

GREEN SHOES ARTS CIO

England & Wales · Charity number 1197715

Details

Other names	GREEN SHOES ARTS CIC
Status	Registered
Legal form	CIO
Registered	2022-01-31
Register	View on the Charity Commission register

Contact

Address	Chadwell Heath Community Centre 255 High Road RM6 6AS
Phone	02082704305
Email	info@greenshoesarts.com
Website	greenshoesarts.com

Activities

Objects: THE OBJECTS OF THE CIO ARE:(1) TO ADVANCE, IMPROVE, DEVELOP AND MAINTAIN PUBLIC EDUCATION IN, AND APPRECIATION OF, THE ARTS IN ALL ITS ASPECTS BY ANY MEANS THE TRUSTEES SEE FIT, INCLUDING THROUGH WORKSHOPS AND THE PROVISION OF A YOUTH THEATRE.(2) TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT BY PREVENTING PEOPLE FROM BECOMING SOCIALLY EXCLUDED, RELIEVING THE NEEDS OF THOSE PEOPLE WHO ARE SOCIALLY EXCLUDED ANDASSISTING THEM TO INTEGRATE INTO SOCIETY THROUGH THE USE OF ART THERAPY AND ART BASED PROJECTS.FOR THE PURPOSE OF THIS CLAUSE 'SOCIALLY EXCLUDED' MEANS BEING EXCLUDED FROM SOCIETY, OR PARTS OF SOCIETY, AS A RESULT OF ONE OR MORE OF THE FOLLOWING FACTORS: UNEMPLOYMENT; FINANCIAL HARDSHIP; YOUTH OR OLD AGE; ILL HEALTH (PHYSICAL OR MENTAL); SUBSTANCE ABUSE OR DEPENDENCY INCLUDING ALCOHOL AND DRUGS; DISCRIMINATION ON THE GROUNDS OF SEX, RACE, DISABILITY, ETHNIC ORIGIN, RELIGION, BELIEF, CREED, SEXUAL ORIENTATION OR GENDER RE-ASSIGNMENT; POOR EDUCATIONAL OR SKILLS ATTAINMENT; RELATIONSHIP AND FAMILY BREAKDOWN; POOR HOUSING (THAT IS HOUSING THAT DOES NOT MEET BASIC HABITABLE STANDARDS; CRIME (EITHER AS A VICTIM OF CRIME OR AS AN OFFENDER REHABILITATING INTO SOCIETY).

Activities: Green Shoes Arts delivers high quality arts projects for the community of Barking & Dagenham, enabling people of all ages and backgrounds to access and engage with creative and artistic activities. Our

primary aim is to benefit the physical and mental well-being of our participants. We believe that artistic and creative activity provides huge benefits to wellbeing and personal development.

Classification

- **How:** Other Charitable Activities
- **What:** Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- Barking And Dagenham
- Havering
- Redbridge

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£161,063	£181,756	-	-
2024-03-31	£188,676	£182,947	-	-
2023-03-31	£228,558	£231,272	-	-

Trustees

Name	Role	Appointed
Daniel Anthony Martin	Chair	2022-01-31
Adam Njenga		2023-10-24
Councillor Ingrid Shanon Jean Marie Robinson		2022-01-31
Joseph Robert Kobina Siripi Quartson		2023-10-24
Mark Frederick David Hill		2022-01-31
Rebecca Jane Laughton		2022-01-31
Ruqaiya Asim		2022-01-31

GREEN SHOES ARTS CIO

England & Wales - Charity number 1197715

Accounts

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL
STATEMENTS OF
GREEN SHOES ARTS C.I.O
FOR YEAR ENDING 31 MARCH 2025

Green Shoes Arts C.I.O
Chadwell Heath Community Centre
255 High Road
RM6 6AS

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their report with the financial statements of the charitable organisation for the period ended 31 March 2025. The Trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name

Green Shoes Arts C.I.O

Registered Charity number

1197715

Registered office

Chadwell Heath Community Centre
255 High Road
Dagenham
RM6 6AS

Trustees

Ruqaiya Asim
Mark Hill (Treasurer)
Rebecca Laughton
Daniel Martin (Chair)
Adam Njenga
Councillor Ingrid Robinson
Joseph Robert Kobina Siripi Quartson

Staff

Kirsty Cherrett	Creative Programmes Manager
Sam Miller	Artistic Director
Lotte Sartain	Creative 4 Life Project Manager

Independent Examiner

Holy Brook Associates Ltd
Curious Lounge, 20 Tudor Road
Reading
RG1 1NH

Bankers

Co-operative Bank PLC
Business Direct, P.O. Box 250
Skelmersdale
WN8 6WT

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and Activities

The objects of Green Shoes Arts (GSA) as set out in its governing document are:

- (1) To advance, improve, develop and maintain public education in, and appreciation of, the arts in all its aspects by any means the Trustees see fit, including through workshops and the provision of a youth theatre.
- (2) To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society through the use of art therapy and art-based projects.

For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Guidance on Public Benefit and Decision Making

We regularly review our aims, objectives and activities. This review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

GSA's governing document lays out the parameters for who the organisation will work to benefit, and the work it delivers to do this. This information forms the basis for strategy documents, outlined by senior management and approved by the board. This document is referred to before project proposals are suggested.

In determining whether GSA should carry out a project or work with a group of people, the staff discuss each opportunity in consultation with existing participants. These findings are then presented to the Board of Trustees during quarterly meetings.

These decisions are framed through a series of questions and criteria, all in regard to the public benefit and the ability of GSA to continue to operate effectively:

- Does the project benefit the people of Barking & Dagenham and the surrounding area?
- Is there a clear and demonstrable need for this project, evidenced through conversations with participants and community members?
- Does the project work with people who would not normally have access to this activity through any other means?
- Will the project improve participants' quality of life, employability skills, mental or physical health, or general wellbeing?

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FOR THE YEAR ENDED 31 MARCH 2025

- Are the people who will benefit from this activity in any sense vulnerable or disadvantaged, either through social exclusion or deprivation, or because of mental health issues, physical disability, or any other reason?
- Is the cost of carrying out the work and the impact on staff's capacity reasonably balanced in terms of the amount of people that the activity will benefit?
- Can the costs of carrying out the work be reclaimed to ensure that the charity remains financially robust?
- Does the work fit within our charitable purposes?
- Do partner organisations have necessary policies in place to ensure the safeguarding of participants?
- Do partner organisations have charitable purposes which align with the charitable purposes of GSA?

Achievements and Performance

The 2024/25 year saw Green Shoes Arts continue to enhance our core activities; work with new funders to deliver numerous additional projects; collaborate with multiple organisations and charities; employ facilitators from across the borough of Barking and Dagenham (and beyond); develop our strategic goals; and — most importantly — engage with thousands of participants.

Our charitable objectives were met across our activities, including:

- Creative for Life / Creative Cafe
- Young Actors Club
- Performance Academy
- Two HAF (Holiday Activities and Food) programmes, entitled 'Food for the Soul'
- London Youth summer workshops
- Valance House Museum 'Beyond the Easel'
- Inspiring Futures ACE (Arts Council England) Place-based Partnership 'Our House'
- Compass Wellbeing

To achieve these projects, we worked with multiple funders, including:

- Neighbourhood Community Infrastructure Levy
- Arts Council England
- Holiday Activities and Food (Department for Education)
- London Youth
- Comic Relief
- Valance House Museum
- Fidelity International

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FOR THE YEAR ENDED 31 MARCH 2025

Core funding, as always, remained a challenge; most funding was restricted to specific activity. However, the charity made strides in diversifying its income stream through corporate sponsorship, such as securing £5k in core funding from Fidelity International. Unfortunately, despite the best efforts of staff and Trustees, the overall success of this approach was less than had been hoped.

The Trustees also continued to develop Green Shoes Arts strategically by:

- Expanding our Disability and Social Inclusion sub-committee
- Continuing to develop our relationships with the Local Authority
- Conducting annual staff reviews and placing well-being at the heart of these
- Enhancing our social media presence through empowering our younger participants to create and manage content
- Conducting our usual quarterly board meetings as well as regular sub-committee meetings
- Holding the annual 'away-day' to help further streamline our strategy
- Continuing to develop our goal of achieving consistent core funding by becoming a National Portfolio Organisation
- Consulting with marketing specialists to enhance the charity's profile

Throughout the year, the Trustees and staff continued to develop relationships with multiple organisations and charities with a view to increasing our scope, helping to achieve our strategic goals, improving our practice, and improving the practice of others. Collaborations included:

- Children and Young People's Provider's Forum
- Social Prescribing Community Chest
- Arts Council England
- BD Giving LGBT+ Visibility
- Barking and Dagenham Council
- The Working Collective
- Questors Youth Theatre
- Love for Life
- National Theatre Connections
- Coda Dance
- Barking Enterprise Centre

Despite these fruitful collaborations, the charity running numerous funded activities, and sound strategic goals, it became clear to the Trustees towards the year-end that the long-term future of Green Shoes Arts was under threat. This was due to the increased challenge of securing core funding and Arts Council England's decision to delay National Portfolio Organisation allocation until 2028 — a significant blow to our goals. Given this, a 'Survival Strategy' was outlined in April 2025 and agreed upon by Trustees and staff. This included a greater push for public and corporate funding, focussing our efforts on core activities, submitting emergency grant applications to Arts Council England, diversifying funding streams to include earned income (such as NHS contract work), and collaborating with the local authority to source additional opportunities. The survival strategy included the following timeline:

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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

April 2025: Submit emergency grant applications; explore donor campaign
April–May 2025: Engage LA (Local Authority) and VCSE (Voluntary, Community and Social Enterprise); develop earned income pilots
May–June 2025: Refine and market offers
June–July 2025: Assess survival; prepare for closure if needed
Aug–Dec 2025: Focus on income generation or managed closure

Whilst we were successful in some of these strategies, such as earned income and collaborating with the local authority (including support from MP for Dagenham and Rainham, Margaret Mullane), it was evident in the late summer of 2025 that Green Shoes Arts was still facing significant challenges and was not going to be assisted by Arts Council England — despite Barking and Dagenham being named as one of their ‘Priority Places’.

Consequently, the Trustees reviewed the financial position of the charity and its future funding prospects. Based on this review, the Trustees concluded that the charity was no longer a going concern. The Trustees therefore intend to manage an orderly wind down of the charity’s activities, settle outstanding liabilities as they fall due, and distribute any remaining assets in accordance with the charity’s governing document. These financial statements have been prepared on a basis other than going concern, as set out in the accounting policies.

Structure, Governance and Management

Remuneration

The company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was five and the average number of employees (full-time equivalent) was three. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £81,371 (2024: £78,213). During the period the Trustees received no remuneration.

The organisation was originally established as a Community Interest Company, incorporated on 5 January 2009. In order to more closely reflect the nature of the organisation’s work, it was registered as a Charitable Incorporated Organisation on 31 January 2022. The charity was established under a Memorandum of Association which established the objects and powers of the CIO and is governed under its Articles of Association. If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Trustee selection methods

Trustees are recruited in regard to their position in the local community, their specific skill set, and/or their direct knowledge and experience of the CIO’s work. Two Trustees are current participants. Trustees are required to supply a list of their skills and experience and are assigned to sub-committees in order to focus on specific areas of concern, for e.g. Finance, Safeguarding, or Health & Safety. We have introduced three-year terms for Trustees, with voting in place both for new Trustees’ appointment and to make decisions on continuation of those Trustees who wish to continue after their term.

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FOR THE YEAR ENDED 31 MARCH 2025

Organisational structure and management

The Trustees delegate the day-to-day management of the company to the key management personnel, currently the Artistic Director and Creative Programmes Manager. The Trustees are responsible for ensuring that management staff's decisions are in accordance with the company's objects and legal framework. Long-term organisational strategy is the joint responsibility of the Trustees and the management staff. Trustees are responsible for ensuring that this strategy is in accordance with the company's objects, and for overseeing the effectiveness of this strategy. Trustees may be appointed at any time. New Trustees are provided with an induction pack outlining their roles and responsibilities as Trustees of the charity. They are provided with and are required to read the company's governing documents and policy documents. Trustees meet on a quarterly basis.

