

**REGISTERED CHARITY NUMBER: 1181856**

**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022  
FOR  
SOMETHING TO AIM FOR**

**SOMETHING TO AIM FOR**

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FOR THE YEAR ENDED 31 MARCH 2022**

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## **SOMETHING TO AIM FOR**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022**

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The trustees present their report with the financial statements of the charity for the year ended 31 March 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).

#### **EXECUTIVE SUMMARY**

Something To Aim For (STAF) was set up in 2019 through a Culture & Society Discretionary Award from Wellcome Trust to specifically support the development of an inclusive and accessible arts community.

We envision a world in which all people have meaningful connections to cultural experiences, with the voices and stories of under-represented and marginalised artists and communities at its centre.

Our mission is focused around four areas:

- Supporting the creative and organisational development of under-represented voices in culture.
- Informing and empowering marginalised communities, providing tools and resources to engage and connect through culture.
- Building bridges, connections, and value between and across the arts, learning, health, technology, and wellbeing sectors.
- Challenging and encouraging the cultural and creative sectors to address systemic issues and action positive change.

STAF's Charitable Objectives are the advancement of the arts for the public benefit by promoting greater participation by groups who are underrepresented in the arts field, particularly by reason of disability, ill health (mental or physical) or social or economic disadvantage.

#### **Company History - pre Something To Aim For**

STAF is an amalgamation of the work of two organisations: In Company Collective, and The Sick of the Fringe, which have their own short but distinct histories. In Company Collective (ICC) 2016-2019, supported step-changes in the careers of artists including Split Britches, Le Gateau Chocolat, Hunt & Darton, and HighRise Entertainment. This included supporting their organisational development, creating context for their work, expanding their networks and partnerships, and increasing their impact whilst supporting their sustainability. ICC also provided mentoring and support programmes for emerging and mid-career artists.

The Sick of the Fringe (TSOTF) is an international artistic development programme engaging with artists and audiences with lived experience of chronic ill health, disability, and socio-economic disadvantage, and addressing questions of access across the creative industries. TSOTF works with festivals, artists and communities and has achieved a reputation as a go-to resource for ground-breaking programming and artist support strategies.

Together ICC and TSOTF secured investment of over £2 million in public subsidy for their projects since 2016, reaching live audiences of over 500,000 and more than 8 million online. This success led to the formation of STAF, which through initial support from Wellcome Trust has built on both of those initiatives in new ways with TSOTF continuing as a delivery strand.

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#### **OBJECTIVES AND ACTIVITIES**

Our operating context has changed dramatically even in the short period since STAF was launched. A decade or more of austerity has led to even greater social disparities and inequities that have deeply impacted the people and communities that we support. These inequities have been compounded by the impacts of Covid-19 and further exposed long-standing systemic issues in our society.

With 40% of the cultural sector having been made redundant during the first year of the pandemic and thousands of freelancers now having reduced or diminished livelihoods, a disproportionate amount of those people who have suffered most are those that STAF's work is built around or focuses upon. It is in this devastating context that STAF moved to develop our 'Beyond Survival' strategy 2021-23, a period of focused research and development which included streamlining our operations.

This period has been critical to STAF's survival and the repositioning of our work, towards our connecting more heavily across sectors (in particularly social justice and technology), through new structural projects aiming to develop tools and resources to support those which continue to remain at the margins of the arts sector, clarifying avenues for structural support, engagement and pipeline development.

#### **STAF Live**

STAF's major structural project STAF Live - a digital hub for experimentation and co-creation, was initially piloted in June 2020 in support of artists who had been de-platformed through the Coronavirus lockdown. This was achieved through partnership work with organisations, including Raze Collective and Edinburgh Festival Fringe Society, supporting them to sustain their communities online, whilst exploring how we can build connections, conversations, social interaction and continue to highlight critical voices in the digital space.

STAF Live is emphatically a 'live' space, platforming live/interactive performances and presentations (e.g. conversations, workshops, etc.), not a passive streaming platform but a digital hub that brings artists, audiences, communities, and ideas together in a safe and accessible space. Its purpose is to create the conditions, online, for:

- Meaningful cultural exchange; the synergising of ideas across cultures and sectors.
- Building new connections; developing audiences; maximising reach and impact.
- Cultivating a pipeline of creatives through training in working and presenting online.

In 2021/22, STAF Live's team of developers continued beta testing the platform, working with access consultants Quiplash who are supporting STAF to ensure accessibility is a centralised consideration to its build. Online safeguarding and cyber security, recognising the volatile nature of the online space for diverse bodies and critical thinkers, has been identified as a key development point for onward planning. Whilst modelling technical mentoring around the delivery of STAF Live's onward programme, aiming to further inclusion online, has emerged as a key feature for future piloting.

