,808
Restricted funds				
Restricted fund	2,778	708,304	(689,414)	21,668
TOTAL FUNDS	<u>-</u>	<u>917,896</u>	<u>(825,420)</u>	<u>92,476</u>

Comparatives for movement in funds

	At 1.11.20 £	Net movement in funds £	<i>Restated</i> At 31.10.21 £
Unrestricted funds			
General fund	85,464	74,151	159,615
Restricted funds			
Restricted fund	-	68,668	68,668
TOTAL FUNDS	<u>85,464</u>	<u>142,819</u>	<u>228,283</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	234,848	(160,697)	74,151
Restricted funds			
Restricted fund	522,205	(453,537)	68,668
TOTAL FUNDS	<u>757,053</u>	<u>(614,234)</u>	<u>142,819</u>

15. Leasing agreements

At the balance sheet date, the company had total commitments under non-cancellable operating leases of £49,931 (2021: £69,975). Lease payments recognised as an expense in the year were £20,044 (2021: £19,528).

16. Retirement benefit schemes

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to the income and expenditure account in respect of defined contribution schemes was £21,284 (2021: £12,780).

17. Related party disclosures

During the year, £2,929 (2021: £nil) was paid to Kuntal Biswas, trustee and co-chair at Heard Organisation for his services as a guest journalist on our training courses.

18. Company limited by guarantee

The Company is limited by guarantee and does not have share capital. In the event of a winding up, each of the members undertakes to contribute an amount not exceeding £1.

19. Prior year adjustment

The amounts for the prior year have been adjusted for the misallocation of restricted funds spent. The adjustment included the reallocation of wages and overheads costs totalling £31,269 from unrestricted funds to restricted funds, resulting in an increase in the overall unrestricted funds balance and a reduction in the overall restricted funds balance at 31 October 2021.

	Previous Year 2021 £	Restated Year 2021 £	Adjustment £
Unrestricted funds	128,346	159,615	31,269
Restricted funds	<u>99,937</u>	<u>68,668</u>	<u>(31,269)</u>
	<u>228,283</u>	<u>228,283</u>	<u>-</u>

“HEARD

Find us

The Green House
244 – 254 Cambridge Heath Road
Bethnal Green
London E2 9DA

Ph. 020355 96764

info@heard.org.uk

<https://heard.org.uk>



@HeardOrg



@Heard – organisation



“HEARD

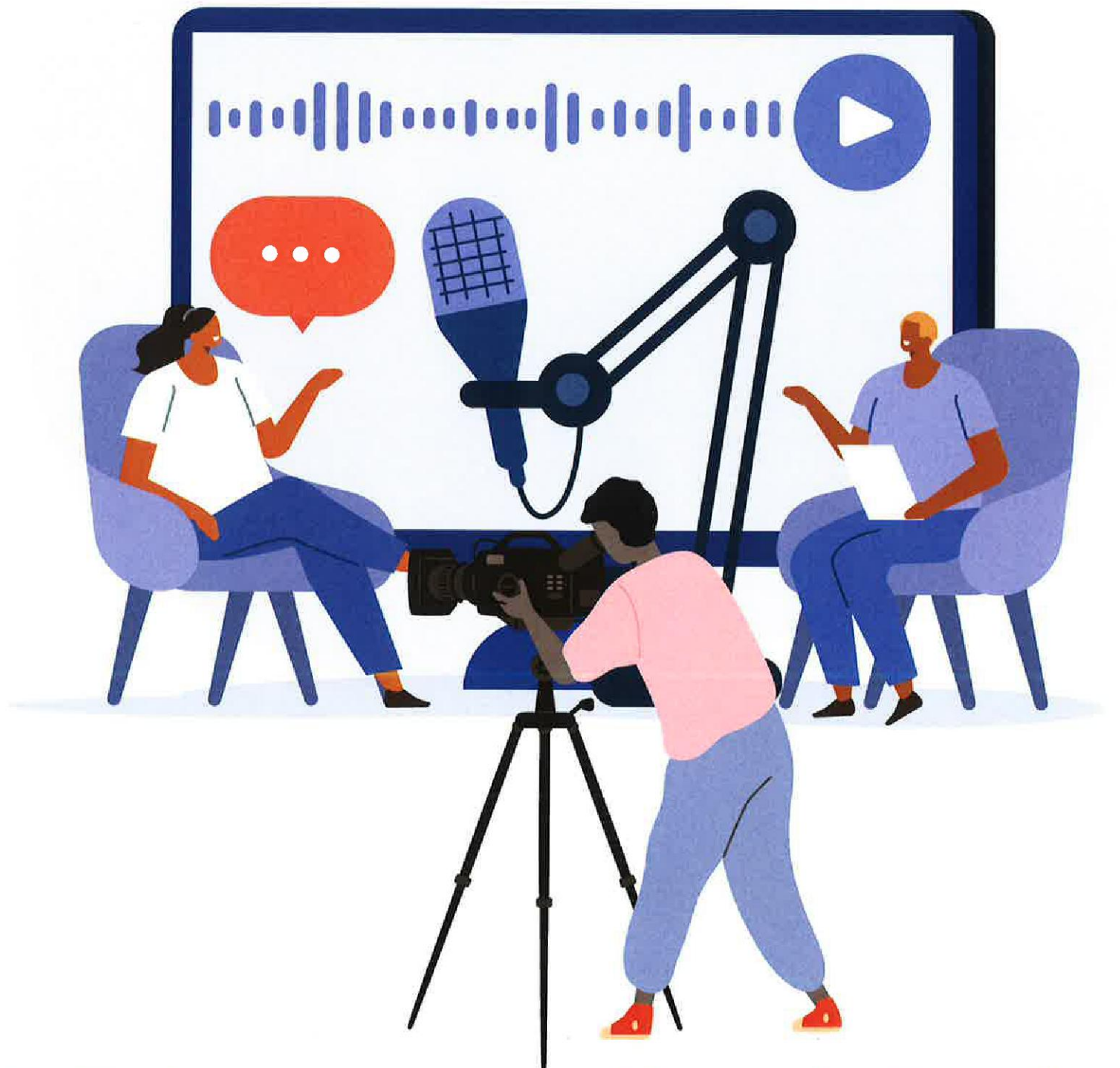
Heard Organisation Limited

England & Wales - Charity number 1165237

Accounts

Accounts and Trustees Report November 2020 - October 2021

On Road Limited t/a On Road Media
REGISTERED COMPANY NUMBER: 06624806 (England and Wales)
REGISTERED CHARITY NUMBER: 1165237



ACCOUNTS AND TRUSTEES REPORT
NOV 2020 – OCT 2021

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REGISTERED COMPANY NUMBER: 06624806 (England and Wales)
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WHY WE'RE HERE

Our vision is of a world where communication means change.

Our mission is to shape content and conversations that change minds, developing the conditions for lasting social change.

Working hand in hand with people experiencing and affected by injustice, we bring our organisational values – being inclusive, thoughtful, patient, creative, determined and brave – to everything we do.

This year we've shaped the stories that millions of people have heard. Stories on the biggest issues of our time: social injustice, economic hardship and the health of our planet. Our courageous network members' voices and stories are being heard – at scale.

LETTER FROM THE CO-CHAIRS OF OUR BOARD



For us both, this year has reaffirmed what a unique and important organisation On Road Media is. We're so proud to have guided and supported the team as it's gained momentum.

Undeterred by the pandemic's ongoing disruption, we've grown in size and ambition without compromising on what's always made On Road stand out: its thoughtful and collaborative approach.

In a world that can feel loud, divided and awash with misunderstanding, On Road is helping us to hear each other. Whether amplifying unheard voices or finding common ground on issues like climate change, the team consistently strives for nuance, not noise.

And we see the impact of this in the powerful communication and content On Road's work inspires.

For instance, as part of our ongoing work with soaps, we've been supporting the team at Emmerdale to bring a feeling of shared humanity

to the often misunderstood experience of being trans. Through the character journey of Matty Barton (played by All About Trans network member Ash Palmioci) the show is helping audiences better understand what it is to be trans. As a result of the collaboration with the All About Trans team, the writers moved away from depictions of the intricate detail of surgery, and instead showed Matty building and navigating relationships.