Related Parties

Green Shoes Arts uses CHCC to deliver workshop activities and as office space. CHCC is owned by LBBB. While LBBB have funded GSA in the past for specific projects, they hold no controlling interest in the charity. GSA pays rent to LBBB to use studio and office space at CHCC. The charity has a commercial rolling three year lease contract with CHCC, which was renewed in October 2021, and all transactions are carried out at arm's length.

Financial Review

Principal funding sources:

Green Shoes Arts C.I.O received income of £161,063 (2024: £188,676) in the period, of which £159,493 (2024: £169,146) represented restricted funding, relating to the Children in Need £7,598, Arts Council England £26,519, London Borough of Barking & Dagenham £20,000, Jack Petchey Foundation £1,800, Comic Relief C4L Fund £47,484, Compass Wellbeing £36,445, Valence House Museum £8,731, London Youth Summer Programme £4,000, Kingsley Hall Singing £1,200 and Community Music Service £2,820. Expenditure in the year totalled £181,756 (2024: £182,947) of which £177,682 (2024: £156,850) related to restricted project funding.

Funds available:

The reserves held at 31 March 2025 are £70,855 (2024: £91,548). This includes unrestricted funds of £40,165 (2024: £33,855).

The Trustees took the hard decision to close the charity at the end of 2025 and all activity has now ceased.

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This supports strategic financial management and accountability. The reserves policy is reviewed at least annually by the Board of Trustees.

The charity's reserves will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a target reserve level with a minimum target of three months' expenditure and an additional three months' salary for the Artistic Director to be used to secure funds to continue the operation of the charity should the charity be near insolvency, or to be used should the charity be required to wind-up in a legally responsible manner. This level has been calculated at £33,000. As of 31 March 2025, unrestricted reserves were in line with the reserves policy.

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FOR THE YEAR ENDED 31 MARCH 2025

Risk management

The Board of Trustees, with the Artistic Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. A Corporate Risk Register for the monitoring of strategic risk is being prepared by the Board and will be reviewed annually. Programmes are mainly run with funding secured in advance to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	GSA will continue to develop the programme in a way that diversifies its income from a range of funders including trusts & foundations, statutory funders and earned income from consultancy. We aim for all project funding to contain an element to cover core costs. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (Trustee role) to support the Artistic Director in managing funds including close cost control. The Business Plan is currently being developed and will incorporate an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	GSA will aim to invest in its staff and consider succession planning and resilience in its policies and processes including a Business Continuity Plan. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.
Safeguarding and Health & Safety	The organisation has appropriate Safeguarding Policies and highly experienced, well-trained staff. Using advice from other local experts including the CVS, local Council and Board members in highly skilled professions such as law, finance, marketing, and local Council, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. All core staff receive appropriate Safeguarding, Mental Health First Aid, and Trauma-informed Practice training. All activities are risk assessed and appropriate mitigating actions are incorporated in line with the organisation's Health & Safety Policy

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FOR THE YEAR ENDED 31 MARCH 2025

Staff wellbeing & management of remote working	The organisation has office premises at Chadwell Heath Community Centre and staff work from home or in remote locations in the community with limited supervision. GSA holds a Flexible Working Policy that guides staff in safe working practices which includes regular daily contact with team members to ensure their location & safety is known. The Board plans to issue an annual Staff Wellbeing Survey that enables staff to anonymously report on their wellbeing and job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & Artistic Director continue to monitor staff performance through regular staff supervision. Staff are able to receive clinical supervision with a qualified suitable therapist, or to be reimbursed for external sessions with a therapist.
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Future Plans

Due to the refocusing of GSA's main funders, the charity found itself without funds to run its major programmes, as alternative funders could not be sourced. Therefore, the Trustees took the hard decision to close the charity at the end of 2025. All debts and liabilities were extinguished before the cessation of activities.

**ON BEHALF OF THE
BOARD:**



Daniel Martin

Chair

27th April 2026

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees Responsibilities

The Trustees are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Principles) and applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable organisation and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 Charities Act 2011. 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.



Section A Independent Examiner's Report

**Report to the trustees/
members of** Green Shoes Arts CIO

On accounts for the year ended	31 st March 2025	Charity no	1197715
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Set out on pages 1-2

**Respective responsibilities
of trustees and examiner** The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

**Basis of independent
examiner's statement** My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

**Independent
examiner's statement** In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect,:

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

I have come across no other matters in connection with the examination to

which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:



Date: 28th April 2026

Name: Rachel Eden

Relevant professional qualification(s) or body

FCMA (Fellow of the Chartered Institute of Management Accountants)

Address:

Holy Brook Associates, Curious Lounge, 1st Floor, Pinnacle Building,
Tudor Road, Reading, England,
RG1 1NH

Section B

Disclosure

NONE

GREEN SHOES ARTS C.I.O

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025**

				31.3.25	31.3.24
		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Note	£	£	£	£
INCOME					
Donations	2	405	2,684	3,089	1,762
Charitable activities	3	1,165	156,809	157,974	186,914
Total income		1,570	159,493	161,063	188,676
EXPENDITURE					
Charitable activities	4	4,167	177,589	181,756	182,947
Total expenditure		4,167	177,589	181,756	182,947
NET (EXPENDITURE) / INCOME		(2,597)	(18,096)	(20,693)	5,729
Transfers between funds		8,814	(8,814)	-	-
NET MOVEMENT IN FUNDS		6,217	(26,910)	(20,693)	5,729
RECONCILIATION OF FUNDS					
Funds Brought forward		33,855	57,693	91,548	88,533
TOTAL FUNDS CARRIED FORWARD		40,072	30,783	70,855	91,548

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

GREEN SHOES ARTS C.I.O
BALANCE SHEET
FOR THE PERIOD ENDED 31 MARCH 2025

REGISTERED CHARITY NUMBER: 1197715

		2025	2025	2025	2024
	Not es	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
			£	£	£
FIXED ASSETS					
Tangible Assets	8	-	-	-	458
CURRENT ASSETS					
Amounts owed within one year	9	1,332	-	1,332	1,226
Cash at bank and in hand		40,013	30,893	70,906	128,210
		41,345	30,893	72,238	129,436
CURRENT LIABILITIES					
Amounts falling due within one year	10	(1,273)	(110)	(1,383)	(38,346)
NET CURRENT ASSETS		40,072	30,690	70,855	91,090
TOTAL ASSETS LESS CURRENT LIABILITIES		40,072	30,783	70,855	91,548
NET ASSETS		40,072	30,783	70,855	91,548
FUNDS	12				
Unrestricted Funds					
Restricted Funds				40,072	33,855
				30,783	57,693
TOTAL FUNDS				70,855	91,548

The Trustees acknowledge their responsibilities for

- (a) ensuring that the charity keeps accounting records that comply with the Charities Act (2011) and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of the Charities Act relating to financial statements, so far as applicable to the charity.

GREEN SHOES ARTS C.I.O
BALANCE SHEET
FOR THE PERIOD ENDED 31 MARCH 2025

These financial statements have been prepared in accordance with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 27th April 2026 and were signed on its behalf by:



Daniel Martin
Chair

The accompanying notes form part of these financial statements

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. CHARITY INFORMATION AND ACCOUNTING POLICIES

Charity Information

The charity is a charitable incorporated organisation and is registered with the Charities Commission in England and Wales.

Registered charity number 1197715

Registered Office:

Chadwell Heath Community Centre

255 High Road

RM6 6AS

Basis of preparing the financial statements

The financial statements have been prepared on a basis other than that of a going concern.

Following a review of the charity's financial position and future funding prospects, the trustees consider that there is no realistic prospect that the charity will continue its activities beyond the short term. The trustees therefore intend to wind up the charity in an orderly manner.

Accordingly, the financial statements have been prepared on a break-up basis, with assets stated at the lower of their carrying amount and estimated realisable value, and with liabilities recognised to reflect any unavoidable costs arising from the wind-down of the charity.

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the requirements of Charities Statement of Recommended Practice (FRS102). The presentation currency used in the accounts is pounds sterling.

Cash flow statement

The Trustees have taken advantage of the exemption in Charities SORP (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable organisation is small.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charitable organisation is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Government Grants

Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended

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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

Operating Leases: the charitable organisation as lessee

Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Tangible fixed assets

The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the Trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts.

Computer Equipment with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Fixtures and Fittings with a value in excess of £200 are depreciated over their anticipated useful life of 4 years.

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors

Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

Cash at bank and in hand

Cash at bank and in hand include cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or openings of the deposit or similar account.

Creditors

Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

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 charitable organisation. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate allocation is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

2. DONATIONS

	Unrestricted £	Restricted £	31.3.25 Total £	Unrestricted £	Restricted £	31.3.24 Total £
Individual Donations	-	-	-	-	-	-
Co-Op Community Scheme	-	-	-	-	1,762	1,762
The Big Give Trust	405	-	405	-	-	-
Fidelity Bank	-	2,684	2,684	-	-	-
	405	2,684	3,089	-	1,762	1,762

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

3. INCOME FROM CHARITABLE ACTIVITIES

	31.3.25			31.3.24		
	Unrestricted	Restricted	Total	Unrestricted	Restrict ed	Total
	£	£	£	£	£	£
London Borough of Barking & Dagenham	-	20,000	20,000	1,135	22,814	23,949
Arts Council England	-	26,519	26,519	-	2,181	2,181
National Lottery Community Fund	-	-	-	-	1,500	1,500
Jack Petchey Foundation	-	1,800	1,800	-	1,800	1,800
Serpentine Gallery	-	-	-	110	500	610
Children in Need	-	7,598	7,598	-	33,709	33,709
Comic Relief	-	47,484	47,484	15,000	92,130	107,130
Neighbourhood Fund (NCIL)	-	-	-	-	10,000	10,000
Social Change Community Chest	-	-	-	2,760	-	2,760
Big Ideas Company	-	-	-	-	750	750
Albert Hunt Foundation	-	-	-	-	2,000	2,000
Compass Wellbeing	-	36,445	36,445	-	-	-
Valence House Museum	-	8,731	8,731	-	-	-
London Youth Summer Programme	-	4,000	4,000	-	-	-
Community Music Service	-	1,020	1,020	-	-	-
Kingsley Hall Singing	-	1,200	1,200	-	-	-
Workshop Fees	1,165	2,012	3,177	525	-	525
	1,165	156,809	157,974	19,530	167,384	186,914

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

4. ANALYSIS OF EXPENDITURE

	31.3.25			31.3.24		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Charitable activities	£	£	£	£	£	£
Salary related costs	300	113,903	114,203	11,403	103,802	115,205
Consultancy Costs	1,875	1,950	3,825	-	2,770	2,770
Rent and rates	-	6,600	6,600	3,300	3,300	6,600
Insurance	128	1,544	1,672	1,543	-	1,543
Artistic Programme	974	45,613	46,587	305	42,377	42,682
Office cost and admin	432	2,079	2,511	2,010	128	2,138
Staff Training	-	1,152	1,152	-	1,503	1,503
Independent examiner's fees	-	612	612	504	-	504
Accountancy, payroll and HR support costs	-	4,136	4,136	1,618	2,970	4,588
Trustee expenses	-	-	-	191	-	191
Depreciation of tangible fixed assets	458	-	458	5,223	-	5,223
	4,167	177,589	181,756	26,097	156,850	182,947

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.25	31.3.24
	£	£
Depreciation – owned assets	458	5,223
Operating Leases - property	6,600	6,600
Independent examiner's fees	612	504

6. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2025 (31 March 2024: nil). There were Trustee expenses totalling £nil paid during the period (2024: £191).