Within this period, a research proposal was developed through our connecting with academics at Queen Mary University of London's School of Electronic Engineering and Computer Science and East Anglia University. Our onward work will aim to research human interaction with culture in the digital space, specifically for groups currently underrepresented in the cultural sector as audiences and participants, including people with physical disabilities; mental distress; & neurological conditions. We want to think in a structured way about the communities we want to reach; how they engage with the content we produce remotely; and what successful user experience on this platform looks and feels like.

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Through the development of our 'Beyond Survival' 2021-23 strategy and the success of beta testing to date, STAF Live, is now central to STAF's onward strategy, with its full implementation and programme launch (expected 2024) positioning the platform as the company's main point of access to a wide range of partner and community-generated content.

The platform will allow STAF to curate events, workshops and other activities online, whilst offering a safe and protected space for the communities we are connected with to see each other and be seen in return. Whilst initially supporting activities taking place during the Covid-19 pandemic, this platform is designed to be an enduring one, providing the central linking infrastructure for STAF's activity and a new and innovative model of supporting creative innovation in the 21st Century.

#### **Performing Leadership Differently (PLD)**

PLD is a large-scale structural programme, which looks at inclusive leadership models through the lens of race and class exclusion. Its initial focus is on the performance / theatre sector, with a view to expand into other sectors longer term.

PLD has been underpinned by a one-year Arts and Humanities Research Council (AHRC) funded research programme (Dec 2020 - Dec 2021) delivered in collaboration with the School of Business and Management at Queen Mary University of London (QMUL). This has been overseen by a cross-sector steering group, including representation from youth work, education, Migrants In Culture, Arts Council England, and an Organisational Behaviourist. STAF has negotiated a Creative Commons Attribution-Non-Commercial-Share-Alike licence with QMUL, which also includes making all the participants stakeholders.

The research engaged 100+ diverse cultural workers across methods engaged. These included in-depth interviews with arts workers, all of whom were people of colour and/or from non-privileged backgrounds, many of whom came from beyond traditional arts networks. Interviews focused on blockages and the conditions needed for change. All included diagramming existing and possible power and governance structures. The interviews were qualitatively rich and delivered as open-ended.

Inevitably the interviews focused on painful experiences of racism and classism and the research team were very aware of painful extraction processes and the occurrence of secondary trauma. The license and shared ownership are a response to this and in addition, we agreed to increase payments made to interviewees and offer access to aftercare. Both researchers were provided with clinical supervision during the interview process. We also located additional funding from QMUL to pay the steering group, making the argument that the group consisted of a number of freelance workers who also have lived experience of race and class-based discrimination (this is not usual for academic steering groups).

PLD has also included workshopping with groups of arts workers, including Diverse Actions, a Live Art Sector initiative supporting the development of artists of colour; a group of employees and former employees from a London based cultural institution whose work aimed to raise awareness around high levels of racism across the organisation; and Migrants In Culture, who consist (and support the work) of, migrant cultural workers in the UK. These sessions supported opening up 'dream space' opportunities for groups to pause and reflect on their work, and any new and/or emerging models of leadership they had engaged with.

This work has been a critical part of our 'Beyond Survival' 2021-23 strategy, allowing a period of deep research to allow STAF to build upon and expand our current offer, developing a programme of support which has been informed by the lived experience of the cultural workers engaged.

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#### **The Sick of the Fringe (TSOTF)**

The continued impacts of Covid-19 on our partners and supported communities redirected STAF's efforts 2021/22 to stabilising the work of others and developing new avenues for supporting the structural development of diverse-led organisations and initiatives. Whilst the continued growing profile and significance of TSOTF's influence on public discussions of mental and physical health within the arts sector, has sustained our work with key partners and been met with a rise in approaches from new partners for support (see below).

This shift in focus resulted in the postponement of our biannual TSOTF festival, presented originally with London partners; Wellcome Collection, The Place and Camden People's Theatre. The next iteration is now planned for 2024, coinciding with the full implementation of our STAF Live digital platform, with TSOTF relaunched as a national, hybrid festival, engaging audiences and participants on/offline across the UK.

Outside of festival delivery, commissioning opportunities and support for new and emergent artists continues via the following ongoing partnerships:

- Adrian Howell Award (in association with Take Me Somewhere, Buzzcut and Battersea Arts Centre), awarded to artist Nwando Ebizie in 2021.
- Live Art Development Agency DIY Awards, 2020 awardee Clumsy Bodies (exploring the joy in horror films, sleepovers and care parameters for Neurodivergent creatives) continued their work into 2021/22 resulting in platforming the final work at TSOTF partner venue Camden People's Theatre.

#### **Supported Artists and Artist-led organisations**

Due to the fall-out of Covid, the majority of STAF's supported artists planned activity in the previous period was paused and/or suspended, STAF initiating a bespoke consultancy package of emergency support during the initial lockdown, which included navigating cancellations and supporting emergency financial planning.