Identifying and moving away from damaging default approaches can be hard. But it's essential if we're to achieve progress. With this in mind, our team has been looking inwards as well as outwards. With the help of diversity, equity and inclusion specialists the entire team has engaged in a process of reflection on who we are and how we work, culminating in an exciting range of actions, including investment, to make On Road a truly inclusive place to work.

ROADMAP

6-6.15 WELCOME & SETTLE IN

6.15-6.20 ANGLES UPDATES

6.20-6.30 NAMING THE ROOM

6.30-6.40 DIVIDE THE PAGE

6.40-7.05 LIST POEM:
"What We're Up Against"

7.05-7.15 BREAK!

7.15-7.35 PERFORMING WARM-UP GAMES

7.35-7.55 SHARING

7.55-8.00 CLOSING & GOODBYES

Thanks for coming!



In a world that can feel loud, divided and awash with misunderstanding, On Road is helping us to hear each other. Whether amplifying unheard voices or finding common ground on issues like climate change, the team consistently strives for nuance, not noise.

As a growing organisation with big plans we need strong, durable foundations. We're delighted to be investing in our team, and in the systems and processes they rely on to deliver its important work. With funders' support we've updated our IT systems including using Salesforce for the first time to keep track of our relationships across our networks and the media.

We've also strengthened our team and board, welcoming new colleagues with a range of skills, including a new Treasurer and a Director of Communications.

By boosting our team and shoring up our ways of working we've been getting into the right shape to deliver our exciting new strategy. Outlined on pages 8 and 9 it's all about communication and change – and how communication can help create change, not keep us locked in the status quo.

We firmly believe that communication can and should catalyse change – while building trust and respecting everyone's role and needs in the process. We're proud to help lead On Road's strong and energised team towards that.



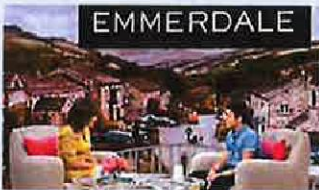
Bisi Alimi



Nina Spataru

HIGHLIGHTS OF THE YEAR

NOV 2020



Emmerdale meets All About Trans

In November and throughout the year, we helped to shape the ongoing storyline of Matty Barton in Emmerdale. All About Trans members are helping the storyline – in actor Ash Palmisciano’s words – to “show a positive representation of someone who happens to be trans”.

DEC



Surviving and Thriving with the BBC’s The Listening Project

We need stories about sexual and domestic abuse that show the fullness of people’s lives. Two Angles members Duncan and Kai made sure we had just this, talking about the joys of their work and identities.

JAN 2021



Shop Well and Eat Well goes green

The wildly popular BBC series Shop Well for Less and Eat Well for Less joined forces to offer up a climate-friendly special series. We shared our climate communications research with the producers at RDF West and saw our recommendations reflected in the show when it aired. Each episode was can-do and optimistic - and the participant’s talked movingly about their responsibility to create a better world for their children.

FEB



Media Movers connects with a leading actor

The way high-profile people talk about important issues matters. A group of Media Movers met with a leading actor to share some of the most effective ways to talk about migration, supporting the actor to use their platform to create change.

MAR



All About Trans brings joy to media reporting

We can entrench stereotypes when we only highlight the challenges people face. So for Trans Day of Visibility, All About Trans members worked with Cosmopolitan and featured in their short film, talking about trans joy.

MAR



Stylist magazine talks about poverty

Danna showed how to talk about poverty with impact. She featured in Stylist’s investigation on unemployment during the lockdown, highlighting what the Government needs to do to help women in her situation.

APR



We reflect on our own context and practices

On Road Media partnered with Impact Culture as part of its anti-racist journey. Made up of a team of equity, diversity and inclusion activists, Impact Culture supported colleagues through 1:1 conversations and a series of workshops to ensure staff are working to bring an anti-racist lens to all aspects of our work.

MAY



Media Movers discuss migration narratives with the UN

Our Project Coordinator, Zino Akaka spoke to the UN Human Rights body about the changes we need to see in migration narratives: "many of us don't realise how important the media is to us. It's incredibly powerful in shaping how we understand the world."

JUN



We spread safe and effective poverty reporting

We make sure everything we do combines effective communications and safe media work. Daniel from our Talking About Poverty group helped to shape Journo Resources' guidance on how to talk about poverty ethically, accurately and responsibly.

JUL



We share our work internationally

Collaborating with others in the sector is an important part of On Road's work. We brought members of our Angles network together to co-lead a strategic communications training with the Dublin Rape Crisis Centre. Takeaways from the course included: "I had more of an appreciation of what survivors need to consider in sharing their story and how we in DRCC can work with survivors who may want to do the same."

AUG



We prepare eco innovators for the global media stage

Over the summer we media trained Prince William's Earthshot Prize Finalists. Ahead of the BBC's broadcasting of the prize ceremony, and appearances at the global climate change conference, we equipped this inspiring group for safe and strategic media work.

SEP



Amina sits down with Channel Four

Amina from our Talking About Poverty network invited Channel 4's Head of Factual to an interaction - one of our informal behind-the-scenes meet-ups. The team sat down to discuss the difference that authentic and well communicated reporting can make, receiving a great reception from Channel 4.

OCT



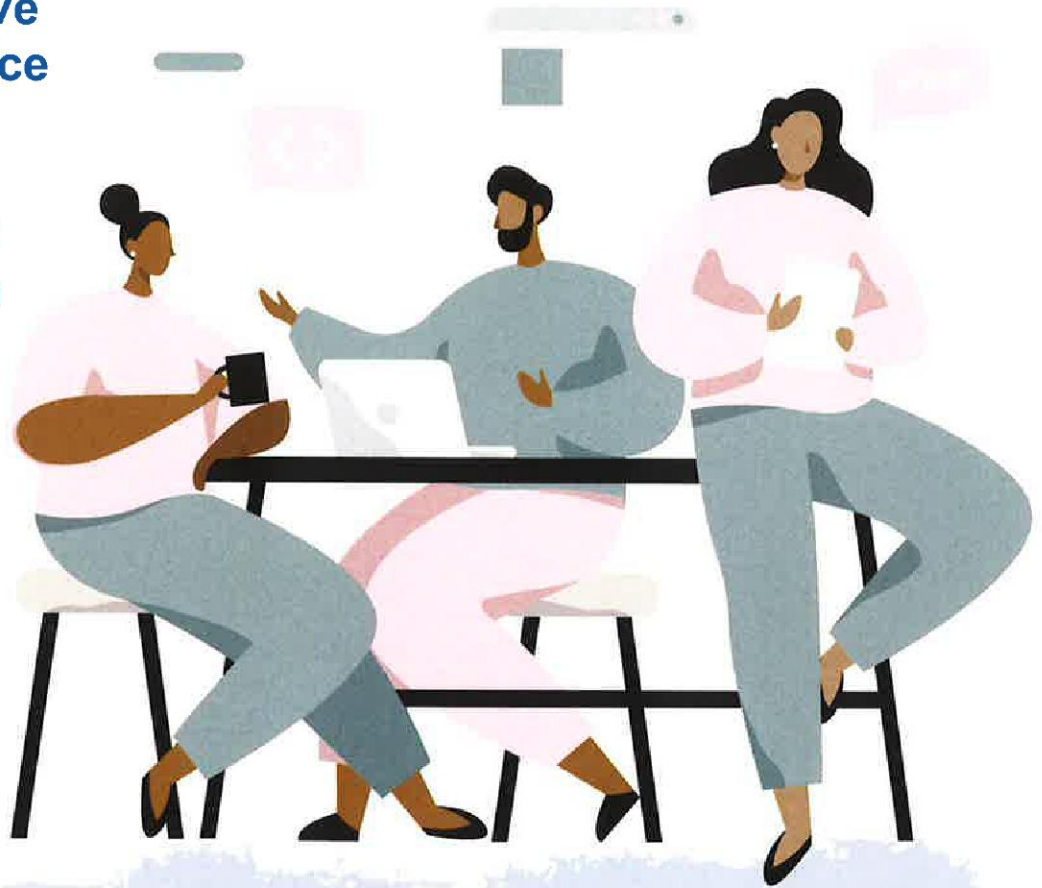
We gear up to launch our guide to talking about children's palliative care

Our work with the children's palliative care sector continued throughout 2021, collaborating with The True Colours Trust and those affected by or working in children's palliative care. In October we prepared to launch new guidance and training sessions with the sector.