7. STAFF COSTS

	31.3.25	31.3.24
	£	£
Wages and salaries	107,162	108,252
Social security costs	3,826	3,768
Pension contributions	3,215	3,185
	114,203	115,205

The average number of full time equivalent employees during the year was 2.29 (2024: 2.48). The average head count of employees during the year was 4.75 (2024: 4.75).

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

8. TANGIBLE FIXED ASSETS

	Computer Equipment	Fixtures & Fittings and Equipment	Total
	£	£	£
COST			
Opening Cost at 1 April 2024	14,670	4,666	19,336
At 31 March 2025	14,670	4,666	19,336
DEPRECIATION			
Opening Depreciation at 1 April 2024	14,212	4,666	18,878
Charge for the year	458	-	458
At 31 March 2025	14,670	4,666	19,337
NET BOOK VALUE			
At 31 March 2025	-	-	-
At 31 March 2024	458	-	458

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade debtors	-	-
Other debtors	1,332	1,226
	1,332	1,226

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Trade Creditors	110	693
Accruals	612	504
Other Creditors	661	704
Income in Advance	-	36,445
	1,383	3,350

11. PENSION COMMITMENTS

GSA operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the organisation in an independently administered fund. The pension cost charge represents contributions payable by the charitable organisation to the fund and amounted £3,215 (2024: £3,185). Contributions totalling £661 (2024: £704) were payable to the fund at the reporting date and are included in other creditors.

12. MOVEMENT IN FUNDS

	At Conversion 1.04.2024	Incoming Resource	Resources Expended	Net movement in funds	Transfer between funds	At 31.3.25
	£	£	£	£	£	£
Unrestricted funds						
General fund	33,855	1,570	(4,167)	(2,597)	8,814	40,072
	33,855	1,570	(4,167)	(2,597)	8,814	40,072
Restricted funds						
Children in Need	10,511	7,598	(18,109)	(10,511)	-	-
NCIL Youth Theatre	816	112	(928)	(816)	-	-
Global Fund for Children	3,835	-	-	-	(3,835)	-

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

12. MOVEMENT IN FUNDS - continued

	At Conversion 1.04.2024	Incoming Resource	Resources Expended	Net movement in funds	Transfer between funds	At 31.3.25
	£	£	£	£	£	£
Jack Petchey Foundation	1,209	1,800	(1,807)	(7)	-	1,202
LBBD Arts Award	5,424	-	(1,458)	(1,458)	(3,966)	-
Comic Relief C4L Fund	29,924	47,584	(77,508)	(29,924)	-	-
NCIL Diverse Communities	3,257	-	(3,257)	(3,257)	-	-
Co-Op C4L Fund	726	-	(726)	(726)	-	-
Albert Hunt Foundation	2,000	-	(2,000)	(2,000)	-	-
HAF	(9)	2,820	(2,811)	9	-	-
ACE Small Project Grant	-	26,519	(21,250)	5,269	-	5,269
Creative Cafe	-	12,684	(3,501)	9,183	-	9,183
Creative Minds	-	36,445	(23,580)	12,865	-	12,865
Our House	-	5,000	(7,736)	(2,736)	-	(2,736)
Community Chest	-	5,000	-	5,000	-	5,000
Kingsley Hall Singing	-	1,200	(1,200)	-	-	-
London Youth Summer Programme	-	4,000	(4,000)	-	-	-
Valence House Museum	-	8,731	(7,718)	1,013	(1,013)	-
	57,693	159,493	(177,589)	(18,096)	(8,814)	30,783
TOTAL FUNDS	91,548	161,063	(181,756)	(20,693)	-	70,855

All transfers between funds relate to approved unrestricted reserve contributions.

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

12. MOVEMENT IN FUNDS - continued

Purpose of Significant Restricted Funds

Children in Need Fund:

This fund works with a wide variety of children and young people aged up to 18 including a number of participants with a range of additional needs, providing dance and drama activities along with opportunities for socialisation.

Comic Relief C4L Fund:

Creative 4 Life provides mixed creative arts activities for adults with mental health issues, as well as external trips, opportunities to engage with partner organisations, and outreach activities.

ACE Small Project Grant

This grant was towards staffing and activity on the charities youth programmes.

Creative Cafe

Creative Café offers drop in sessions for participants to engage in craft and arts, for their enjoyment and mental wellbeing.

Creative Minds

Creative Minds is a project working with young people with additional needs and neurodiversity

13. RELATED PARTIES

Green Shoes Arts uses CHCC to deliver workshop activities and as office space. CHCC is owned by LBBD. While LBBD have funded GSA in the past for specific projects, they hold no controlling interest in the charity. GSA pays rent to LBBD to use studio and office space at CHCC. The charity has a commercial rolling three year lease contract with CHCC, which was renewed in October 2021, and all transactions are carried out at arm's length.

14. OPERATING LEASE

	31.3.25	31.3.24
The total of future minimum lease payments under non-cancellable operating leases are:	£	£
Due within one year	-	3,300
Due after one year and before five years	-	-

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025 CONTINUED

15. PRIOR YEAR NET ASSETS FUNDS

	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £
FIXED ASSETS				
Tangible Assets	10	458	-	458
CURRENT ASSETS				
Debtors	11	1,226	-	1,226
Cash at Bank & In Hand		33,379	94,831	128,210
CREDITORS				
Amounts Falling Due Within One Year	12	(1,208)	(37,138)	(38,346)
NET CURRENT ASSETS		33,397	57,693	91,090
NET ASSETS		33,855	57,693	91,548
FUNDS				
Unrestricted Funds	13			33,855
Restricted Funds	13			57,693
TOTAL FUNDS				91,548

16. NON-GOING CONCERN BASIS

These financial statements have not been prepared on a going concern basis. Following the year end, the trustees determined that the charity does not have sufficient secured future income to continue its activities. The trustees expect that the charity will settle its liabilities in full and wind up its affairs in an orderly manner. The accounts therefore reflect the estimated realisable value of assets and include provision for costs directly attributable to the closure of the charity.

GREEN SHOES ARTS CIO

England & Wales - Charity number 1197715

Accounts

REGISTERED CHARITY NUMBER: 1197715

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL
STATEMENTS OF
GREEN SHOES ARTS C.I.O
FOR YEAR ENDING 31 MARCH 2024

Green Shoes Arts C.I.O
Chadwell Heath Community Centre
255 High Road
RM6 6AS

GREEN SHOES ARTS C.I.O
FOR THE YEAR ENDED 31 MARCH 2024
CHAIRS REPORT

We have made significant achievements over the past year, expanding and diversifying our young people's offer, staging a theatre production with our youth theatre, developing our Board of Trustees, and building a number of significant partnerships that will increase our ability to reach more of our community. Chadwell Heath, where GSA is based, has the fastest growing young population in the Borough; and Barking & Dagenham is the youngest local authority in the country. With new projects focused on children and young people, we are more responsive to the specific needs of our community. Additionally, our work with adults now reaches across the Borough and builds on our learning over the past two years, allowing us to respond to the growing needs of our adult and long-term participants in a more focused and effective way.

With large grants from Children in Need and Comic Relief reaching their conclusion in October 2024, the need to attract significant funds has been a priority. We were successful in gaining project funds from the North Central East London CAMHS Provider Collaborative 2023/24 Grant Scheme through Compass Wellbeing, and a project grant from Arts Council England. Both of these grants are aimed towards supporting our work with children and young people. We were also named as a partner in an ACE-funded Place Partnership grant in partnership with Inspiring Futures, Barking & Dagenham's CEP, to develop and provide creative alternative provision. These funds will support work over the coming years and will be covered in detail in next year's annual report.

We recruited two new Trustees, Adam Njenga and Joseph Quartson. Adam brings a deep understanding of the application of creativity to wellbeing, and experience of diverse income streams and approaching private sector funders. Joseph is an actor and former solicitor, who is able to advise the Board both on creative practice and legal matters. Both are members of Global Majority communities and help to increase our understanding of how best to work with participants and partner organisations from less represented backgrounds. We also appointed a Young Trustee, a member of our youth theatre who ensures participant representation at Board level and provides invaluable insights as to the needs of young people from our community. Combined with a series of specialised sub-committees, GSA is now more able to respond to the current charitable climate quickly and effectively.

With an Away Day for both staff and Trustees planned towards the end of 2024 and a more focused and responsive strategy in development, GSA continues to act both as a significant support to our community and to step increasingly into a position of leadership amongst the Borough's 3rd Sector organisations.



Daniel Martin
Chair

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their report with the financial statements of the charitable organisation for the period ended 31 March 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name

Green Shoes Arts C.I.O

Registered Charity number

1197715

Registered office

Chadwell Heath Community Centre
255 High Road
Dagenham
RM6 6AS

Trustees

Ruqaiya Asim
Mark Hill (Treasurer)
Rebecca Laughton
Daniel Martin (Chair)
Adam Njenga (appointed 24 October 2023)
Ingrid Robinson
Joseph Robert Kobina Siripi Quartson (appointed 24 October 2023)

Kelly Jones (resigned 27 July 2023)
Michael Paulin (appointed & resigned (27 April 2023)
Kevin Walton (resigned 27 April 2023)

Staff

Kirsty Cherrett	Creative Programmes Manager
Liz Gorman	Creative 4 Life Project Coordinator
Sam Miller	Artistic Director
Lotte Sartain	Creative 4 Life Project Manager
Verona Smith	Administrator & Youth Theatre Leader

Independent Examiner

Holy Brook Associates Ltd
Curious Lounge, 20 Tudor Road
Reading
RG1 1NH

Bankers

Co-operative Bank PLC
Business Direct, P.O. Box 250
Skelmersdale
WN8 6WT

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Registration

Green Shoes Arts C.I.O (GSA) was registered as a charitable organisation on the 31 January 2022. All assets and reserves were transferred from Green Shoes Arts C.I.C on this date. Green Shoes Arts C.I.C has now ceased to trade.

Objectives and Activities

The objects of Green Shoes Arts (GSA) as set out in its governing document are:

(1) To advance, improve, develop and maintain public education in, and appreciation of, the arts in all its aspects by any means the Trustees see fit, including through workshops and the provision of a youth theatre.

(2) To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society through the use of art therapy and art-based projects.

For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Summary of the main activities in relation to those purposes for the public benefit

GSA delivers high quality arts projects for the community of Barking & Dagenham and the surrounding areas, enabling people of all ages and backgrounds to access and engage with a wide range of creative and artistic activities. Our aims through this work are to benefit the physical and mental well-being of our participants; and to improve access to and engagement in the arts, with a focus on those who might not usually have the opportunity. We believe that artistic and creative activity provides huge benefits to well-being and personal development.

This activity takes the form of weekly workshops, one-off projects, and ongoing projects in conjunction with partner organisations.

We focus on offering opportunities to disadvantaged and vulnerable young people and adults with lived experience of mental health issues, physical and learning disabilities, and social deprivation. All our services are free of charge. We aim, where possible, to work with facilitators who represent the Borough's diverse communities and who have lived experience of the challenges faced by our participants.

We listen to, respond to, and support the needs of our community, working to see positive change through participation in the arts and adapting our activity in response to our participants' changing needs. Our primary aims are to improve access to and interest in the arts, finding creative ways to nurture the artistic potential of our community, and to increase the wellbeing of the people we work with. We endeavour to combine these aims through positive, holistic creative activity that improves the wellbeing and happiness of our stakeholders and participants. To achieve this, we continually improve our knowledge base of what areas of practice are most effective at combating the challenges faced by our participants, and what impact our work is having. We also collate data to learn who we are reaching in terms of the diverse communities of Barking & Dagenham, improving our ability to reach less represented groups. We collect ethnographic and social deprivation data from our participants and compare this to the cultural/ethnic makeup of the

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Borough as a whole. GSA uses the knowledge gained to inform outreach and engagement strategies, ensuring that we are reaching those with greatest need and finding innovative ways to include less represented communities. All findings are added to our existing knowledge base, discussed in staff and Board meetings, and used to inform future decisions. Every project is created in response to a specified need through consultation with participants and stakeholders.