In 2021/22, STAF continued to formally support artists/ artist-led organisations at a reduced scale and within a more focused remit. Specifically, through structural development and creative/organisational mentoring, whilst we worked to deepen our understanding of the barriers to progressing a career in the arts and exploring new emergent models of leadership through Performing Leadership Differently (above) which was central to our 'Beyond Survival' 2021-23 strategic plan.

Artist/Artist-led organisations receiving STAF support 2021/22 include:

#### **HighRise Entertainment CIC (HR):**

Continued support 2021/22 from the team at STAF has involved:

- Remote one-to-one mentoring and professional development support for HR Artistic Director/CEO and Producer.
- Remote fundraising support resulted in successful Arts Council England (ACE) applications to allow the continuation of flagship project New Gens and the onward development of new work The UK Drill Project working towards positioning HR for 2022 submission to join ACE National Portfolio 2023-26.
- New Gen's alumni return to present the Concrete Jungle Book at The Pleasance Theatre, receiving critical success across press and within the industry.
- Newest work UK Drill Project (originally seed commissioned in 2019 by The Sick of the Fringe) awarded the Oxford Samuel Beckett Theatre Trust Award and will be presented at Barbican Centre in autumn 2022.
- Continued in-kind use of STAF's office (when not in use and covid compliant) to enable the NewGens to have access to a safe and secure space to meet and have one-to-ones with HR.

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#### **Ray Young:**

Having been supported by STAF previously as the inaugural winner of the Eclipse Award (2019, see TSOTF above), between April 2021 to January 2022 STAF appointed Ray Young as Artist Associate to support and steer strategic partnership conversations with the Edinburgh Festival Fringe Society, linking to our Performing Leadership Differently programme (see above) by offering the opportunity for Ray to explore their own leadership within STAF's organisational structure.

In addition the STAF team supported Ray with their own organisational/professional development through the appointment of a new Company Manager, and supported reframing working relationships, as well as building knowledge and skills around areas including; IP. Working to identify strengths and weaknesses and own the title of Director of their own work through the support of mentoring from STAF's Creative Director/CEO.

During this period Ray Young received Unlimited commissioning for BODIES an immersive water, light and soundscape environment; continued work on THIRST TRAP (supported by Fuel) an audio experience exploring the climate crisis; and presented BLACKLASH (with Gate Theatre), a series of informal discussions providing Black Artists with a chance to reflect on their practice and their position within the wider arts sector. Ray was since awarded the Jerwood Charitable Foundation's Developing Artists programme providing financial support to underpin their onward creative and operational development.

#### **Faggamuffins Bloc Party (FBP):**

In 2020 STAF instigated a new mentor relationship with Hackney based QTPoC collective Faggamuffins Bloc Party, an unincorporated group referred to the organisation for support via Hackney Council (London Borough of Hackney – LBH) and Arts Council England (ACE). This continued throughout 2021/22 with ongoing support around planning and delivery for their ACE Emergency Relief Grant supported activity, for young people in the Hackney Borough and onward planning for professional and organisational development. This contractual agreement with LBH went well with STAF negotiating future work to support LBH and FBP, including the development of new presentation platforms and community events, and remounting a FBP annual carnival presentation once Hackney Carnival is revived.

In addition to the above, strategic sessions were also held with New Slang Productions, Selina Thompson Ltd and Hunt and Darton Ltd during this period, focused on the remobilisation of work and strategy building post-lockdown and future proofing plans. STAF providing strategic advice and support.

#### **Partnerships and Industry Support**

##### **Edinburgh Festival Fringe Society (EFFS):**

STAF's strategic partnership with the EFFS aims to remove barriers and improve wellbeing for artists at the Fringe, as part of STAF's wider work to create a fairer, more inclusive arts sector. In the 2nd year of this partnership (April 2021 – April 2022) our outcomes included:

- Developing awareness and community building around EFFS and STAF initiatives to support the wellbeing of artists performing at the Fringe. This included joint branding of the initiative across all relevant media and highlighting the partnership across websites and networks.
- STAF hosted two Fringe Forums (30 September 2021 and 25 November 2021) with artists – presenting the partnership and developing ideas for practical contributions and interventions.
- STAF provided consultation on relevant Fringe Society year-round events and Fringe Central Events Programme for August. Directly supporting the design and delivery of the following:
  - Disabled artists meet-up, hosted in collaboration with Birds of Paradise Theatre Company.
  - Building a mentally well Fringe, hosted with NHS Lothian and Space To Breathe.
- STAF acted as a sounding board for EFFS on key matters relating to participant wellbeing and community building, acting as a conduit for constructive criticism, concerns or ideas from their networks to EFFS, utilising our networks to promote support available to artists performing at the Fringe.