OUR NEW STRATEGY 2021-2025

2020 saw us move into a bigger office to make space for our growing team. It also saw us embarking on a new five year strategy that sets out our growing energy and ambition.

It's all about communication and change.



On Road has always been focussed on creating change. We've led the way in creating better media practices – and more equal and supportive dynamics – towards people with lived experience. We've sought and delivered better reporting, representation and more respectful ways of working. Our networks have helped to shift the ways stories are told: moving away from harmful othering depictions.

Shaped by our founder and CEO, Nathalie McDermott, and our incoming Communications Director, Nicky Hawkins, our new 5 year strategy sets out our plan to build on our experience so far, and to boost our impact.

With Nicky's support and leadership, we've been drawing on a wider range of tools and expertise to help us create change. We've incorporated a robust evidence-based approach to communicating

for change. We're informing everything we do with the science of communication and changing minds.

We're doing this because we know that social attitudes are a critical driver of lasting social change: to tackle society's biggest challenges we need more people to care and seek change. Yet all too often, communications fail to engage and invite people in. Or they create unnecessary division and discord.

Our mission is to shape content and conversations that change minds and develop the conditions for lasting social change.

We're delivering on this by creating positive, authentic connections – between people and through stories. And we're changing the ways issues are seen and talked about in the media, popular culture and across society.

Our approach has 3 strands...



1

We use evidence and research to understand how to engage people who might otherwise be alienated by the nature or tone of a conversation. By framing communication effectively we increase the size of the receptive audience, and build a wider appetite for change.



2

We work with journalists and media professionals to create safe and supportive spaces in which they can hear and report on different experiences. By facilitating interactions between people with direct experience of an issue and media professionals, we create genuine connections and better, fairer representation of groups and topics in the media and popular culture. In turn, this leads to shifts in public opinion and creates an environment open to and accepting of change.



3

We work with spokespeople and those planning communications to help them tell their stories in ways that are strategically focused on change. We emphasise the wellbeing of people speaking to the media and facilitate peer support networks. We support spokespeople to navigate the media environment with agency and impact. This means spokespeople are owning and driving their vision for change.

We see our work as a cycle, building momentum for change through shifts in social attitudes.

Our vision is of a world where communication means change, not just noise.

COMMUNICATION CREATES NOISE



COMMUNICATION CREATES CHANGE

Our plans and objectives 2021-2025

In order to achieve our vision of a world where communication means change, we need to work on multiple levels.

1

We will continue delivering our own programmes directly, building on success and embracing our updated theory of change.

2

We will increase the work we do to share our approach with others – charities, campaign groups, individuals – and play a leading role in supporting more people to communicate effectively for change. We will deliver more targeted expertise to other organisations in the form of consultancy and training. We will enhance our business model to increase our financial sustainability and growth by developing a hybrid commercial and grants-funded model.

3

We will invest in our people, deepening our understanding of how we all work at our best, and improving systems and processes for an inclusive and healthy workplace.

By working collaboratively with others we will amplify the power of our model to generate social change.

LIVING OUR VALUES AND BUILDING A THRIVING TEAM

Wellbeing and support is paramount to what we do at On Road Media. It's prioritised by the team, the trustees and is cascaded throughout the networks that we support.



A team picnic.



Building on the wellbeing strategy we developed in 2020, we put Wellness Action Plans in place in 2021”.

This year, we took part in an in-depth consultation into race, equity, belonging and inclusion with the organisation Impact Culture. This work has culminated in a three-year action plan that is now embedded in our strategy. We used this opportunity to understand more about ourselves as an anti-racist organisation – and the ongoing work that we still need to do. We have begun to make some major changes as a result of this process, including revising our recruitment process and partnering with the inclusive, all-in-one debiased hiring platform Applied from December 2021.

Building on the wellbeing strategy we developed in 2020, we put Wellness Action Plans in place in 2021. These are optional tools staff can share with line managers and colleagues to proactively promote and maintain mental health at work. Crucially, this has been backed up by a remote working wellness action plan during the pandemic.

We have 32 policies in place, including fertility treatment leave, parental leave and a remote and hybrid working policy to reflect the current context. We listen to the team, value their needs and encourage feedback on all policies. We are striving to create a workplace where people can flourish, thrive and progress.

As we grow, we are fostering and promoting comprehensive development opportunities for staff, including training and mentoring. In August and December we gifted the team additional annual leave days to acknowledge their exceptional work and commitment throughout the pandemic.

A YEAR IN NUMBERS

Between November 2020 and October 2021 we've achieved:

We work with people and the media using communications to change the world:

2008 people have engaged with our projects through training, events and interactions

51 interactions, carefully curated meetings between media professionals and people with lived experience

59 mainstream media outcomes as a direct result of meetings

43 peer support sessions, supporting our network with their communications and wellbeing

27 strategic communications and media training courses

422 media professionals we've worked with

298 members in our project networks actively supported, engaged in training and talking to the media

We're developing our team and structure to support this:

100% staff retention rate

4 new roles within our team

10 new or updated policies to support staff and governance

15 team training sessions



PROJECT | THE CHILDREN'S PALLIATIVE CARE PROJECT

Our children's palliative care project supports families with direct experience and professionals working in this space, working together to shift public perceptions and improve media reporting around this issue.

Children's Palliative Care project's new logo.

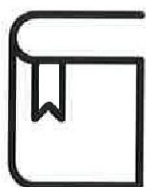
“

As someone coming to this work very recently, the first session gave a good overview of the toolkit and how it was developed. The opportunity to practice messaging using the toolkit with the journalists in the second session was invaluable. It felt safe, feedback was very constructive and I learned a lot from the journalist and from listening to others.”

Tracy Rennie, Director of Care, EACH

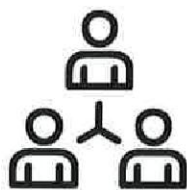


This year's highlights...



We condensed the findings from original research into a beautifully designed Communications Toolkit.

This is helping people connected to the sector talk about children's palliative care in ways that connect with public audiences and increase understanding of these issues.



We set up and collaborated with an expert advisory group made up of prominent figures in this space:

clinicians, parents, sector and hospice professionals. The advisory group has played an instrumental role in the project's first year, helping us steer our work, and assess the opportunities and challenges we might face in the sector.



We have benefitted from the support and partnership of our funders on this work,

and have received additional funding to extend our work to explore and shift healthcare professionals' views.

The project is fully funded for three years by the True Colours Trust whose support we are extremely grateful for.

Hearing from our collaborators...



Q&A with Tara Kerr-Elliott, Nurse Specialist at Great Ormond Street Hospital and member of our advisory group:

How has being involved in the On Road project been for you?

This has been one of the most exciting projects I have been involved with for a long time! On Road Media are clearly experts in communication and listen so attentively and sensitively to us. They are so committed to helping to "change hearts and minds".