We use marketing and engagement to ensure that we are reaching as diverse a demographic as possible, analysing our attendance data and adapting our approach to reach less represented communities. We combine this with an extensive programme of outreach workshops and external events, providing positive creative activity far beyond our base in Chadwell Heath. This approach has led to a significant increase in our number of participants over the past three years, with notable increases in participants from less represented communities; and to a number of new projects that enable us to work with a greater number and range of people than previously.

As per the below statistics Barking and Dagenham is one of the most disadvantaged local authorities in the country and is especially vulnerable to the cost-of-living crisis, ranking first most vulnerable in London and fourth most vulnerable in the UK. On Census Day, Barking and Dagenham were ranked as having the most deprived households in England and Wales (LBBDD State of the Borough 2022).

Children & young people in Barking and Dagenham are some of the most disadvantaged in the country, facing multiple & complex disadvantages. Child poverty is one of the highest among the London boroughs, where 46% of the children live in households within poverty (Trust for London 2021).

The proportion of the working-aged population receiving out-of-work benefits in Barking and Dagenham is the highest in London at 16.7% (Trust for London 2021).

Barking and Dagenham had the highest rate of domestic abuse offences in London in 2016/17 at 16.1 per 1,000. This is higher than the London average of 12.1 per 1,000 (LBBDD.gov.uk, 2022).

6.0% of respondents in Barking and Dagenham reported having a long-term mental health condition; this could include both 'common' and 'serious' mental illnesses (GP patient survey 2018). There is an ongoing mental health crisis in the Borough, with an '8.1% increase in mental distress in 2020' (Equality Challenges in Barking & Dagenham 2020/21).

Acknowledging and responding to this deprivation, we use creative activity to improve the community of Barking and Dagenham's condition of life in the following ways:

- Our projects provide a means for socially deprived participants to engage in free structured social activities on a weekly basis, forming positive friendships and relationships and improving their conditions of life.
- We create inclusive projects that allow people with lived experience of mental health issues or disability to take part in artistic activities which they would not otherwise have access to. This improves their quality of life by allowing them to engage in social activity, develop their skills and knowledge, achieve a sense of accomplishment through artistic expression, and improve their ability to participate in society.
- In improving both our participants' artistic and creative skills and their knowledge of the creative industries, we provide them both with a means of self-expression and skills which increase their employability, both in the arts and in unrelated fields.

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

- We provide early intervention mental health support by carrying out creative projects which improve confidence, boost self-esteem, and give participants a sense of accomplishment. Workshops provide a safe and supportive space for discussions surrounding mental health challenges. This increases our participants' mental and emotional resilience, supports positive coping mechanisms, and decreases stigma.
- We provide positive, skills-oriented social activity for children and young people, creating a safe space for young people to socialise in a positive and constructive manner, addressing the challenge of 'lost hours' between school and home and providing a constructive alternative to the risks of extremist and gang recruitment.

Current Green Shoes Arts participants have said:

"Arts sessions I attended were special because I got to know and care for many of the other participants in the group and felt wanted, that I belonged somewhere." (Participant A)

'I can't imagine where I would be without Green Shoes Arts. I never used to go out and have made loads of great friends from the sessions, and through volunteering have been given a chance to improve my skills and feel more useful.' (Participant B)

'[Arts sessions are a] natural healing process, just being yourself and interacting with others who get where you're at'. (Participant C)

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Guidance on Public Benefit and Decision Making

We regularly review our aims, objectives and activities. This review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

GSA's governing document lays out the parameters for who the organisation will work to benefit, and the work it delivers to do this. This information forms the basis for strategy documents, outlined by senior management and approved by the board. This document is referred to before project proposals are suggested.

In determining whether GSA should carry out a project or work with a group of people, the staff discuss each opportunity in consultation with existing participants. These findings are then presented to the Board of Trustees during quarterly meetings.

These decisions are framed through a series of questions and criteria, all in regard to the public benefit and the ability of GSA to continue to operate effectively:

- Does the project benefit the people of Barking & Dagenham and the surrounding area?
- Is there a clear and demonstrable need for this project, evidenced through conversations with participants and community members?
- Does the project work with people who would not normally have access to this activity through any other means?
- Will the project improve participants' quality of life, employability skills, mental or physical health, or general wellbeing?
- Are the people who will benefit from this activity in any sense vulnerable or disadvantaged, either through social exclusion or deprivation, or because of mental health issues, physical disability, or any other reason?
- Is the cost of carrying out the work and the impact on staff's capacity reasonably balanced in terms of the amount of people that the activity will benefit?
- Can the costs of carrying out the work be reclaimed to ensure that the charity remains financially robust?
- Does the work fit within our charitable purposes?
- Do partner organisations have necessary policies in place to ensure the safeguarding of participants?
- Do partner organisations have charitable purposes which align with the charitable purposes of GSA?

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

Achievements and Performance

GSA has expanded its activities over this year, working with an increased number of community members across more areas of the Borough, and diversifying the demographics of our participant base through targeted outreach with less represented communities. This is indicative of a year on year increase in our activity and the number of people we work with. This has been achieved through increased partnership work, a more flexible and dynamic approach to seeking funding, and involvement in a number of initiatives across local VCFSE providers and statutory agencies. At the same time, we continue to factor future proofing and long-term plans into our work, building connections that we will develop over the coming years to ensure that we continue to increase the scope of our activity.

The charity ecosystem in Barking & Dagenham has shifted, with a number of larger organisations either reducing their activities significantly or closing permanently. At the same time, our local authority was obliged to take strong action in order to avoid bankruptcy, reducing available support for third sector organisations and shrinking the statutory support available to our community. These challenges - less available funds, combined with an increased need - have led to an adapted approach to ensure that the charity continues to survive, thrive, and continue to find new ways to support our community.

We face a funding cliff-edge in October 2024, as two large, multi-year grants from Children in Need and Comic Relief will reach their finish. Both funders communicated their inability to continue to fund the charity as a result of reduced income, necessitating a more flexible approach focused on multiple smaller funders without over-reliance on any one source. This approach has led to funding success from the North Central East London CAMHS Provider Collaborative 2023/24 Grant Scheme through Compass Wellbeing, Arts Council England, National Community Infrastructure Levy, and NELFT Social Prescribing Community Chest. We also accepted a commission from Valence House Museum to provide creative work with young people to support their 'Beyond the Easel' exhibition; and are a partner on a three-year ACE Place-based Partnership grant from ACE to develop and deliver a creative alternative provision with Inspiring Futures. This approach means that, while significant work is still needed to continue to develop a sustainable fundraising strategy, the charity is in a far stronger position than previously, with the benefit of improved knowledge and understanding of how to ensure the charity's existence over the coming years. We are now well placed to consolidate and expand our activities, reaching less represented members of our community and focusing our efforts more effectively where they are most needed.

We have adapted our activity and fundraising strategy to focus to a greater extent on children and young people, while ensuring that we continue to support adult participants through Creative 4 Life. This is in response to the needs of our community; Barking & Dagenham has the greatest proportion of young people of any local authority in the country, while lacking sufficient opportunities and support, especially for more vulnerable young people and those from less represented communities. A strong focus has been to find increased ways for our projects to work together, a need which comes as a result of both a larger number of individual smaller grants; and an understanding of the interconnectedness of the different sectors of our community.

Our Board of Trustees has become more diverse, with members of the Black Caribbean, Black African, and Muslim communities. We also now have a range of ages, with our youngest full Trustee aged 21 and who is also visually impaired, providing valuable knowledge in terms of reaching and supporting people who live with a disability. We have also appointed a Young Trustee, a member of the Young Actors Club who is able to provide insight into the needs of young people from our community and who can ensure that young people have appropriate representation at Board level. At this time, more than half of our Board is from a Global Majority background. We created sub-committees in Fundraising, Finance, and Disability & Inclusion. This allows Trustees to respond more flexibly and quickly between Board meetings, improving

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our ability to strategise effectively and to advise Trustees and staff on pertinent developments in these areas.

We have implemented a charity-wide Participant's Agreement, which outlines a clear code of conduct that all participants and staff must adhere to. This helps to ensure participant safety both during and externally to workshops, with clear delineation of appropriate behaviour between participants, and between participants and staff. The Participant's Agreement is available in both written and video/audio formats to ensure that it is accessible to all.

GSA is currently based at Chadwell Heath Community Centre (CHCC). GSA and CHCC have a positive working relationship, sharing resources and skills, and there is a recognition that GSA is the resident arts organisation. We have built positive reciprocal relationships with all other organisations that use the building, offering workshops to support their activity and to further achieve our charitable objectives by reaching a wider cross-section of our community.

We rigorously evaluate all activity, ensuring that our projects are having the maximum impact for our participants and stakeholders. We do this in a number of ways:

- In-session evaluation, with participants providing a self-evaluated wellbeing score at the start and close of workshops
- Artist Observational Questionnaires, where practitioners report on notable successes or challenges within workshops
- External evaluation consultants, who provide an objective overview of the impact of our projects and suggest learning points
- Constant communication with funders on targets achieved and adaptation of projects based on feedback and learning points
- Participant questionnaires and focus groups, providing vital information about our activity from the perspective of the people we work with
- Case studies of participants, tracking their journey and highlighting both positive and learning points
- Extensive funder evaluations for each project, reporting on the impact of our activity
- Participant representation on our Board of Trustees.

GSA works closely with a wide range of organisations across the borough to ensure both that we reach as wide a variety of people as possible, and that we positively impact the conversation surrounding the needs of our community to as great an extent as we are able. We are strongly embedded in the Borough's cultural life with a well-developed network of collaborative partnerships.

Our partnerships with other third sector organisations include Barking & Dagenham Youth Dance, Radiant Ambitions, True Cadence, Queens Theatre Hornchurch, the Broadway Theatre, New Direction, Thames Life, Tawhid Academy, and the Serpentine Gallery. We signpost participants to these organisations' activities and exhibition/performance opportunities.

Our partners in working with people with mental health issues include Havering Mind, Imagine Mental Health, Richmond Fellowship, North East London Foundation Trust (NELFT), Talking Therapies, Help Us Bounce Back (Hubb) Support Group, LBBD Social Prescribing Network, Progress Project, and Inspired Minds. We receive referrals from these partners, offering a creative complement to the work they are doing with their clients; and signpost participants where appropriate.

We have close relationships with Sydney Russell School, Warren School, Dagenham Park School, All Saints School, Robert Clack School, Eastbrook School, Greatfields School, Jo Richardson School and Trinity School (SEND), while maintaining positive working relationships with a variety of schools across the borough.

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GSA core staff are highly active in a variety of external partner and stakeholder groups, including the Social Prescribing Network, BD Collective, and the Cultural Partnership Group. The Artistic Director is part of the BD Collective Leadership Team and a member of the Social Prescribing Community Chest Steering Group, and is currently leading the BD Collective Children and Young People's Network with Nathan Singleton from Lifeline Projects.

Here follows a summary of GSA's projects, with a brief overview of their history and significant developments and achievements over the past year.

Speak Up

Speak Up was a project aimed at providing positive mental health support for young Black and Asian men, funded by the National Lottery Community Fund and ACE. This project has now been completed, after successfully working with a large number of young men from less represented communities, and culminating in a trip to see *Now, I See* at Theatre Royal Stratford East.

Performance Academy (ages 8-12)

We deliver a range of performance-based workshops for children aged 8-12 under the title Performance Academy, improving confidence, empathy, and social skills. An increasingly large number of the children we engage with have additional needs, and a target is to create a session that specifically works with these children, incorporating drama and art therapists to ensure that the needs of participants are effectively met. We deliver a large number of outreach activities to external groups including Barking & Dagenham Young Carers, Love Literacy, a local Black Caribbean group supporting literacy with young people; and Tawhid Academy, an Islamic madrasa that works across the borough. We aim to signpost participants to our other projects as they reach an appropriate age, including them in Creative Minds and the Young Actors Club.