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#### **Greenhouse Theatre (Future Fringe Steering Group):**

The Future Fringe steering group was set up to explore the barriers that stand in the way of a better future for the Edinburgh Fringe Festival. In this pilot, they hoped to identify and articulate some of the key challenges at the Fringe and suggest some imagined timelines for their solution. A STAF representative sat on the steering committee (Feb – Jul 2021), including engaging with two meetings (March and June) and supporting the creation of a centralised report which was circulated to key Fringe organisers. STAF feeding input from wider partner group into our strategic partnership with EFFF (as above).

#### **Queen Mary University (QMUL):**

STAF has extensive partnerships across QMUL. We are delivering Performing Leadership Differently in partnership with the School of Business and Management. In addition, the STAF team lecture on the MA in Creative Industries and Arts Organising and contribute to module development, whilst we are investigating joint delivery of a BA apprenticeship programme. STAF has also started early research scoping with academics from QMUL's Electronic Engineering and Computer Science School specifically around the development of STAF Live.

In addition to the above, STAF were also engaged as consultants to support the following:

- The Health Improvement Studies (THIS Institute), University of Cambridge, contributing to the development of Arts-based engagement: a guide for community groups, artists and researchers. Funded by the Health Foundation and Wellcome Trust.
- Live Art Development Agency (LADA), close reader for Arts Council England funded Live Art sector review and engagement of STAF's Creative Director/CEO on LADA's new leadership appointment panel.
- Cambridge Junction, facilitation of Diverse Actions steering group meeting, later linking to Performing Leadership Differently research (see above).
- Shoreditch Town Hall, supporting the development of a new community engagement model for the venue.

#### **Community Support and Connections**

In 2021, alongside consortium partners; People Make It Work, Migrants In Culture, Freelancers Make Theatre Work, What Next? Inc Arts and Musician and Artist Exchange, STAF successfully tendered to lead the Arts Council England commissioned Freelance: Futures programme.

During 2021/22 STAF engaged with the early design process, towards the creation of a summer 2022 programme of learning and action to drive more equitable conditions in the Arts which would encourage independent practitioners, cultural organisations, unions, funders, and policymakers to explore how fairer working conditions for freelancers can be achieved across the arts and culture sector.

Events covered four themes: organising for equitable freelancing conditions, understanding freelancer rights and resources, transforming organisations to create equitable freelancer conditions and policy making to support equitable freelancer conditions.

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#### **FINANCIAL REVIEW**

##### **Financial position**

STAF's financial position during 2021/22 was significantly diminished from previous operating years. A slow return 'business as usual' for previous collaborating venues and festival partners, effected commissioning levels which alongside a shift in focus from arts related trusts and foundations, dramatically impacted overall income generation.

Continued support via a second grant from the DCMS Culture Recovery Fund of £70,180 was awarded in Q1 and subsequent support of an DCMS Emergency Response grant of £70,500 in Q4, provided critical funding and represented most of our income.

STAF used this period to drastically refocus its priorities, address new opportunities, and secure new resources to support and sustain artists and performers who'd been hardest hit. Income generated through Consultancy and Partnership work within this period includes:

- Le Gateau Chocolat (consultancy)
- Faggamuffins Bloc Party (consultancy)
- THIS Institute, University of Cambridge (consultancy)
- London Borough of Hackney (consultancy)
- GreenHouse Theatre (consultancy)
- Cambridge Junction (consultancy)
- Live Art Development Agency (consultancy)
- Raze Collective (partnership)
- Edinburgh Fringe Festival Society (partnership)

Additionally, this year saw the conclusion of Performing Leadership Differently, our Arts and Humanities Research Council (AHRC) funded project with Queen Mary University of London (QMUL), a key research project and a new model of collaboration between an HEI and an arts organisation. An Impact Award of £43,160 from QMUL for excellence research was awarded to STAF in Q4 to allow for the continued development of this work. At the year end, £14,600 of this money was unspent and will be carried forward to the next year.

Given the precarity of funding during this period, we were grateful that the final payment £14,750 of the Wellcome Trust Culture and Society Discretionary Award (awarded to STAF in April 2019 and due to last until June 2022) was brought forward by one year, in response to the challenging circumstances.

This period involved a significant streamlining of our core operation to stabilise and safeguard the organisation, towards strengthening our infrastructure to enable our team time to maximise the cultural, social, and operational potential of the organisation as well as working to develop new avenues to diversifying income, resulting in an informed repositioning of our work supported by focused research, development, and knowledge building.

Following a financial review, STAF identified several cost savings in order to both streamline expenditure, and to ensure as much money as possible went to the frontline - supporting artists and communities. A key saving was shifting to remote work and ending the contract with our physical base at Shoreditch Town Hall. The company address is now registered in Tameside, Greater Manchester.