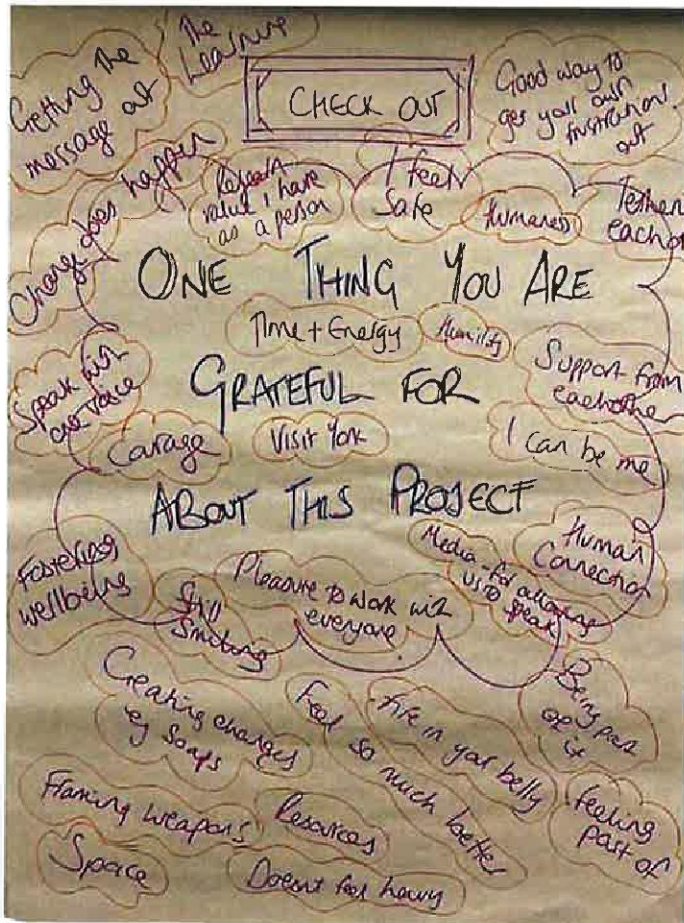
What has the last year taught you?

Many of us who work in Children's Palliative Care have known for a long time that there are misconceptions in how people understand the work that we do, and the children and families with whom we work. However, we have lacked the expertise, skills and knowledge to be able to improve this situation ourselves. In fact, one of the most powerful "lightbulb" moments of the last year has been realising we should avoid trying to tell people what Children's Palliative Care is not!

What opportunities do you see for the future of this project?

I'm so excited about the future of this project. I'm looking forward to engaging more people in meaningful conversations about children's palliative care – within our own sector, within wider healthcare and at a societal level.

TALKING ABOUT POVERTY



A snapshot of one of our peer support exercises.

Talking About Poverty is bringing together people with low income backgrounds and those who have experienced poverty with media professionals.

“

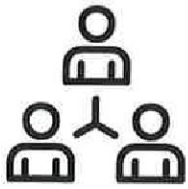
Thank you again for taking the time to chat with me – all your individual perspectives were really informative... I'll be taking these stories as an insight to the issues and will look at the bigger picture.”

Local Democracy Reporter,
BBC London



A poetry jam for London Challenge Poverty Week.

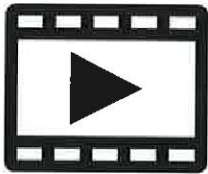
This year's highlights...



This year, we formed a new advisory group to help us propel the project forward. This includes people who have experienced poverty, people who work on these issues and media representatives. Every member is motivated to shift the way these issues are talked about and reported on.



Our network members took part in Challenge Poverty Week 2021. They played an active role in the steering committee for London Challenge Poverty Week, taking part in media interactions and in spoken word poetry jams. We have been incredibly proud of all their amazing work.



We held some great interactions with organisations including Channel 4, The New York Times and an interaction with JOE media which resulted in a short film on views of men in Glasgow and their experiences of the benefits system, which one of our network members took part in. They ended their interview by taking the filmmakers to a special natural reserve in Glasgow, showing the positive and everyday realities of living in Glasgow too.

32

people with lived experience of poverty have actively engaged with peer support, training and interactions

14

peer support sessions on topics ranging from confidence to spoken word poetry

51

non-profit and other professionals trained

83%

of our group are more confident about engaging and influencing the media

Hearing from our collaborators...



Q&A our poverty network member, Anwar:

Has there been a standout moment of the year for you?

The most inspiring thing for me was being able to speak out on community issues I wanted my voice heard on the media platform.

What has the last year taught you?

Last year has taught me to never give up on things you believe in.

How do you stay grounded and focussed on your wellbeing while doing this work?

I always keep my mind focused by knowing I will make someone's life better and always feel grateful to god for what he has given me.

This work wouldn't be possible without the support of our funders Trust for London and Joseph Rowntree Foundation.

CLIMATE STORIES THAT WORK

We're changing the big stories people hear about climate change and ocean health. We're building on awareness of these issues to increase public support for action and change.



“

A really interesting and thought-provoking session that will help shape some of our approach when creating content. The examples around framing language so it feels active and less frightening is something which is crucial in engaging our younger audience.”

BBC London

155

climate communicators have been supported with effective communications training

900

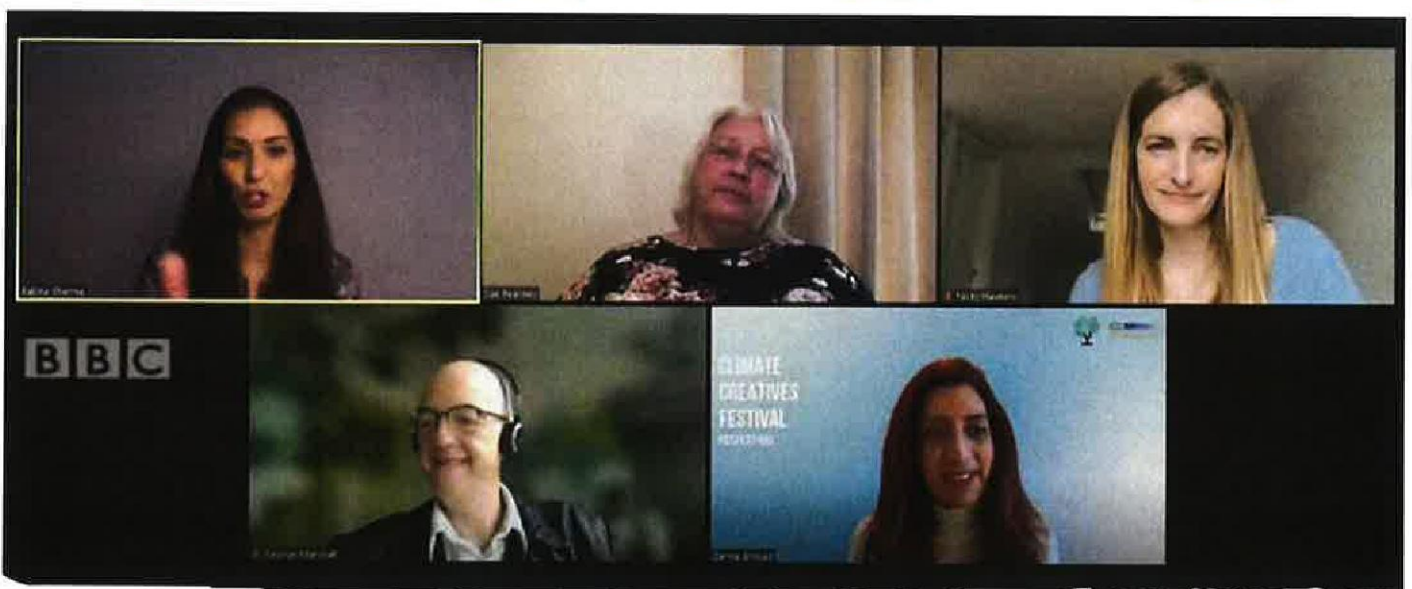
We've met and shared our research with over 900 people in popular culture and the media

50%

of the people we met in popular culture and media went on to tell more effective climate stories

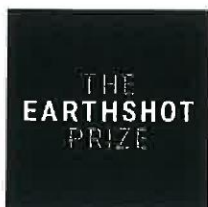
MILLIONS

of people have heard effective climate messages, based on our guidance



Nicky Hawkins at the BBC's Climate Creatives Festival.

This year's highlights...



We advised on the Earthshot Prize communications approach – including the words and ideas that have now been repeated again and again by a wide range of highly trusted global messengers, spanning footballers, actors, musicians, experts and politicians.



We shared our insights with the BBC. This provoked conversation and thought among commissioners and programme makers who are reflecting climate change with news, education and entertainment. We engaged with teams from the One Show, Shop Well for the Planet, Bitesize and The Archers.