The majority of participants have challenges including economic deprivation, SEND or learning difficulties, and 80% of participants report an improvement in their mental health from taking part in our workshops.

Performance Academy will be funded by Children in Need until October 2024, following which it will be funded by an ACE project grant. We also received funding from the NELFT Social Prescribing Community Chest to carry out a series of workshops supported by a dramatherapist in training, which achieved strong results indicating that this approach would be effective going forward.

Young Actor's Club (ages 13-18)

The Young Actor's Club is GSA's youth theatre. This is designed to teach young people the skills they need to focus on potential careers as performers, with a strong emphasis on building skills for both performance and life. YAC is led by a staff member who is a young mixed-ethnicity woman from the local area and is steered primarily by the views and ideas of young participants. We frequently bring in guest tutors who work professionally in West End theatre and at drama schools, organise field trips to see theatre performances, and delivered a highly successful Summer Intensive Workshop series funded by London Youth.

YAC participants are recruited through a series of outreach workshops with local schools and other third sector organisations. Participant demographics are very diverse, with a wide range of ethnic and cultural backgrounds, neurodiversity, additional needs, and gender identities represented. We aim to signpost participants from Creative Minds and Our House to the YAC, which will provide both positive activity and improve participant empathy and understanding.

The YAC took part in National Theatre Connections this year, staging performances of *Replica* by Titas Halder at the Galleon Centre and Queens Theatre Hornchurch. *Replica* is the first full scale production for

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the YAC, and it received tremendous feedback from audiences, partner organisations, and from the National Theatre team.

In our most recent evaluation, 66.7% of participants said that their self-perception of worthiness had increased, 33.3% said that their self-perception of happiness had increased, and 66.7% said that their self-perception of anxiety had decreased.

YAC was initially funded by the National Community Infrastructure Levy, with additional funds from the NHS Social Prescribing Community Chest, the Jack Petchey Foundation, and Children in Need. Going forward, it will be funded by an ACE project grant.

Creative 4 Life

The Creative 4 Life (C4L) programme provides a range of multi-arts opportunities to adults experiencing mental health issues, including participatory workshops, performances and events.

Following the completion of our National Lottery Community Fund project, we were successful in achieving funds to continue and develop the project from the Comic Relief Walkers Smiles Fund. This allowed us to employ two staff members, a Project Manager and a Project Coordinator; and to continue to expand our activity. This now comprises sessions not only at our studio in Chadwell Heath, but also at Thames Community Hub, allowing us to reach people who have not previously been able to access our services. While we continue to offer specific sessions in a wide range of activities including ceramics, henna art, African drumming, music, and visual arts to name but a few - both in person and online - we also hold a session called Creative Cafe every Monday which provides a wide range of activities in a positive social space, acting as an introduction to our wider sessions for participants who might otherwise be unwilling to participate. This session has been a huge success and is now our most popular workshop.

As a result of this learning, we have adapted our activity to focus to a greater extent on Creative Cafe, the project workshop that achieves the most effective results in terms of improving participant wellbeing. This allows us to deliver more Creative Cafe sessions in new areas across the Borough, aiming to hold these in wards that are subject to the greatest amount of deprivation. We learned that the primary benefit of Creative Cafe is improved social interaction and a resultant decrease in social isolation, which participants tell us is their most significant challenge in terms of mental wellbeing.

Creative 4 Life is designed as an early intervention programme for people with mental health issues, and a challenge we have experienced in this area is as a result of the recent reduction in statutory support services. We have seen an increase in participants who need clinical intervention and professional mental health support, and a consequent increase in the self-reported, referred, and perceived needs of participants. While we are not mental health professionals, we aim to provide support where possible in terms of increasing confidence and social interaction, and signpost participants to mental health partners such as Havering Mind where possible, leveraging our strong partnerships to facilitate this combined picture of holistic support.

We worked with Evaluation Consultant Jessica Tyler to improve the project's evaluation procedures during October 2023. This new procedure focuses on collecting more qualitative data through the use of individual participant 'Wellbeing Maps' and quarterly longitudinal questionnaires. It also allows participants to reflect on how each individual workshop has impacted them in a much more accessible way. Through this ongoing evaluation, we recorded the following impacts:

72% of participants reported a reduction in isolation and loneliness, an increased ability to socialise and improved social interaction

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"I feel like I'm interacting in person more than I used to. Made really good friends as well and getting to know people has been really nice and unexpected."

"This workshop is the only time I get to socialise with other people in the week otherwise I'm just stuck at home."

"It's nice to spend time with each other and meet new people"

81% of participants reported improved self-esteem and ability to express themselves and engage in other activities

"It has been lovely to see R form friendships in Creative Cafe and feel confident enough to now go up to his peers and offer to teach them how to make origami flowers."

83% of participants report a reduction in anxiety

'I have learned to worry less when things go wrong; it's part of the creative process.'

"I love doing the breathing exercises at the beginning of the workshop as I never normally stop as I am always on the go."

62% of participants report an improvement in their mental wellbeing and levels of happiness

"The most obvious change I noticed was an increase in joy! I felt that what they took away after each workshop was not just a new way of making art but also a sense of joy and contentment."

We have recorded a significant increase in people from previously under-represented groups such as people from the Global Majority and participants under 30. Of the participants who have registered with us since January 2024, 34% of people identify as white and 66% of people identify as Global Majority, primarily from South Asian, Black African, and Black Caribbean communities. We are planning outreach to target under-represented groups including Men, with a majority of our participants identifying as female; in contrast to this, Women from Black African & Black Caribbean communities; and members of the LGBTQIA+ community, who while they do have some representation in our activity are a group at increased risk of mental health issues. We aim to employ artists from diverse backgrounds, so that participants see staff who share their experience. When participants see their own identity reflected in staff and other participants, they are more likely to feel that C4L is a safe place for them, and to have confidence that GSA is able to empathise with and respond to their challenges.

The largest age group is now participants aged 18-35 at 37.6%, which is an increase of 5.8% from a year ago. Participants aged 56+, which at the start of the funding represented our largest age group, is now our smallest group at 25.8%. We believe this increase in younger adult participants is in part due to the lack of provision for young adults who age out of children's services.

There have also been changes to key staff working on the project following the resignation of the Project Manager David Paulin in November 2023. Project Coordinator Lotte Sartain was then appointed as the new Project Manager in December 2023 and shortly after, we recruited Liz Gorman as Project Coordinator. We also appointed a freelance member of staff as a Support Facilitator to assist Creative Cafe.

C4L will need a significant grant to continue this vital work over the coming years. However, at the time of writing we have determined the most effective way to maximise the available funds, ensuring that we will achieve the greatest possible impact on the largest and most diverse amount of people.

Arts Award Transitions

GSA was employed by the London Borough of Barking & Dagenham (LBBD), through Inspiring Futures, to oversee and moderate the delivery of Discover Arts Awards to the Year 7 intake across 8 schools in LBBD. The aims of Transitions were to help pupils adjust to their new school environment, and to introduce an interest in arts and culture.

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GSA staff supported teachers to deliver Discover Arts Awards to their Year 7 cohort through online meetings, in person meetings and phone calls. Discover Arts Awards are accredited by Trinity College London and successful students received a certificate. These were awarded in a series of celebration assemblies led by school partners and facilitated by GSA staff. LBBB funded the programme, charging schools £3.50 per pupil to take part in the project, which contributed to assessment, coordination, and certification fees. Trinity College London offered a mass discount of £2.20 per pupil due to the large number of pupils put through the award by the Borough.

In total, 1,341 Discover Arts Awards were successfully delivered across LBBB in 2023/24. In addition to supporting the delivery of the Transitions programme, GSA carries out a large amount of school engagement, leveraging the project to improve relationships with school partners. This has led to a large number of positive relationships with local schools, which has proven to be very helpful in terms of publicising our children and young people's programmes. Through this approach, we deliver multiple outreach workshops on a regular basis, aiding recruitment for our children and young people's programmes.

RAFTS

The Serpentine Gallery, in conjunction with New Town Culture, commissioned Radio Ballads, four bodies of work created through collaboration with social workers, carers, organisers, and residents. These explored stories of labour, and who cares for who and in what way.

Over three years, artists Sonia Boyce, Helen Cammock, Rory Pilgrim and Ilona Sagar were embedded in social care services and community settings in the London Borough of Barking and Dagenham. This exhibition, shown simultaneously at Serpentine North (31 March – 29 May 2022) and Barking Town Hall and Learning Centre (2-17 April 2022), presented new film commissions alongside paintings, drawings and contextual materials that shared each project's collaborative research process. During this period, artist Rory Pilgrim worked with GSA participants collaboratively to create artwork, with their work being included as part of the final exhibition. The positive impact on the wellbeing of GSA participants was immense, with those who took part experiencing a considerable boost in their confidence; while other participants expressed a perception that their limits had been increased and that more things were open to them than they had previously believed.

RAFTS continued to develop as a project with an international tour and a live event, with GSA participants involved, performing, and exhibiting at every stage. RAFTS was nominated for the Turner Prize, and the awards ceremony was attended by GSA staff and participants. Currently, a book containing exhibition images is under development.

Jack Petchey

GSA is proud to receive funding from the Jack Petchey Foundation, which we use to provide positive experiences for the children and young people we work with. We use these funds to support our children and young people's activity through resources, field trips, and external expert practitioner workshops, which hugely improves our ability to provide positive drama tuition at a high level for our young participants. Participants have told us that these offer a unique opportunity for them to have enriching experiences that they would not normally have access to.

Co-op Community Fund

GSA is a Co-op Community Fund Local Cause, which means that local residents who shop in Co-op stores are able to nominate us as a good cause and donate a portion of their shopping cost. This has provided us with the opportunity to build a local choir called The Valence Singers, a group of local mothers who meet once a week for singing tuition, carrying out performances as part of celebrations associated with Valence Primary School. Through this, we have successfully engaged with a part of the community who frequently

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suffer social isolation, in some cases incorporating participants and their families into our wider activities. This project was completed in June 2024.

Structure, Governance and Management

Remuneration

The company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was five and the average number of employees (full-time equivalent) was three. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £78,213 (2023: £96,071). During the period the Trustees received no remuneration.

The organisation was originally established as a Community Interest Company, incorporated on 5 January 2009. In order to more closely reflect the nature of the organisation's work, it was registered as a Charitable Incorporated Organisation on 31 January 2022. The charity was established under a Memorandum of Association which established the objects and powers of the CIO and is governed under its Articles of Association. If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Trustee selection methods

Trustees are recruited in regard to their position in the local community, their specific skill set, and/or their direct knowledge and experience of the CIO's work. Two Trustees are current participants. Trustees are required to supply a list of their skills and experience and are assigned to sub-committees in order to focus on specific areas of concern, for e.g. Finance, Safeguarding, or Health & Safety. We have introduced three-year terms for Trustees, with voting in place both for new Trustees' appointment and to make decisions on continuation of those Trustees who wish to continue after their term.

Organisational structure and management

The Trustees delegate the day-to-day management of the company to the key management personnel, currently the Artistic Director and Creative Programmes Manager. The Trustees are responsible for ensuring that management staff's decisions are in accordance with the company's objects and legal framework. Long-term organisational strategy is the joint responsibility of the Trustees and the management staff. Trustees are responsible for ensuring that this strategy is in accordance with the company's objects, and for overseeing the effectiveness of this strategy. Trustees may be appointed at any time. New Trustees are provided with an induction pack outlining their roles and responsibilities as Trustees of the charity. They are provided with and are required to read the company's governing documents and policy documents. Trustees meet on a quarterly basis.

Related Parties

Green Shoes Arts uses CHCC to deliver workshop activities and as office space. CHCC is owned by LBBB. While LBBB have funded GSA in the past for specific projects, they hold no controlling interest in the charity. GSA pays rent to LBBB to use studio and office space at CHCC. The charity has a commercial rolling three year lease contract with CHCC, which was renewed in October 2021, and all transactions are carried out at arm's length.