STAF has had limited reserves brought forward from previous years, and like many other cultural organisations was forced to draw on them to maintain programmes and operations, resulting in a deficit in unrestricted funds of £30,112.

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Efforts to mobilise new pipelines of supporters for programmes, which aimed to deepen our work within social justice contexts, were met with great interest and encouragement but highlighted the need for the company to invest in further research and development work to better articulate its impact.

In the event of an unsuccessful approach to Arts Council England (ACE) during the year, to support large scale programme delivery, following excellent feedback and advice to reapply with a refocused approach, ACE later (in Q4) awarded STAF Emergency Response funding, recognising the continued importance of our work (and those we support) alongside the necessity for further refinement and development.

#### **Reserves policy**

Total reserves at 31 March 2022 amounted to £15,512 in deficit (2021: £57,103), comprising £30,112 in deficit (2021: £892) of unrestricted funds and £14,600 (2021: £56,211) of restricted funds.

As part of the ongoing business planning, we will continue to develop our strategy to reach the organisation's desired reserve policy (3 months of annual expenditure) which equates to approximately £50,000. As at 31 March 2022, the free reserves of the charity were £30,112 deficit (2021: £892 surplus). We will continue to keep this policy under review in line with the operational guidance issued by the Charities Commission.

#### **Going concern**

Given the results for 21/22 and expected results for 22/23, the trustees have identified concern over the going concern status of the charity (see note 1).

The following steps have been put in place towards stabilising STAF's activities between Q4 2022/23 and Q1 2023/24, in line with outcomes of key funding applications (as above) and the release of confirmed consultancy income related to funding agreements of STAF supported ACE National Portfolio Organisations (starting 1 April 2023):

- Staff streamlining (reduction on employed staff, supported by increased contractors) to support risk management, while maintaining agility.
- Communication with HMRC resulting in an agreed repayment plan of £3,333 p/month for 24 months (commencing April 2023) for outstanding PAYE contributions from 2021 and 2022.
- A multi-pronged funding model (core, project funding and self-generated income) has been introduced and has been working with a level of success (under STAF's reduced capacity). We have further added a strategy to diversify investment sectors beyond that of arts and culture, specifically Higher Education, R&D and sponsors with specific focus on social justice and grassroots as we shift our focus towards providing structural development support whilst maintaining our charitable objectives.

STAF's core team will continue to review progress against the plan on a monthly basis, identifying and reviewing key areas of action on each occasion. These exercises will pay close attention to:

- The sensitivities identified in our risk analysis.
- Income and expenditure trends as they progress through this financial year.
- The growth aspirations identified in the strategic plan.
- Options for actions to be taken to address any issues arising.

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#### **FUTURE PLANS**

The outlook for 2022/23 shows an expected further reduction in our income levels with only confirmed income totalling £30,000 up to Q3.

Our evolved business plan has developed a multi-pronged funding model towards diversifying sources of income that aims to provide more financial resilience and sustainability in the next three years, targeting approximately 65% from designated projects, 13% from earned income and the remaining 22% from core grants. 80% of our targeted unrestricted consultancy income for 2023/24 £31,000 is currently confirmed.

However, we have been successful to date in establishing new funder interest via the following, (pending final outcomes):

- An award from UKRI Innovate UK fund (£25,000) currently at due diligence stage, for a new project 'Building An Anti-Poverty Community', set to commence March 2023. Primarily this focuses on the potential for significant UKRI follow-on funding (up to £200,000 p/year x3 years) to be co-written by participants, if successful, expected to start in January 2024.
- 2nd stage applications are to currently under assessment with Joseph Rowntree Charitable Trust (£69,813), Paul Hamlyn Foundation, (£60,000 p/year, x3 years) and the Charity Aid Foundation's Keystone Fund (£25,000).
- Our 2021/22 QMUL's IMPACT Award for our Performing Leadership Differently programme, has subsequently underpinned an approach to AHRC (£73,765) for follow-on funding to begin delivery of a public facing programme of work set to begin 2023/24.

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

Something To Aim For (STAF) is a Charitable Incorporated Organisation governed by its CIO Constitution dated 28 January 2019.

##### **Organisational structure**

The day-to-day running of STAF is undertaken by STAF's small core team: Creative Director/CEO and Head of Programmes, augmented by the addition of key appointment of STAF's first Executive Director in January 2022, as a major output of our 'Beyond Survival' strategic plan.

In line with an extended period of research and development, supporting repositioning our work in a continued period of precarity within the arts sector, fixed term contracts with our Communications Manager, Engagement Producer and Digital Development Lead ended and were not renewed in December 2021, with the core team further streamlined through the departure of our Creative Producer and General Manager in January and February respectively.

STAF's core team continued to be supported by a network of associates and specialist consultants, who collectively are responsible for ensuring the successful delivery of the business plan.