We're working in partnership with the team behind Blue Planet II to create compelling climate and nature stories that reach out 'beyond the echo chamber.'

With thanks to our funders: the Climate Change Collaboration, Gower Street and Calouste Gulbenkian Foundation (UK Branch) and 10% for the ocean.

Hearing from our collaborators...



Q&A with Henna Shah from Purpose and a project advisor for Climate Stories that Work.

What's inspired you about being part of this work over the last 12 months?

For me, the most inspiring moments of the year have been seeing the impact of the project in the media with powerful mainstream content reflecting the framing principles. Seeing emotive, clear messages on climate communicated to such broad audiences is a real testament to what's possible through On Road's narrative work, and I can't wait to see even more examples on our screens.

What potential do you see for this work in future?

It's clear that the strategic opportunities for the programme are huge. Effective systemic storytelling is something we need to invest in, and I'm excited about the potential for the programme to share its learnings with more practitioners over the coming years.



PROJECT MEDIA MOVERS

Media Movers is a project for young people from migrant backgrounds who are passionate about influencing media representation of migration. We are forging a better understanding of the untold realities of people with experience of migration.

“

I was inspired to hear the tenacity and strength from such young people and felt encouraged by their desire to connect with others....It made me see the personal stories behind the headlines of how tough it is for people who don't have documentation in the UK.”

Series Producer, Ricochet Productions

76

media professionals have worked with the Media Movers this year in 17 interactions and content production

20

peer support sessions were delivered across the 2 projects

40

people trained, including media movers and sector professionals in our how to frame messages and how to do so safely

71%

of Media Movers say that their confidence has increased 'a lot' as a result of participating in the project



Celebrating being back together at a Media Movers South peer support.

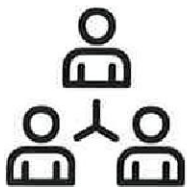
This year's highlights...

CHOOSE LOVE

We collaborated with sector organisations like Choose Love, Greater Manchester Immigration Aid Unit, Roma Support group and Counterpoint Arts to deliver training and interactions.



We worked with the UNHCR, the UN body focussing on the humanitarian response to forced migration. Our work with them resulted in a video and article on their platforms exploring why we need to tell a new story about migration – and how to do so safely. Fronted by our very own Zino Akaka, the video has 3.5K views on Instagram alone, and the article was viewed 776 times.



One of our Media Movers has moved on to become a group facilitator, now co-leading the Media Movers North monthly peer support sessions.

This work wouldn't be possible without the support of our funders Choose Love, Unbound Philanthropy, The Joseph Rowntree Charitable Trust and the Barrow Cadbury Trust

Hearing from the team...



Q&A with our new Project Manager, Zoë Speekenbrink.

What has been the most inspiring/standout moment of the year?

Joining On Road and the Media Movers team has been amazing. A standout moment in my first 3 months was experiencing the training with new group members. Witnessing how the young people chose to tell their stories, building in their own boundaries and applying the self care tools, whilst sharing their stories in a powerful way was incredibly inspiring.

What opportunities do you see for the future of this project?

This project has so much potential. With the passion, skills and talent of the young people central to this project, I see it reaching new heights. This could be in terms of spreading the On Road approach to communications, influencing narratives of migration and shaping how lived experience influences popular culture and mainstream media.

ANGLES



Angles supports people who have lived through sexual and domestic abuse to tell their stories effectively and to engage with media professionals in a safe and bounded way.

“

I have worked closely with Angles and On Road for a number of years, their dedication to getting important stories out there is extraordinary and the access they provide, whilst always being very mindful of their responsibility to victims, is second to none.”

Storyliner, Hollyoaks

153

active network members have taken part, including 29 new activists trained

34

sector professionals trained

88%

increase in confidence of Angles members who took part in the project

32

mainstream media outcomes

This year's progress/highlights...

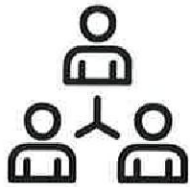


We continued to support **72 Films** through interactions and consultations on their upcoming Netflix documentaries.

BBC
RADIO



We pitched and supported two Angles members, Duncan and Kai, to record a conversation for the BBC's Listening Project. This focussed on their experiences of coming out and using their experience to help others. It aired on BBC Radio 4 with the title "Surviving and Thriving" and will be forever archived in the British Library.



Our collaboration with the sector continued to flourish. We supported and advised Rosa for their Justice and Equality Fund 'Changing the Conversation' project, organised bespoke training for 8 SafeLives Pioneers, and 2-day masterclass for staff from Dublin Rape Crisis Centre.

This work wouldn't be possible without the support of our funder City Bridge Trust and new match funding from the John Ellerman Foundation

Hearing from our collaborators...



Q&A with Kai Grygier, Angles facilitator, survivor activist, researcher and drama therapist who works on community building and survivor liberation:

How do you stay grounded and focussed on your wellbeing while doing this work?

Firstly, by laying the groundwork: I continuously remind myself to prioritise my wellbeing in this work. All my work is focused on survivor liberation and I can't do this while reproducing oppressive practices against myself. It helps to work together with people and organisations, like the Angles project, focus on wellbeing.

Secondly, by knowing what I need in order to feel well. This includes things like connecting to my communities, moving my body and a good balance of having fun out in the world and time alone to read, reflect and rest. Finally, it helps me to understand I am part of a bigger collective movement for survivor liberation: I don't have to solve any of this alone, I can focus on doing my part really well.

What opportunities do you see for the future of this project

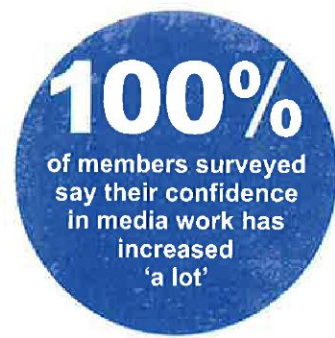
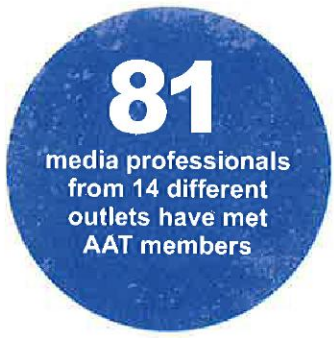
I'm so excited about the sense of community this project inspires and grows. In conversations between us, I feel the network 'growing up' together. We are moving from 'responding' to proactively addressing issues. We can develop the expertise we are building, and empower survivors to shape these conversations. We can set new standards and change cultural practices in how the media talks about sexual and domestic abuse. We can inspire content and engagement with underrepresented experiences within the survivor community.

ALL ABOUT TRANS

AAT positively changes media representations of transgender matters. Our brilliant network of over 200 trans people and parents of trans kids work with the media to create exciting content which authentically represents transgender experiences.

Behind the scenes, AAT has:

- worked closely with two major UK newspapers to help shape their editorial guidance on content covering transgender matters,
- worked with Journo Resources to develop a guide on reporting on stories involving transgender people, collaborated on a messaging guide to support trans and non-binary people doing media work.



All About Trans at Prime Video's Everybody's Talking About Jamie premiere.



Our AAT network featuring in the Cosmopolitan for Transgender Awareness Week.

“

The interaction was such a positive and constructive session. The group from All About Trans were so helpful and patient in answering questions we had. The biggest thing I took away from the session was that trans and non-binary folk are defined so much more by their joy and affirming moments than they are by the difficulties they face. It turned my perspective on its head... and will make a big difference in how I approach telling this story.”

Storyliner, Hollyoaks

Hearing from our collaborators...



Q&A with Ayla Holdom, AAT Advisor.

What difference do you think the work of AAT makes?

The unique work and expertise of All About Trans understands the complexities of the current media landscape. Over the years, AAT has had so many successes creating and maintaining the trust. It's essential- both for those hoping to engage meaningfully, and for media looking for unique and impactful content. Importantly, AAT supports those of us engaging, following through before, during and after media engagement. This is essential for making media engagements productive and healthy experiences. For any hope of achieving collective progress and having constructive conversations, the work of All About Trans is essential. No other organisation is even attempting this with the same vigour, commitment and support from the communities directly affected.