Financial Review

Principal funding sources:

Green Shoes Arts C.I.O received income of £188,676 (2023: £228,558) in the period, of which £169,146

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FOR THE YEAR ENDED 31 MARCH 2024

(2023: £226,676) represented restricted funding, relating to the Children in Need £31,209, Arts Council England Speak Up £2,181, London Borough of Barking & Dagenham Arts Award Transitions £19,814, Serpentine Gallery RAFTS £500, Jack Petchey Foundation £1,200, Co-Op C4L £1,762, Comic Relief C4L Fund £91,180, Comic Relief BA Fund £950, NCIL Diverse Communities £10,000, National Lottery Community Fund Big Weekend £1,500, Albert Hunt Foundation £2,000, Youth Theatre fund £5,500 and the GLA Civic Duty fund £750. Expenditure in the year totalled £182,947 (2023: £231,272) of which £156,850 (2023: £215,489) related to restricted project funding.

Funds available:

The reserves held at 31 March 2024 are £91,548 (2023: £85,819). This includes unrestricted funds of £33,855 (2023: £31,972).

The Trustees are confident that the charitable organisation can continue to meet its liabilities as they fall due for the foreseeable future and that the accounts should be prepared on a going concern basis.

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This supports strategic financial management and accountability. The reserves policy is reviewed at least annually by the Board of Trustees.

The charity's reserves will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a target reserve level with a minimum target of three months' expenditure and an additional three months' salary for the Artistic Director to be used to secure funds to continue the operation of the charity should the charity be near insolvency, or to be used should the charity be required to wind-up in a legally responsible manner. This level has been calculated at £33,000. As of 31 March 2024, unrestricted reserves were in line with the reserves policy.

Risk management

The Board of Trustees, with the Artistic Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. A Corporate Risk Register for the monitoring of strategic risk is being prepared by the Board and will be reviewed annually. Programmes are mainly run with funding secured in advance to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	GSA will continue to develop the programme in a way that diversifies its income from a range of funders including trusts & foundations, statutory funders and earned income from consultancy. We aim for all project funding to contain an element to cover core costs. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (Trustee role) to support the Artistic Director in managing funds including close cost control. The Business Plan is currently being

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	developed and will incorporate an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	GSA will aim to invest in its staff and consider succession planning and resilience in its policies and processes including a Business Continuity Plan. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.
Safeguarding and Health & Safety	The organisation has appropriate Safeguarding Policies and highly experienced, well-trained staff. Using advice from other local experts including the CVS, local Council and Board members in highly skilled professions such as law, finance, marketing, and local Council, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. All core staff receive appropriate Safeguarding, Mental Health First Aid, and Trauma-informed Practice training. All activities are risk assessed and appropriate mitigating actions are incorporated in line with the organisation's Health & Safety Policy
Staff wellbeing & management of remote working	The organisation has office premises at Chadwell Heath Community Centre and staff work from home or in remote locations in the community with limited supervision. GSA holds a Flexible Working Policy that guides staff in safe working practices which includes regular daily contact with team members to ensure their location & safety is known. The Board plans to issue an annual Staff Wellbeing Survey that enables staff to anonymously report on their wellbeing and job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & Artistic Director continue to monitor staff performance through regular staff supervision. Staff are able to receive clinical supervision with a qualified suitable therapist, or to be reimbursed for external sessions with a therapist.

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Future Plans

GSA will build on the achievements of the past year, continuing to find ways to diversify our income streams to remain resilient in the current climate; while responding to the needs of our community by building a cohesive, holistic programme of activity that supports and elevates those most at need in our community.

Our upcoming plans include:

- The consolidation of our varying projects to ensure that each works effectively as part of a wider programme, providing multiple opportunities for participants from every background and with a wide range of needs. This approach will lead to closer connections between different demographics, bringing widespread participants together through creative activity and facilitating community cohesion.
- Increased development and upskilling of our core and freelance team, improving their abilities to work effectively with a greater range of stakeholders. This will be focused initially on our children and young people's work, developing skills in developing and delivering alternative provision, and in working with young people with additional needs and neurodiversity.
- The expansion and development of our various children and young people's projects, responding to the changing needs of both the existing cohort and the lack of similar provision across the Borough, with an aim to create a youth theatre that serves the entirety of our community regardless of level of need, economic status, and geographic or demographic boundaries.
- Increased engagement with schools and alternative education providers, ensuring that the opportunities we offer are accessible to all members of our community.
- An adapted and evolved fundraising strategy that responds to the current climate and supports the resilience and longevity of the charity.
- An ongoing process of organisational development and improvement, continuing to build on our successes and aiming towards an application for National Portfolio Organisation status.

**ON BEHALF OF THE
BOARD:**



Daniel Martin

Chair

22 October 2024

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FOR THE YEAR ENDED 31 MARCH 2024

Statement of Trustees Responsibilities

The Trustees are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Principles) and applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable organisation and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 Charities Act 2011. 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.



**Report to the trustees/
members of**

Green Shoes Arts CIO

**On accounts for the year
ended**

31st March 2024

Charity no

1197715

Set out on pages

1-2

**Respective responsibilities
of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention.

**Basis of independent
examiner's statement**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

**Independent
examiner's statement**

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect,:

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

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding

of the accounts to be reached.

Signed:



Date:

1st October 2024

Name:

Rachel Eden

Relevant professional
qualification(s) or body

FCMA (Fellow of the Chartered Institute of Management Accountants)

Address:

Holy Brook Associates, Curious Lounge, 1st Floor, Pinnacle Building,
Tudor Road, Reading, England,
RG1 1NH

NONE

GREEN SHOES ARTS C.I.O

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

			31.3.24	14month period ending 31.3.23
		Unrestricted Funds	Restricted Funds	Total Funds
	Note	£	£	£
INCOME				
Donations	2	-	1,762	1,762
Charitable activities	3	19,530	167,384	186,914
Total income		19,530	169,146	188,676
EXPENDITURE				
Charitable activities	4	26,097	156,850	182,947
Total expenditure		26,097	156,850	182,947
NET (EXPENDITURE) / INCOME		(6,567)	12,296	5,729
Transfers between funds		8,450	(8,450)	-
NET MOVEMENT IN FUNDS		1,883	3,846	5,729
RECONCILIATION OF FUNDS				
Funds Brought forward		31,972	53,847	85,819
TOTAL FUNDS CARRIED FORWARD		33,855	57,693	91,548

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

GREEN SHOES ARTS C.I.O
BALANCE SHEET
FOR THE PERIOD ENDED 31 MARCH 2024

REGISTERED CHARITY NUMBER: 1197715

		2024	2024	2024	2023
	Notes	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
			£	£	£
FIXED ASSETS					
Tangible Assets	8	458	-	458	5,681
CURRENT ASSETS					
Amounts owed within one year	9	1,226	-	1,226	2,846
Cash at bank and in hand		33,379	94,831	128,210	80,643
		34,605	94,831	129,436	83,489
CURRENT LIABILITIES					
Amounts falling due within one year	10	(1,208)	(37,138)	(38,346)	(3,351)
NET CURRENT ASSETS		33,397	57,693	91,090	80,138
TOTAL ASSETS LESS CURRENT LIABILITIES					
		33,855	57,693	91,548	85,819
NET ASSETS					
		33,855	57,693	91,548	85,819
FUNDS					
Unrestricted Funds	12				
Restricted Funds				33,855	31,972
				57,693	53,847
TOTAL FUNDS					
				91,548	85,819

The Trustees acknowledge their responsibilities for

- (a) ensuring that the charity keeps accounting records that comply with the Charities Act (2011) and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of the Charities Act relating to financial statements, so far as applicable to the charity.

GREEN SHOES ARTS C.I.O
BALANCE SHEET
FOR THE PERIOD ENDED 31 MARCH 2024

These financial statements have been prepared in accordance with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 22 October 2024 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'D. MARTIN', with a stylized flourish at the end.

Daniel Martin
Chair

The accompanying notes form part of these financial statements

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. CHARITY INFORMATION AND ACCOUNTING POLICIES

Charity Information

The charity is a charitable incorporated organisation and is registered with the Charities Commission in England and Wales.

Registered charity number 1197715

Registered Office:

Chadwell Heath Community Centre

255 High Road

RM6 6AS

Basis of preparing the financial statements

The Trustees believe that the charitable organisation can operate in the foreseeable future. The charity continues to be supported by funders including the National Lottery Community Fund, Comic Relief and Children in Need and as such considers it appropriate to prepare the accounts on a going concern basis.

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the requirements of Charities Statement of Recommended Practice (FRS102). The presentation currency used in the accounts is pounds sterling.

Cash flow statement

The Trustees have taken advantage of the exemption in Charities SORP (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable organisation is small.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charitable organisation is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Government Grants

Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended

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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

Operating Leases: the charitable organisation as lessee

Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Tangible fixed assets

The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the Trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts.

Computer Equipment with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Fixtures and Fittings with a value in excess of £200 are depreciated over their anticipated useful life of 4 years.

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors

Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

Cash at bank and in hand

Cash at bank and in hand include cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or openings of the deposit or similar account.

Creditors

Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

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 charitable organisation. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate allocation is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

2. DONATIONS

	31.3.24			14 month period ending 31.3.23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Individual Donations	-	-	-	15	-	15
Co-Op Community Scheme	-	1,762	1,762	-	2,613	2,613
	-	1,762	1,762	15	2,613	2,628

3. INCOME FROM CHARITABLE ACTIVITIES

	31.3.24			14 month period ending 31.3.23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
		-			-	
London Borough of Barking & Dagenham	1,135	22,814	23,949	321	23,233	23,554
Arts Council England	-	2,181	2,181	-	14,000	14,000
National Lottery Community Fund	-	1,500	1,500	-	27,247	27,247
Jack Petchey Foundation	-	1,800	1,800	-	3,000	3,000
Serpentine Gallery	110	500	610	610	6,705	7,315
Children in Need	-	33,709	33,709	-	50,701	50,701
Comic Relief	15,000	92,130	107,130	46	89,931	89,977

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

Neighbourhood Fund (NCIL)	-	10,000	10,000	-	8,333	8,333
Goldsmiths University	-	-	-	750	-	750
Thames Ward Community Project	-	-	-	-	703	703
Community Resource	-	-	-	140	210	350
Social Change Community Chest	2,760	-	2,760	-	-	-
Big Ideas Company	-	750	750	-	-	-
Albert Hunt Foundation	-	2,000	2,000	-	-	-
Workshop Fees	525	-	525	-	-	-
	19,530	167,384	186,914	1,867	224,063	225,930

4. ANALYSIS OF EXPENDITURE

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

	31.3.24			14 month period ending 31.3.23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
Charitable activities	£	£	£	£	£	£
Salary related costs	11,403	103,802	115,205	7,114	132,741	139,855
Consultancy Costs	-	2,770	2,770			
Rent and rates	3,300	3,300	6,600	1,650	6,600	8,250
Insurance	1,543	-	1,543	126	1,318	1,444
Artistic Programme	305	42,377	42,682	400	61,145	61,545
Office cost and admin	2,010	128	2,138	3	2,399	2,402
Staff Training	-	1,503	1,503	89	5,153	5,242
Recruitment	-	-	-	-	32	32
Independent examiner's fees	504	-	504	-	1,000	1,000
Accountancy, payroll and HR support costs	1,618	2,970	4,588	70	5,101	5,171
Trustee expenses	191	-	191	-	-	-
Depreciation of tangible fixed assets	5,223	-	5,223	6,331	-	6,331
	26,097	156,850	182,947	15,783	215,489	231,272

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

31.3.24	31.3.23
£	£

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

Depreciation – owned assets	5,223	6,331
Operating Leases - property	6,600	8,250
Independent examiner's fees	504	1,000

6. Trustees' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the year ended 31 March 2024 (14 month period to 31 March 2023: nil). There were Trustee expenses totalling £191 paid during the period (2023: nil).