During 2021/22, this included Eddie Berg (previously Director of BFI, Rich Mix and founder of FACT) who came on board with STAF as Strategic Planning Consultant, on a freelance fixed term basis, assisting the company through an Organisational Development period and providing invaluable advice expertise. Phoebe Walker also joined the company on a freelance basis, supporting STAF as a Fundraising Consultant, proving a valuable addition to the team and introducing a new way of working on funding applications which is all staff inclusive.

##### **Recruitment and appointment of new trustees**

Every Trustee must be appointed for a term of three years by a resolution passed at a quorum meeting of the Trustees.

In selecting individuals for appointment as Trustees, the Trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO.

STAF follows a standard process for recruiting new members. Firstly, an advertisement is placed, based on the current skills needed on the Board, requesting new potential Trustees to apply with a CV, and a covering letter stating why they would like to join the Board of Trustees. The current Board will review the selection and invite them to interview. Interviews are usually held with the Chair of the Board and then a follow up interview with the CEO of STAF.

Any person retiring as a Trustee is eligible for reappointment, provided that a Trustee who has served for three consecutive terms may not be reappointed for a fourth consecutive term but may be reappointed after an interval of at least one year.

##### **Trustee Induction and Training**

All trustees receive a board induction pack. This includes STAF's Constitution which states details of the responsibilities of the charities Trustees, a copy of the most recent Board Papers and the latest Trustees Annual Report and statement of accounts. The individual is then invited along to the next Board meeting where they are officially inducted onto the Board.

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#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Additional Board information**

Board meetings are currently set to 6 meetings a year. Agenda points covered in each meeting are:

- Overseeing and review strategy
- Review of current risk register
- Financial performance and position
- Company updates and overview

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Charity number**

1181856

##### **Principal address**

13 Brook Avenue  
Tameside  
Manchester  
M43 6HA

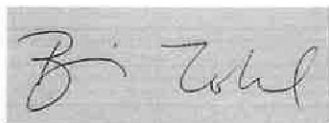
##### **Trustees**

D A Williams (resigned on 26.11.2021)  
A S T Shapiro (resigned on 28.09.2022)  
E L Rettig (resigned on 28.09.2022)  
M Kramer (resigned on 28.09.2022)  
E F Berg (appointed on 03.08.2022)  
K Fairclough (appointed on 28.09.2022)  
G Hanlon (appointed on 28.09.2022)  
M Burman (appointed on 28.09.2022)  
D Estefan (appointed on 28.09.2022)  
N Patel (appointed on 28.09.2022)  
B Lobel (appointed on 28.09.2022)  
D Walton (appointed on 28.09.2022)  
C Head (appointed on 28.09.2022)

##### **Independent Examiner**

Sedulo Accountants Limited  
Chartered Certified Accountants  
62-66 Deansgate  
Manchester  
M3 2EN

Approved by order of the board of trustees on ..24 February 2023..... and signed on its behalf by:



.....  
Professor B Lobel - Trustee

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF SOMETHING TO AIM FOR

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### Independent examiner's report to the trustees of Something To Aim For

I report to the charity trustees on my examination of the accounts of Something To Aim For (the Trust) for the year ended 31 March 2022.

### Responsibilities and basis of report

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

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

### Independent examiner's statement

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

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

### Material uncertainty related to going concern

I draw attention to note 1 in the financial statements and the Report of the Trustees, which indicates that a material uncertainty exists that may cast significant doubt on the charity's ability to continue as a going concern.

I have concluded that the trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.



Daniel Wilson  
FCCA  
Sedulo Accountants Limited  
Chartered Certified Accountants  
62-66 Deansgate  
Manchester  
M3 2EN

Date: 24/1/22

**SOMETHING TO AIM FOR**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies		174,336	57,910	232,246	375,998
Other trading activities	2	<u>9,448</u>	<u>-</u>	<u>9,448</u>	<u>59,980</u>
<b>Total</b>		<u>183,784</u>	<u>57,910</u>	<u>241,694</u>	<u>435,978</u>
<b>EXPENDITURE ON</b>					
Raising funds		13,650	-	13,650	-
<b>Charitable activities</b>					
General		<u>201,138</u>	<u>99,521</u>	<u>300,659</u>	<u>391,754</u>
<b>Total</b>		<u>214,788</u>	<u>99,521</u>	<u>314,309</u>	<u>391,754</u>
<b>NET INCOME/(EXPENDITURE)</b>		(31,004)	(41,611)	(72,615)	44,224
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<u>892</u>	<u>56,211</u>	<u>57,103</u>	<u>12,879</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>(30,112)</u>	<u>14,600</u>	<u>(15,512)</u>	<u>57,103</u>