What's been a standout moment for you in the work you've done with All About Trans?

My first experience with UK media was with the Sun Newspaper running a highly demeaning and personal article about my coming out as trans. It's safe to say my or any other trans person's trust in them was zero. Following a series of interactions and follow up relationship building from AAT, The Sun have subsequently been running far more honest and empathetic articles. The Managing Editor at the time was Stig Abell, who currently hosts the breakfast show on Times Radio. As a direct result of his memories from AAT's interactions, which he referenced in the show, he had me as a guest on his breakfast show. We had an open, nicely challenging and particularly honest conversation around trans topics.

This year's highlights...

HOLLYOAKS

EMMERDALE

We continued to focus on interactions with popular culture media this year. We've worked extensively with Emmerdale and Hollyoaks, consulting on three different storylines involving trans and non-binary characters. We've also worked behind the scenes with popular dramas airing on Amazon Prime and Netflix.

COSMOPOLITAN

We teamed up with Cosmopolitan to create a video about trans joy for Trans Day of Visibility.

bbfc

Together with the British Board of Film Classification we developed a resource for families on films featuring trans experiences, which was covered in over 50 media outlets on its release.

GQ

Members of AAT have been involved in a wide range of print and broadcast media, including in interviews on Radio 4's PM programme, in GQ, the Metro and on The Times Thinking Straight podcast. We've also appeared on panels organised by global PR firms and content producers, and held interactions with professionals from across news and entertainment media.

Our thanks to the City Bridge Trust and Paul Hamlyn Foundation, without whom our work wouldn't be possible.

THANK YOU



Virtual Winter Wonderland celebration with the team.

Our incredible team has done a fantastic job of bringing together the highlights for this year.

So all that remains for me to say is a huge thank you to all of them for their dedication, creativity and heart. On Road is a special place to work because of every single one of them and the unique qualities they show up with every day.

Thank you to our networks. It is truly a joy and a privilege to collaborate, learn and create change with you all.

And finally, thank you to our funders without whom our work couldn't come to life. We greatly appreciate your support, guidance and allyship. The funders that support our project work have been mentioned above but I would also like to thank those that give us core and unrestricted funding that enables us to innovate, support our team, and scale our impact. Thank you to Esmée Fairbairn Foundation,

Paul Hamlyn Foundation, Tudor Trust, Roddick Foundation and Oak Foundation for their core support this year.

I am so excited to get stuck into our new strategy with our growing team and networks, and look forward to continuing our journey together in 2022.



Nathalie McDermott,
Founder and Chief Executive

CHARITY INFORMATION

Financial Review and Reserves Policy

A formal policy on reserves was agreed at the December 2017 board meeting. This policy was updated at the September 2021 trustee meeting. Our policy states:

The Board has set a reserves policy which requires reserves be maintained at a level which ensures that On Road Media's core activity could continue during a period of unforeseen difficulty. A proportion of reserves be maintained in a readily realisable form. The calculation of the required level of reserves is an integral part of the organisation's planning, budget and forecast cycle.

It takes into account:

- Risks associated with each stream of income and expenditure being different from that budgeted.
- Planned activity level.
- Organisation's commitments.

On Road Media registered as a charity in 2016 and has steadily grown since then. As a result, it has progressively built up its free reserves and is still below its desired reserves target. The charity aims to make a surplus every year to increase its free reserves.

In the year ending 31 October 2021, On Road generated a surplus in unrestricted funds of £42,882 (2020: £28,920). At 31 October 2021, On Road Media held unrestricted reserves of £128,346 and free reserves of £119,338 (2020: £85,464), representing unrestricted funds excluding those held in tangible fixed assets (2020: £75,967).

Reserves at 31 October	2016 £	2017 £	2018 £	2019 £	2020 £	2021 £
General reserves	5,181	15,790	24,971	56,544	85,464	128,346
Less: Fixed assets	(1,548)	(1,100)	(739)	(2,193)	(9,497)	(9,008)
Free reserves	3,633	14,690	24,232	54,351	75,967	119,338

For 2021-2022, the Board agreed that the most appropriate level of reserves should be increased to the level of £140,000+ with the aim of working towards an amount that equates to between 3 (£172k) and 6 (£344k) months running costs for the organisation. Running costs include salaries, rent and overheads.

On Road's 2021-22 budget includes a surplus of over £5,000 on unrestricted funds to increase free reserves. On Road updates its financial forecast monthly, monitors its cash flows continuously and only commits additional expenditure when funding is confirmed.

The Trustees are satisfied that free reserve levels of £119,338 and unrestricted cash holdings of £311,628, along with committed funding for 2022 are adequate for On Road's activities for the foreseeable future.

Structure, governance and management governing document

On Road Ltd. is a company limited by guarantee governed by its Memorandum and Articles of Association dated 19th June 2008. It is registered as a charity with the Charity Commission. Anyone over the age of 18 can become a member of the Company and there are currently 5 members. Each member promises, if the company is dissolved while they are a member or within twelve months after they cease to be a member, to contribute such sum (not exceeding £10) as may be demanded of them towards the payment of the debts and liabilities of the Company and of the costs charges and expenses of winding up, and the adjustment of the rights of the contributories among themselves.

Appointment of trustees

As set out in the Articles of Association the chair of trustees is nominated by the elected trustees. Trustees are elected annually by the members of the charitable company attending the Annual General Meeting and serve for a period of 3 years. The trustees have the power to co-opt up to 2 further members to fill specialist roles. All members are circulated with invitations to nominate trustees prior to the AGM advising them of the retiring trustees and requesting nominations for the AGM. When considering co-opting trustees, the board has regard to the requirement for any specialist skills needed.

Trustee induction and training

New trustees undergo an orientation to brief them on their legal obligations under charity and company law, the Charity Commission guidance on public benefit, content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and recent financial performance of the charity. During the induction day, they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The board of trustees, which can have up to 15 members, administers the charity. The board meets on a quarterly basis. A Chief Executive is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and project specific related activity.

Related parties

None of our trustees receive remuneration or other benefit from their work with the charity.

Risk management

The trustees have a risk management strategy which comprises:

- an annual review of the risks the charity may face;
- the establishment of systems and procedures to mitigate those risks identified in the plan;
- and the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

BOARD OF TRUSTEES AND ON ROAD MEDIA TEAM

Board of Trustees



Bisi Alimi
Co-Chair



Nina Spataru
Co-Chair



Melissa Murdock
Trustee



Sophie Hobson
Trustee



K Biswas
Trustee



Amy Barbor
Trustee



Jean-Michel Duffrene
Trustee



Kristina Kopic
Treasurer

On Road Media Team



Nathalie McDermott
Founder and
Chief Executive



Alana Avery
Head of Operations



Kate Llewellyn
Senior Project
Manager



Aishah Saddiq
Project Manager



Madeleine Ellis-Petersen
Project Manager



Chiara Vare
Project Co-ordinator



Zino Onokaye-Akaka
Project Coordinator



Amy Pearce
Executive Assistant



Nicky Hawkins
Director of
Communications



Jamie Wareham
Senior Interactions
Manager



Joanna Henry
Administrative
Assistant



Makaela Lewis
Communications
Assistant



Zoë Speekenbrink
Project Manager



Denis McDermott
Financial Advisor
(Volunteer)



Howard Lane
Finance
Administrator



Jennifer Potter
Freelance Facilitator



Tanaka Mhishi
Freelance Facilitator

REGISTERED COMPANY NUMBER: 06624806 (England and Wales)
REGISTERED CHARITY NUMBER: 1165237

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2021
FOR
ON ROAD LIMITED**

ANNUAL GENERAL MEETING HELD 3 APRIL 2022

ON ROAD LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 OCTOBER 2021

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing documents, the Companies Act 2006, Charities Act 2011, 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) (effective 1 January 2019)".