7. STAFF COSTS

	31.3.24	14 months ending 31.3.23
	£	£
Wages and salaries	108,252	130,749
Social security costs	3,768	5,826
Pension contributions	3,185	3,280
	115,205	139,855

The average number of full time equivalent employees during the year was 2.48 (2023: 3). The average head count of employees during the year was 4.75.

8. TANGIBLE FIXED ASSETS

	Computer Equipment	Fixtures & Fittings and Equipment	Total
	£	£	£
COST			
Opening Cost at 1 April 2023	14,670	4,666	19,336
	14,670	4,666	19,336
At 31 March 2024			

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

DEPRECIATION

Opening Depreciation at 1 April 2023	9,507	4,148	13,655
Charge for the year	4,705	518	5,223
	14,212	4,666	18,878
At 31 March 2024			

NET BOOK VALUE

At 31 March 2024	458	-	458
At 31 March 2023	5,163	518	5,681

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	-	1,710
Other debtors	1,226	1,136
	1,226	2,846

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade Creditors	693	1,645
Accruals	504	1,000
Other Creditors	704	595
Income in Advance	36,445	110
	38,346	3,350

11. PENSION COMMITMENTS

GSA operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the organisation in an independently administered fund. The pension cost charge represents contributions payable by the charitable organisation to the fund and amounted £3,185 (2023: £3,280). Contributions totalling £704 (2023: £595) were payable to the fund at the reporting date and are included in other creditors.

12. MOVEMENT IN FUNDS

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

	At Conversion 1.04.2023	Incoming Resource	Resources Expended	Net movement in funds	Transfer between funds	At 31.3.24
	£	£	£	£	£	£
Unrestricted funds						
General fund	35,418	4,530	(14,543)	(10,013)	8,450	33,855
Comic Relief Core	(3,446)	15,000	(11,554)	3,446	-	-
	31,972	19,530	(26,097)	(6,567)	8,450	33,855
Restricted funds						
Children in Need	12,626	31,209	(32,974)	(1,765)	(350)	10,511
NCIL Youth Theatre	2,095	5,500	(5,779)	(279)	(1,000)	816
Global Fund for Children	3,835	-	-	-	-	3,835
Jack Petchey Foundation	1,208	1,800	(1,799)	1	-	1,209
LBBD Arts Award	3,073	19,814	(13,463)	6,351	(4,000)	5,424
RAFTs Serpentine Gallery	1	500	(501)	(1)	-	-
ACE Speak Up	4,753	2,181	(5,117)	(2,936)	(1,817)	-
Comic Relief C4L Fund	26,357	91,180	(87,225)	3,955	(388)	29,924
NCIL Diverse Communities	(1,934)	10,000	(4,659)	5,341	(150)	3,257
Co-Op C4L Fund	1,833	1,762	(2,869)	(1,107)	-	726
Comic Relief BA Fund	-	950	(950)	-	-	-
National Lottery Community Foundation - Big Weekend	-	1,500	(1,075)	425	(425)	-
GLA Civic Duty	-	750	(430)	320	(320)	-
HAF	-	-	(9)	(9)	-	(9)
Albert Hunt Foundation	-	2,000	-	2,000	-	2,000

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

	53,847	169,146	(156,850)	12,296	(8,450)	57,693
TOTAL FUNDS	85,819	188,676	182,947	5,729	-	91,548

All transfers between funds relate to approved project administration and unrestricted reserve contributions.

12. MOVEMENT IN FUNDS - continued

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

Children in Need Fund:

This fund works with a wide variety of children and young people aged up to 18 including a number of participants with a range of additional needs, providing dance and drama activities along with opportunities for socialisation.

NCIL Youth Theatre Fund:

The youth theatre provides a creative space for young people from the age of 12+ who are interested in developing their skills in theatre and performing arts in a vocational, professional setting.

Global Fund for Children:

This fund provided emergency funding to develop the charity's infrastructure in response to COVID-19, providing the means to purchase needed equipment and items, allowing us to continue to operate while remaining within government regulations.

Jack Petchey Foundation:

This fund allowed the children and young people we work with to choose a suitable and appropriate experience or equipment purchase to support their activity, including cinema/theatre tickets, VR headsets, and art supplies.

LBBD Arts Award Transitions

Commissioned by Inspiring Futures for LBBD, GSA moderated 1614 Arts Award Discover certificates for pupils across the Borough's schools.

RAFTs Serpentine Gallery

Working alongside the Serpentine Gallery and artist Rory Pilgrim, GSA participants took part in a film and provided artwork, all of which was displayed at the Serpentine North Gallery in an exhibition.

Arts Council England Speak Up:

This was designed to build on the work of LCRF Speak Up, expanding the project to include young South Asian men and creating a virtual reality asset through a series of workshops that would later be toured to schools partners alongside peer-led workshops.

Comic Relief C4L Fund:

Creative 4 Life provides mixed creative arts activities for adults with mental health issues, as well as external trips, opportunities to engage with partner organisations, and outreach activities.

Co-Op C4L Fund:

This fund has built and maintains a choir called the Valence Singers, working with a group of local mothers and providing positive social activity and performances.

Comic Relief Core Fund

This fund was awarded to assist GSA in combating the rising cost of living, providing the means to offer remuneration to salaried and freelance employees that responds to increased costs and helps to support employment of vital workers in the arts and third sectors.

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

NCIL Diverse Communities Fund:

This is intended to give GSA the capacity to effectively engage with a wider range of diverse communities from across the borough, researching the best practice for effective engagement and delivery, recruiting focus groups to advise on this process, and delivering a combined arts festival, using findings from the project to adapt GSA's ongoing activity and make it a stronger offer that will reach a wider range of communities and cultures.

Comic Relief BA Fund:

Working in association with Comic Relief, GSA delivered a series of creative workshops for BA staff members as part of the Flying Start project, focusing on team building and creative collaboration.

National Lottery Community Fund - Big Weekend:

GSA worked with a series of local community organisations including Tawhid Academy, Love Literacy, and Young at Heart, to deliver a weekend of workshops focusing on building community collaboration through artistic activity. This was held to celebrate the Mayor's Weekend and was highly successful in bringing people who had previously not engaged with us both into the community centre and in contact with GSA's activities.

GLA Civic Duties

GSA worked in collaboration with Big Ideas to deliver a creative wellbeing origami workshop, bringing together adult, child, and young person participants from across our projects and other partners in positive artistic activity. The focus of this was to improve civic engagement and community collaboration. The final outcome of an origami village was exhibited at Chadwell Heath Community Centre.

Albert Hunt Foundation:

GSA carried out a pilot project to determine the best practice for a larger project focusing on early intervention for young people with mental health issues under the title *Creative Minds*. This will be used to achieve funding and deliver a larger project in the next year.

13. RELATED PARTIES

Green Shoes Arts uses CHCC to deliver workshop activities and as office space. CHCC is owned by LBBD. While LBBD have funded GSA in the past for specific projects, they hold no controlling interest in the charity. GSA pays rent to LBBD to use studio and office space at CHCC. The charity has a commercial rolling three year lease contract with CHCC, which was renewed in October 2021, and all transactions are carried out at arm's length.

14. OPERATING LEASE

	31.3.24	31.3.23
The total of future minimum lease payments under non-cancellable operating leases are:	£	£
Due within one year	3,300	6,600
Due after one year and before five years	-	3,300

15. Prior Year Net Asset Funds

	Notes	Unrestricted Funds	Restricted Funds	2023 Total Funds
		£	£	£
FIXED ASSETS				
Tangible Assets	10	5,681	-	5,681
CURRENT ASSETS				
Debtors	11	1,136	1,710	2,846

GREEN SHOES ARTS C.I.O
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024 CONTINUED

Cash at Bank & In Hand		27,751	52,892	80,643
CREDITORS				
Amounts Falling Due Within One Year	12	(2,596)	(755)	(3,351)
NET CURRENT ASSETS		26,292	53,847	80,139
TOTAL ASSETS LESS CURRENT LIABILITIES		31,972	53,847	85,819
NET ASSETS				
FUNDS				
Unrestricted Funds	13			31,972
Restricted Funds	13			53,847
TOTAL FUNDS				85,819

GREEN SHOES ARTS CIO

England & Wales - Charity number 1197715

Accounts

REGISTERED CHARITY NUMBER: 1197715

REPORT OF THE TRUSTEES AND UNAUDITED FINANCIAL STATEMENTS OF
GREEN SHOES ARTS C.I.O

FROM CONVERSION ON 1 FEBRUARY 2022 TO
31 MARCH 2023

Green Shoes Arts C.I.O
Chadwell Heath Community Centre
255 High Road
RM6 6AS

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
CHAIRS REPORT

The past year was both a challenging and a groundbreaking one for Green Shoes Arts. After the demands of delivering online and outdoor activities during the pandemic, the company entered a phase of renewal and rebuilding. We decided to take this opportunity to review every aspect of our work and organisation with one question in mind: if we were to start Green Shoes Arts at this time, what would we do differently?

This instigated a process of transformation and development across the organisation, beginning with our transition to charitable status. Our programmes all received a thorough review and revision, reaffirming our aims and defining the charitable objectives that we would adhere to on an ongoing basis. Our website, marketing, and every aspect of how the charity presents itself to the public was overhauled and updated. Our policies, procedures, and agreements were rewritten to be sure that they were serving both us and the people we work with as effectively as possible. Finally, we revitalised and developed our office space and studio, creating a more welcoming physical space to showcase the renewed Green Shoes Arts.

This has placed us in a more resilient, better prepared position where we are able to be far more responsive to the needs of our community and to prepare for the challenges ahead. Green Shoes Arts holds a position of responsibility in our local area, and as we move forward from the challenges of COVID into navigating a cost of living crisis, we will continue to support the community around us, building on lessons learned and remaining adaptable and responsive to whatever challenges we face.

As we move through 2023 and plan the upcoming years, we do so with a revitalised organisation, a skilled and diverse board of Trustees, and a committed and synergised team. I have every confidence that Green Shoes Arts will continue to develop and grow from strength to strength, supporting and serving our community for many years to come.

A handwritten signature in black ink, appearing to read 'D. MARTIN', with a large, sweeping underline that loops around the text.

Daniel Martin
Chair

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES

The Trustees present their report with the financial statements of the charitable organisation for the period ended 31 March 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice: Accounting and reporting by Charities, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) issued in October 2019 by the Charity Commission.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name

Green Shoes Arts C.I.O

Registered Charity number

1197715

Registered office

Chadwell Heath Community Centre
255 High Road
Dagenham
RM6 6AS

Trustees

All Trustees were appointed on 31 January 2022 on conversion, except where stated.

Kevin Walton (resigned April 2023)

Mark Hill (Treasurer)

Rebecca Laughton

Ruqaiya Asim

Kelly Jones

Ingrid Robinson

Daniel Martin (Chair)

Jennifer Cumming (resigned November 2022)

Michael Paulin (appointed April 2023)

Molly Kennedy (appointed November 2022)

Staff

Sam Miller	Artistic Director
Kirsty Cherrett	Creative Programmes Manager
David Paulin	Creative 4 Life Project Manager
Robin Paley Yorke	Speak Up Project Manager
Lotte Sartain	Creative 4 Life Project Coordinator/Arts Awards Coordinator
Verona Smith	Administrator & Youth Theatre Leader

Independent Examiner

Smith Inglis & Tait
1 Augingramont Road
Hamilton
MK3 6JP

Bankers

The Co-operative Bank PLC
PO Box 250
Skelmersdale
WN8 6WT

**GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES**

Registration

Green Shoes Arts C.I.O (GSA) was registered as a charitable organisation on the 31 January 2022. All assets and reserves were transferred from Green Shoes Arts C.I.C on this date. Green Shoes Arts C.I.C has now ceased to trade.