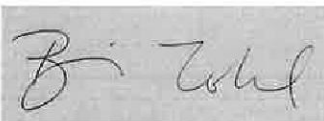
The notes form part of these financial statements

# SOMETHING TO AIM FOR

## BALANCE SHEET 31 MARCH 2022

	Notes	2022 Total funds £	2021 Total funds £
<b>FIXED ASSETS</b>			
Intangible assets	7	7,105	9,474
Tangible assets	8	<u>3,019</u>	<u>2,579</u>
		10,124	12,053
<b>CURRENT ASSETS</b>			
Debtors	9	53,430	54,420
Cash at bank and in hand		<u>5</u>	<u>53,626</u>
		53,435	108,046
<b>CREDITORS</b>			
Amounts falling due within one year	10	<u>(79,071)</u>	<u>(62,996)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>(25,636)</u>	<u>45,050</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>(15,512)</u>	<u>57,103</u>
<b>NET ASSETS</b>		<u>(15,512)</u>	<u>57,103</u>
<b>FUNDS</b>	12		
Unrestricted funds		(30,112)	892
Restricted funds		<u>14,600</u>	<u>56,211</u>
<b>TOTAL FUNDS</b>		<u>(15,512)</u>	<u>57,103</u>

The financial statements were approved by the Board of Trustees and authorised for issue on ..24 February 2023..... and were signed on its behalf by:



Professor B Lobel - Trustee

The notes form part of these financial statements

## **SOMETHING TO AIM FOR**

### **NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

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#### **1. ACCOUNTING POLICIES**

##### **Basis of preparing the financial statements**

The financial statements of the charity, 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 Charities Act 2011. The financial statements have been prepared under the historical cost convention.

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 £.

##### **Going concern**

During the year, the charity reported a reduction in income levels, minimum cash levels, increased liabilities owing to HMRC and a reduction in free reserves. As a result of this, actions have been taken by the trustees and core staff members to mitigate costs and develop a new business plan to diversify funding and increase financial resilience.

Accordingly, the trustees acknowledge that the above may indicate a material uncertainty over the charity's ability to continue as a going concern. However, at the time of signing these accounts the trustees are of the opinion that adequate steps have been taken and the charity will remain viable for the foreseeable future and therefore, these financial statements have been prepared on the 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.

##### **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.

##### **Goodwill**

Goodwill, being the amount paid in connection with the acquisition of a business in 2020, is being amortised evenly over its estimated useful life of five years.

##### **Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 20% on cost
Computer equipment	- 33% on cost

##### **Taxation**

The charity is exempt from tax on its charitable activities.

## SOMETHING TO AIM FOR

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2022

#### 1. ACCOUNTING POLICIES - continued

##### 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.

##### 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.

#### 2. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Consultancy	<u>9,448</u>	<u>59,980</u>

#### 3. SUPPORT COSTS

	Finance	Other	Governance costs	Totals
	£	£	£	£
General	<u>148</u>	<u>30,261</u>	<u>6,029</u>	<u>36,438</u>

#### 4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

##### Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

#### 5. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	197,690	159,305
Social security costs	17,876	10,925
Other pension costs	<u>3,552</u>	<u>3,041</u>
	<u>219,118</u>	<u>173,271</u>

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

	2022	2021
All departments	<u>6</u>	<u>6</u>

No employees received emoluments in excess of £60,000.

**SOMETHING TO AIM FOR**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	9,717	366,281	375,998
Other trading activities	<u>48,080</u>	<u>11,900</u>	<u>59,980</u>
<b>Total</b>	<u>57,797</u>	<u>378,181</u>	<u>435,978</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
General	66,092	325,662	391,754
<b>NET INCOME/(EXPENDITURE)</b>	(8,295)	52,519	44,224
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	9,187	3,692	12,879
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>892</u>	<u>56,211</u>	<u>57,103</u>

**7. INTANGIBLE FIXED ASSETS**

	Goodwill £
<b>COST</b>	
At 1 April 2021 and 31 March 2022	<u>11,843</u>
<b>AMORTISATION</b>	
At 1 April 2021	2,369
Charge for year	<u>2,369</u>
At 31 March 2022	<u>4,738</u>
<b>NET BOOK VALUE</b>	
At 31 March 2022	<u>7,105</u>
At 31 March 2021	<u>9,474</u>

**SOMETHING TO AIM FOR**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**8. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>			
At 1 April 2021	2,727	747	3,474
Additions	<u>-</u>	<u>1,898</u>	<u>1,898</u>
At 31 March 2022	<u>2,727</u>	<u>2,645</u>	<u>5,372</u>
<b>DEPRECIATION</b>			
At 1 April 2021	630	265	895
Charge for year	<u>682</u>	<u>776</u>	<u>1,458</u>
At 31 March 2022	<u>1,312</u>	<u>1,041</u>	<u>2,353</u>
<b>NET BOOK VALUE</b>			
At 31 March 2022	<u>1,415</u>	<u>1,604</u>	<u>3,019</u>
At 31 March 2021	<u>2,097</u>	<u>482</u>	<u>2,579</u>