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a Memorandum and Articles of Association, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

06624806 (England and Wales)

Registered Charity number

1165237

Registered office

The Green House
Cambridge Heath Road
London
E2 9DA

Trustees

A Adebisi
K Biswas (appointed 17 November 2021)
S Hobson
K Kopic (appointed 22 September 2021)
M Murdock
N Spataru
A Barbor (resigned 12 November 2020)
J Duffrene (resigned 12 November 2020)

Auditors

Sedulo Audit Limited
Regency Court
62-66 Deansgate
Manchester
M3 2EN

ON ROAD LIMITED

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 OCTOBER 2021**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of On Road Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

The auditors, Sedulo Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 3rd April 2022 and signed on the board's behalf by:



.....
N Spataru - Co-Chair

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ON ROAD LIMITED

Opinion

We have audited the financial statements of On Road Limited (the 'charitable company') for the year ended 31 October 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 October 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
 - the Report of the Trustees has been prepared in accordance with applicable legal requirements.
-

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
ON ROAD LIMITED**

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Other matters

The comparative information in the financial statements has not been audited. We are not aware of any material misstatement in the comparative information.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Extent to which the audit was capable of detecting irregularities, including fraud

The primary responsibility for the prevention and detection of fraud rests with directors and management, and we cannot be expected to detect non-compliance with all laws and regulations.

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our knowledge of the business and sector, enquiries of directors and management, and review of regulatory information and correspondence. We communicated identified laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

We discussed with directors and management the policies and procedures in place to ensure compliance with laws and regulations and otherwise prevent, deter and detect fraud.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
ON ROAD LIMITED**

Based on this understanding we designed our audit procedures to identify non-compliance with such laws and regulations identified as potentially having a material effect on the financial statements. Our procedures included review of financial statement information and testing of that information, enquiry of management and examination of relevant documentation, analytical procedures to identify unusual or unexpected relationships that may indicate fraud, and procedures to address the risk of fraud through director or management override of controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Gavin Bell ACA
SENIOR STATUTORY AUDITOR
Sedulo Audit Limited
Regency Court
62-66 Deansgate
Manchester
M3 2EN

Date: April 3rd 2022

ON ROAD LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 OCTOBER 2021

	Notes	Unrestricted fund £	Restricted fund £	31.10.21 Total funds £	31.10.20 Total funds £
INCOME AND ENDOWMENTS FROM					
Grants and donations	2	231,160	522,205	753,365	486,454
Other income	3	<u>3,688</u>	<u>-</u>	<u>3,688</u>	<u>-</u>
Total		234,848	522,205	757,053	486,454
EXPENDITURE ON					
Charitable activities	4	191,966	422,268	614,234	457,534
Total		191,966	422,268	614,234	457,534
NET INCOME		42,882	99,937	142,819	28,920
RECONCILIATION OF FUNDS					
Total funds brought forward		85,464	-	85,464	56,544
TOTAL FUNDS CARRIED FORWARD		<u>128,346</u>	<u>99,937</u>	<u>228,283</u>	<u>85,464</u>

Detailed comparative information is provided in Note 9


The notes form part of these financial statements

ON ROAD LIMITED**BALANCE SHEET
31 OCTOBER 2021**

	Notes	Unrestricted fund £	Restricted fund £	31.10.21 Total funds £	31.10.20 Total funds £
FIXED ASSETS					
Tangible assets	10	9,008	-	9,008	9,497
CURRENT ASSETS					
Debtors	11	3,015	-	3,015	6,599
Cash at bank		<u>311,628</u>	<u>324,568</u>	<u>636,196</u>	<u>292,400</u>
		314,643	324,568	639,211	298,999
CREDITORS					
Amounts falling due within one year	12	(195,305)	(224,631)	(419,936)	(223,032)
		<u>119,338</u>	<u>99,937</u>	<u>219,725</u>	<u>75,967</u>
NET CURRENT ASSETS					
		<u>119,338</u>	<u>99,937</u>	<u>219,725</u>	<u>75,967</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>128,346</u>	<u>99,937</u>	<u>228,283</u>	<u>85,464</u>
NET ASSETS					
		<u>128,346</u>	<u>99,937</u>	<u>228,283</u>	<u>85,464</u>
FUNDS					
	14				
Unrestricted funds				128,346	85,464
Restricted funds				<u>99,937</u>	-
TOTAL FUNDS					
				<u>228,283</u>	<u>85,464</u>

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

The financial statements were approved by the Board of Trustees and authorised for issue on 3rd April 2022 and were signed on its behalf by:


.....
N Spataru - Co-Chair

The notes form part of these financial statements

ON ROAD LIMITED**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 OCTOBER 2021**

	Notes	31.10.21 £	31.10.20 £
Cash flows from operating activities			
Cash generated from operations	1	<u>348,591</u>	<u>153,530</u>
Net cash provided by operating activities		<u>348,591</u>	<u>153,530</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		<u>(4,795)</u>	<u>(10,071)</u>
Net cash used in investing activities		<u>(4,795)</u>	<u>(10,071)</u>
<hr/>			
Change in cash and cash equivalents in the reporting period		343,796	143,459
Cash and cash equivalents at the beginning of the reporting period		<u>292,400</u>	<u>148,941</u>
Cash and cash equivalents at the end of the reporting period		<u>636,196</u>	<u>292,400</u>

The notes form part of these financial statements

ON ROAD LIMITED**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 OCTOBER 2021****1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.10.21	31.10.20
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	142,819	28,920
Adjustments for:		
Depreciation charges	4,743	2,228
Loss on disposal of fixed assets	541	539
Decrease/(increase) in debtors	3,584	(4,984)
(Decrease)/increase in creditors	<u>196,904</u>	<u>126,827</u>
Net cash provided by operations	<u>348,591</u>	<u>153,530</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.11.20	Cash flow	At 31.10.21
	£	£	£
Net cash			
Cash at bank	292,400	343,796	636,196
Total	<u>292,400</u>	<u>343,796</u>	<u>636,196</u>

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Statutory information

On Road Limited is a charitable company limited by guarantee, registered in England, with registered company number 06624806 and charity number 1165237. The address of the registered office is The Green House, Cambridge Heath Road, London, E2 9DA.

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

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

Going concern

The accounts have been prepared on the assumption that the charitable company is able to continue as a going concern. However, the COVID-19 pandemic is likely to have a profound impact on the global economy, and may in turn affect the charitable company's fundraising efforts in the future.

The trustees have considered the impact of this issue on the charitable company's current and future financial position. The charitable company holds unrestricted, general reserves of £128,346, and a cash balance of £311,628. For this reason the trustees consider that the charity has sufficient cash reserves to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, are recognised when the charity has entitlement to the funds and performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably. Grants which relate to a specified future period are deferred.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

continued...

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Tangible fixed assets are initially recorded at cost.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	- 33% on cost
Computer equipment	- 33% on cost
Telephones	- 50% on cost

Debtors

Other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Cash at bank and in hand

Cash at bank and cash in hand include cash and short term highly liquid investment with a maturity of three months or less from the date of acquisition or opening or a deposit or similar account.

Creditors and provisions

Creditors and provisions are recognised when the charitable company has a present obligation resulting from a past event that will probably result in the transfer in funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provision are normally recognised at the settlement amount due.

Financial instruments

The charitable company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are wholly recognised at transaction value and subsequently measured at settlement value.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Taxation

The charity is exempt from corporation tax on its charitable activities.

continued...

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 OCTOBER 2021

2. GRANTS AND DONATIONS

	Unrestricted Funds £	Restricted Funds £	Total funds 31.10.21 £	Total funds 31.10.20 £
Donations	600	-	600	129
Esmee Fairbairn Foundation	60,000	-	60,000	35,000
Paul Hamlyn Foundation	45,833	30,000	75,833	44,165
City Bridge Trust	10,000	40,000	50,000	40,000
Unbound Philanthropy	-	50,000	50,000	50,000
Joseph Rountree Foundation	-	66,612	66,612	50,169
Trust for London	-	42,075	42,075	50,000
Barrow Cadbury Trust	-	25,000	25,000	25,000
Stonewall	-	-	-	1,000
Oak Foundation	38,951	-	38,951	8,470
CAF Coronavirus Emergency Fund	4,332	-	4,332	2,168
End Violence Against Women	-	-	-	3,195
The Coutts Foundation	-	-	-	5,000
The True Colours Trust	-	71,274	71,274	11,450
The Climate Change Collaboration of Mark Leonard Trust, Ashden Trust and JJ Charitable Trust	-	97,500	97,500	91,500
Rosa Foundation	-	12,000	12,000	-
John Ellerman Foundation	-	4,168	4,168	-
National Lottery Community Fund	-	28,572	28,572	-
Choose Love	-	11,672	11,672	-
Joseph Rowntree Charitable Trust	-	25,000	25,000	25,000
The Tudor Trust	-	18,332	18,332	25,000
Tower Hamlets Council	10,000	-	10,000	-
The Roddick Foundation	25,000	-	25,000	-
Living Wage Foundation	3,940	-	3,940	-
Other Grants	32,504	-	32,504	19,208
	<u>231,160</u>	<u>522,205</u>	<u>753,365</u>	<u>486,454</u>

The figures above include £30,165 in respect of exceptional Covid support received.

continued...

ON ROAD LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 OCTOBER 2021

3. OTHER INCOME

	31.10.21	31.10.20
	£	£
CIRS Scheme	<u>3,688</u>	<u>-</u>

4. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 5) £	Totals £
Media support and publications	<u>34,441</u>	<u>579,793</u>	<u>614,234</u>
	<u>34,441</u>	<u>579,793</u>	<u>614,234</u>

5. SUPPORT COSTS

	Staff Costs £	Other £	Governance £	Total 2021 £	Total 2020 £
Staff costs	422,250	-	-	422,250	253,370
Consulting	-	25,090	-	25,090	25,120
Marketing	-	25,010	-	25,010	980
HR support and recruitment	-	27,474	-	27,474	1,460
Accountancy	-	5,312	-	5,312	1,435
Audit fees	-	-	4,320	4,320	1,450
Insurance	-	262	-	262	-
IT costs	-	9,449	-	9,449	4,329
Other expenses	-	20,457	-	20,457	4,578
Rent and rates	-	32,382	-	32,382	20,380
Telephone	-	1,093	-	1,093	1,293
Travel and subsistence	-	1,241	-	1,241	7,634
Bank charges	-	169	-	169	352
Depreciation	-	4,743	-	4,743	2,228
Loss on disposal of assets	-	541	-	541	539
	<u>422,250</u>	<u>153,223</u>	<u>4,320</u>	<u>579,793</u>	<u>325,148</u>

continued...

6. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	31.10.21	31.10.20
	£	£
Auditors' remuneration	4,320	1,450
Depreciation - owned assets	4,743	2,228
Deficit on disposal of fixed assets	<u>541</u>	<u>539</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 October 2021 nor for the year ended 31 October 2020. No trustee received payment for professional or other services supplied to the charity (2020: £nil).

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 October 2021 nor for the year ended 31 October 2020.

8. STAFF COSTS

	31.10.21	31.10.20
	£	£
Wages and salaries	376,007	226,824
Social security costs	33,463	18,991
Other pension costs	<u>12,780</u>	<u>7,555</u>
	<u>422,250</u>	<u>253,370</u>

The charity considers its key management personnel to comprise the Chief Executive and Directors. The total employment benefits, including employer pension and national insurance contributions, of those key management personnel were £122,655 (2020: £70,406) incurred by 2 (2020:1) members of staff. The average monthly number of employees during the year was as follows:

The average monthly number of employees during the year was as follows:

	31.10.21	31.10.20
Staff	<u>11</u>	<u>7</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.10.21	31.10.20
£60,001 - £70,000	<u>1</u>	<u>1</u>

continued...

ON ROAD LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 OCTOBER 2021

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	<u>72,330</u>	<u>414,124</u>	<u>486,454</u>
Total	72,330	414,124	486,454
EXPENDITURE ON			
Charitable activity costs	<u>43,410</u>	<u>414,124</u>	<u>457,534</u>
Total	<u>43,410</u>	<u>414,124</u>	<u>457,534</u>
NET INCOME	28,920	-	28,920
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>56,544</u>	-	<u>56,544</u>
TOTAL FUNDS CARRIED FORWARD	<u>85,464</u>	-	<u>85,464</u>

10. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Total £
COST			
At 1 November 2020	5,554	7,310	12,864
Additions	666	4,129	4,795
Disposals	-	(842)	(842)
At 31 October 2021	<u>6,220</u>	<u>10,597</u>	<u>16,817</u>
DEPRECIATION			
At 1 November 2020	770	2,597	3,367
Charge for year	2,149	2,594	4,743
Eliminated on disposal	-	(301)	(301)
At 31 October 2021	<u>2,919</u>	<u>4,890</u>	<u>7,809</u>
NET BOOK VALUE			
At 31 October 2021	<u>3,301</u>	<u>5,707</u>	<u>9,008</u>
At 31 October 2020	<u>4,784</u>	<u>4,713</u>	<u>9,497</u>

ON ROAD LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 OCTOBER 2021

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.10.21	31.10.20
	£	£
Trade debtors	150	4,220
Other debtors	<u>2,865</u>	<u>2,379</u>
	<u>3,015</u>	<u>6,599</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.10.21	31.10.20
	£	£
Trade creditors	115	10,536
Social security and other taxes	-	211
Other creditors	1,222	1,424
Accruals and deferred income	<u>418,599</u>	<u>210,861</u>
	<u>419,936</u>	<u>223,032</u>

13. RETIREMENT BENEFIT SCHEMES

Defined contribution schemes

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £12,780 (2020: £7,555).

14. MOVEMENT IN FUNDS

	At 1.11.20	Net movement in funds	At 31.10.21
	£	£	£
Unrestricted funds			
General fund	85,464	42,882	128,346
Restricted funds			
Restricted funds	-	99,937	99,937
	<u>85,464</u>	<u>142,819</u>	<u>228,283</u>
TOTAL FUNDS	<u>85,464</u>	<u>142,819</u>	<u>228,283</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 OCTOBER 2021

14. MOVEMENT IN FUNDS

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	234,848	(191,966)	42,882
Restricted funds			
Restricted fund	522,205	(422,268)	99,937
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>757,053</u>	<u>(614,234)</u>	<u>142,819</u>

Comparatives for movement in funds

	At 1.11.19 £	Net movement in funds £	At 31.10.20 £
Unrestricted funds			
General fund	56,544	28,920	85,464
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>56,544</u>	<u>28,920</u>	<u>85,464</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	72,330	(43,410)	28,920
Restricted funds			
Restricted fund	414,124	(414,124)	-
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS	<u>486,454</u>	<u>(457,534)</u>	<u>28,920</u>

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 October 2021 (2020: £Nil).

16. COMPANY LIMITED BY GUARANTEE

The Company is limited by guarantee and does not have a share capital. In the event of a winding up each of the members undertakes to contribute an amount not exceeding £1.

17. OTHER FINANCIAL COMMITMENTS

At the balance sheet date, the company had total commitments under non-cancellable operating leases of £69,975 (2020: £89,503). Lease payments recognised as an expense in the year were £19,528 (2020: £20,380).

About On Road Media

On Road Media is an award-winning charity. We shape content and conversations that change minds, developing the conditions for lasting social change.

Working hand in hand with people experiencing and affected by injustice, we bring our organisational values – being inclusive, thoughtful, patient, creative, determined and brave - to everything we do.

This year we've shaped the stories that millions of people have heard. Stories on the biggest issues of our time: social injustice, economic hardship and the health of our planet. Our courageous network members' voices and stories are being heard – at scale.

Find us

The Green House
244 – 254 Cambridge Heath Road
Bethnal Green
London E2 9DA

Ph. 020355 96764

info@onroadmedia.org.uk

www.onroadmedia.org.uk

 [@OnRoadMedia](https://twitter.com/OnRoadMedia)

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