**9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2022 £	2021 £
Trade debtors	52,710	53,700
Other debtors	<u>720</u>	<u>720</u>
	<u>53,430</u>	<u>54,420</u>

**10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2022 £	2021 £
Bank loans and overdrafts (see note 11)	269	-
Trade creditors	-	9,424
Taxation and social security	74,608	41,100
Other creditors	<u>4,194</u>	<u>12,472</u>
	<u>79,071</u>	<u>62,996</u>

# SOMETHING TO AIM FOR

## NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2022

### 11. LOANS

An analysis of the maturity of loans is given below:

	2022 £	2021 £
Amounts falling due within one year on demand:		
Bank overdrafts	<u>269</u>	<u>-</u>

### 12. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
<b>Unrestricted funds</b>			
General fund	892	(31,004)	(30,112)
<b>Restricted funds</b>			
Restricted	56,211	(41,611)	14,600
<b>TOTAL FUNDS</b>	<u>57,103</u>	<u>(72,615)</u>	<u>(15,512)</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	183,784	(214,788)	(31,004)
<b>Restricted funds</b>			
Restricted	57,910	(99,521)	(41,611)
<b>TOTAL FUNDS</b>	<u>241,694</u>	<u>(314,309)</u>	<u>(72,615)</u>

**SOMETHING TO AIM FOR**

**NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2022**

**12. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
<b>Unrestricted funds</b>			
General fund	9,187	(8,295)	892
<b>Restricted funds</b>			
Restricted	3,692	52,519	56,211
<b>TOTAL FUNDS</b>	<u>12,879</u>	<u>44,224</u>	<u>57,103</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	57,797	(66,092)	(8,295)
<b>Restricted funds</b>			
Restricted	378,181	(325,662)	52,519
<b>TOTAL FUNDS</b>	<u>435,978</u>	<u>(391,754)</u>	<u>44,224</u>

## SOMETHING TO AIM FOR

### DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

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#### 13. ANALYSIS OF NET ASSETS BETWEEN FUNDS

##### Current year

	Unrestricted £	Restricted £	Total £
Fixed assets	10,124	-	10,124
Net current assets	<u>(40,236)</u>	<u>14,600</u>	<u>(25,636)</u>
<b>NET ASSETS</b>	<u><b>(30,112)</b></u>	<u><b>14,600</b></u>	<u><b>(15,512)</b></u>

##### Comparative year

	Unrestricted £	Restricted £	Total £
Fixed assets	12,053	-	12,053
Net current assets	<u>(11,161)</u>	<u>56,211</u>	<u>45,050</u>
<b>NET ASSETS</b>	<u><b>892</b></u>	<u><b>56,211</b></u>	<u><b>57,103</b></u>

#### 14. RELATED PARTY DISCLOSURES

During the year, a trustee provided a loan to the charity amounting to £10,000. This was repaid in full during the year.

**SOMETHING TO AIM FOR****DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2022**

	2022 £	2021 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Grants	<u>232,246</u>	<u>375,998</u>
	232,246	375,998
<b>Other trading activities</b>		
Consultancy	<u>9,448</u>	<u>59,980</u>
<b>Total incoming resources</b>	241,694	435,978
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Consultancy fees	13,650	-
<b>Charitable activities</b>		
Wages	197,690	159,305
Social security	17,876	10,925
Pensions	3,552	3,041
Rent and rates	12,370	10,531
Travelling	2,796	3,264
Light and heat	-	900
Subcontractor costs	15,900	117,775
Advertising	932	3,832
Production costs	<u>13,105</u>	<u>57,868</u>
	264,221	367,441
<b>Support costs</b>		
<b>Finance</b>		
Bank charges	148	75
<b>Other</b>		
Computer costs	5,700	4,265
Postage and stationery	291	523
Sundries	1,943	11,843
Bad debts	18,500	-
Amortisation of intangible fixed assets	-	2,369
Depreciation of tangible fixed assets	<u>3,827</u>	<u>747</u>
	30,261	19,747

This page does not form part of the statutory financial statements

**SOMETHING TO AIM FOR**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2022**

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	2022 £	2021 £
<b>Other</b>		
<b>Governance costs</b>		
Accountancy and legal fees	3,850	4,491
Recruitment fees	<u>2,179</u>	<u>-</u>
	<u>6,029</u>	<u>4,491</u>
 Total resources expended	 <u>314,309</u>	 <u>391,754</u>
 <b>Net (expenditure)/income</b>	 <u><u>(72,615)</u></u>	 <u><u>44,224</u></u>

This page does not form part of the statutory financial statements