Objectives and Activities

The objects of Green Shoes Arts (GSA) as set out in its governing document are:

(1) To advance, improve, develop and maintain public education in, and appreciation of, the arts in all its aspects by any means the Trustees see fit, including through workshops and the provision of a youth theatre.

(2) To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society through the use of art therapy and art-based projects.

For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards); crime (either as a victim of crime or as an offender rehabilitating into society).

Summary of the main activities in relation to those purposes for the public benefit

GSA delivers high quality arts projects for the community of Barking & Dagenham, enabling people of all ages and backgrounds to access and engage with a wide range of creative and artistic activities. Our primary aim through this work is to benefit the physical and mental well-being of our participants. We believe that artistic and creative activity provides huge benefits to well-being and personal development.

Activity takes the form of weekly arts sessions and one-off projects. We are well networked with other local providers and support a cohesive strategy for the borough.

We work with people from Barking & Dagenham and the surrounding area, with a focus on offering opportunities to disadvantaged and vulnerable young people and adults with lived experience of mental health issues, physical and learning disabilities, and social deprivation. All our services are free of charge. We aim, where possible, to work with facilitators who represent the Borough's diverse communities and who have lived experience of the challenges faced by our participants.

We listen to, respond to, and support the needs of our community, working to see positive change through participation in the arts and adapting our activity in response to our participants' changing needs. Our primary aims are to improve access to and interest in the arts, finding creative ways to nurture the artistic potential of our community, and to increase the wellbeing of the people we work with. We endeavour to combine these aims through positive, holistic creative activity that improves the wellbeing and happiness of our stakeholders and participants. To achieve this, we continually improve our knowledge base of what areas of practice are most effective at combating the challenges faced by our participants, and what impact our work is having. We also collate data to learn who we are reaching in terms of the diverse communities of Barking & Dagenham, improving our ability to reach less represented groups. We collect ethnographic and social deprivation data from our participants and compare this to the cultural/ethnic makeup of the Borough as a whole. GSA uses the knowledge gained to inform outreach and engagement strategies, ensuring that we are reaching those with greatest need and finding innovative ways to include less represented communities. All findings are added to our existing knowledge base, discussed in staff and Board meetings, and used to inform future decisions. Every project is created in response to a specified need through consultation with participants and stakeholders and is vetted by the Board before approval.

We use marketing and engagement to ensure that we are reaching as diverse a demographic as possible, analysing our attendance data and adapting our approach to reach less represented communities. We combine

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this with an extensive programme of outreach workshops and external events, providing positive creative activity far beyond our base in Chadwell Heath. This approach has led to a significant increase in our number of participants over the past two years and to multiple new sessions being created across all our projects.

As per the below statistics Barking and Dagenham is one of the most disadvantaged local authorities in the country and is especially vulnerable to the cost-of-living crisis, ranking first most vulnerable in London and fourth most vulnerable in the UK. On Census Day, Barking and Dagenham ranked as having the most deprived households in England and Wales (LBBD State of the Borough 2022)

Children & young people in Barking and Dagenham are some of the most disadvantaged in the country, facing multiple & complex disadvantages. Child poverty is one of the highest among the London boroughs, where 46% of the children live in households within poverty (Trust for London 2021).

The proportion of the working-aged population on out-of-work benefits in Barking and Dagenham is the highest in London at 16.7% (Trust for London 2021).

Barking and Dagenham had the highest rate of domestic abuse offences in London in 2016/17 at 16.1 per 1,000. This is higher than the London average of 12.1 per 1,000 (LBBD.gov.uk, 2022).

6.0% of respondents in Barking and Dagenham reported having a long-term mental health condition; this could include both 'common' and 'serious' mental illnesses (GP patient survey 2018). There is an ongoing mental health crisis in the Borough, with an '8.1% increase in mental distress in 2020' (Equality Challenges in Barking & Dagenham 2020/21).

Acknowledging and responding to this deprivation, we use creative activity to improve the community of Barking and Dagenham's condition of life in the following ways:

- Our projects provide a means for socially deprived participants to engage in free structured social activities on a weekly basis, forming positive friendships and relationships and improving their conditions of life.
- We create inclusive projects that allow people with lived experience of mental health issues or disability to take part in artistic activities which they would not otherwise have access to. This improves their quality of life by allowing them to engage in social activity, develop their skills and knowledge, achieve a sense of accomplishment through artistic expression, and improve their ability to participate in society.
- In improving both our participants' artistic and creative skills and their knowledge of the creative industries, we provide them both with a means of self-expression and skills which increase their employability, both in the arts and in unrelated fields.
- We provide early intervention mental health support by carrying out creative projects which improve confidence, boost self-esteem, and give participants a sense of accomplishment. Workshops provide a safe and supportive space for discussions surrounding mental health challenges. This increases our participants' mental and emotional resilience, supports positive coping mechanisms, and decreases stigma.
- We provide positive, skills-oriented social activity for children and young people, creating a safe space for young people to socialise in a positive and constructive manner, addressing the challenge of 'lost hours' between school and home.

Current Green Shoes Arts participants have said:

"Arts sessions I attended were special because I got to know and care for many of the other participants in the group and felt wanted, that I belonged somewhere." (Participant A)

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'I can't imagine where I would be without Green Shoes Arts. I never used to go out and have made loads of great friends from the sessions, and through volunteering have been given a chance to improve my skills and feel more useful.' (Participant B)

'[Arts sessions are a] natural healing process, just being yourself and interacting with others who get where you're at'. (Participant C)

Our current key activities are:

Speak Up

Speak Up was created in response to a young Black male participant's statement: 'I can't talk about mental health at school, or at home, and I wish there was a safe place for me to talk about this'. Initially funded by the London Community Response Fund to work with young Black men, and later by the Arts Council England to work with young Black and South Asian men, Speak Up delivers combined arts activity across schools and PRUs to create a safe, resilient space for participants to discuss mental health. This project will culminate in a series of peer-led workshops, working with both schools and community groups, during which participants will share their experiences and knowledge to a larger group of young people.

Children's Activity

Our children's activity is funded by Children in Need and delivers drama and dance workshops to children from a variety of schools in our community, with a high proportion of participants with additional needs. Each block of activity culminates in an informal sharing with friends and family, and the focus is very much on positive play, social activity, and promoting participant happiness.

Young Actor's Club

The Young Actor's Club is GSA's youth theatre, funded by the National Community Infrastructure Levy. It creates a supportive, yet rigorous learning environment for young people from a wide variety of backgrounds to learn theatre-based skills and engage in performance opportunities, exploring routes to careers in stage and screen as well as increasing their confidence and ability to express themselves.

Creative 4 Life

C4L is GSA's adult programme, working with adults with mental health issues. Initially funded by the National Lottery Community Fund and now funded by Comic Relief, C4L has worked with hundreds of participants over the last 5 years. C4L provides combined arts activity, routes for progression, and opportunities for positive social interaction; with an overarching aim to improve the mental wellbeing of all participants.

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Guidance on Public Benefit and Decision Making

We regularly review our aims, objectives and activities. This review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. The review also helps us ensure our aim, objectives and activities remain focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

GSA's governing document lays out the parameters for who the organisation will work to benefit, and the work it delivers to do this. This information forms the basis for strategy documents, outlined by senior management and approved by the board. This document is referred to before project proposals are suggested.

In determining whether GSA should carry out a project or work with a group of people, the Trustees discuss each potential activity. This discussion is framed through a series of questions and criteria, all in regard to the public benefit:

- Does the project benefit the people of Barking & Dagenham and the surrounding area?
- Is there a clear and demonstrable need for this project, evidenced through conversations with participants and community members?
- Does the project work with people who would not normally have access to this activity through any other means?
- Will the project improve participants' quality of life, employability skills, mental or physical health, or general wellbeing?
- Are the people who will benefit from this activity in any sense vulnerable or disadvantaged, either through social exclusion or deprivation, or because of mental health issues, physical disability, or any other reason?
- Is the cost of carrying out the work and the impact on staff's capacity reasonably balanced in terms of the amount of people that the activity will benefit?
- Does the work fit within our charitable purposes?
- Do partner organisations have necessary policies in place to ensure the safeguarding of participants?
- Do partner organisations have charitable purposes which align with the charitable purposes of GSA?

Achievements and Performance

GSA has had a very productive year, following the adaptation of our programmes as we emerged from lockdown, applying lessons learned over the previous years, and ensuring that we're able to support our community as they face the challenges of a cost-of-living crisis. During the pandemic, GSA adapted to an entirely online delivery model and as restrictions eased, began to adopt a hybrid approach, offering a range of online, in person, and combined activities. A number of the people we work with have ongoing health issues or are immunocompromised, which meant that we were obliged to take a very slow approach in returning to in person delivery. However, when delivering online workshops we learned that a large number of people in the Borough have always been unable to attend our in person sessions due to physical disability, mental health challenges, medical issues, carer responsibilities, or a combination of the above; and consequently we were able to reach some people with online provision who had previously been unable to access our programmes. Our online activity became a vital lifeline for participants, with people frequently telling us that this was their only social activity of the week. Upon returning to in person sessions and the easing of Government restrictions, we decided to continue to

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offer online provision to ensure that these people we had identified were able to continue to participate. This is especially relevant for our Creative 4 Life sessions, as a number of these participants are unable to attend due to both physical disability and mental health issues.

Initially, we offered hybrid sessions, with a facilitator leading either in-person or online and participants joining both in person and via Zoom. While this allowed us to reach a potentially larger number of participants, this approach came with its own challenges; it was very difficult for facilitators to engage equally with both in-person and online participants, and it was very challenging to have conversations without some voices being drowned out. We adapted our approach in response to these lessons, and now offer separate online and in-person sessions to ensure that we reach everyone who needs to access our services.

Following the appointment of the new Artistic Director in March 2021, a general overhaul of all our processes was undertaken. This involved a number of significant developments in the management of GSA:

Our Board of Trustees now includes specialists in finance, law, marketing, and safeguarding; with additional skills in working with refugees, people with additional needs, and members of the LGBTQIA+ community. In addition, our board became more diverse, with members of the Black Caribbean and Muslim communities, and those with disabilities now represented, along with the existing LGBTQ+ representation. We also now have a range of ages, with our youngest Trustee aged 21 and who is also visually impaired, providing valuable knowledge in terms of reaching and supporting that community. A future target is to develop both adult and young person steering groups within the organisation, with representatives of these steering groups attending board meetings and potentially becoming Trustees.

It was identified that while the previous GSA vehicle did the work of a charitable organisation, it was a CIC and therefore liable to pay corporation tax. This meant that each year it was necessary to raise funds specifically for the purpose of paying a significant tax bill, which is clearly not ideal. GSA has now become a Charitable Incorporated Organisation (CIO) and this has the benefits not only of removing this tax liability, but also opening up additional funding streams, including the receipt of donations.

GSA's website had been built some time ago and updated in a piecemeal fashion by a number of different individuals, without a clear overarching vision. It was difficult to navigate and full of broken links and obsolete information. A web designer was hired to rebrand the organisation and build a new website, which has already been proven to be far more effective in terms of engagement. This rebrand was also applied to social media, with a coherent strategy created and applied to online engagement. Staff are now receiving appropriate training in updating the website, while ensuring that it maintains a unified style.

A financial review was carried out between January - March 2021. GSA has always been reliant on project funding and at one point during the pandemic became effectively insolvent. This was addressed by uplift funding which brought the balance of unrestricted reserves into the positive again, but this was still an issue. Due to underspends on some funds and positive relationships with the relevant grant managers, GSA had sufficient resources to continue operation for around one year at this point, but it was recognised that had this not been the case GSA would again have been effectively insolvent within 3 months.

GSA finances have, in the past, been less organised than would be ideal and this has made it very challenging to effectively plan and forecast. It was recognised that a complete overhaul of GSA finances was necessary, with a complete rebuild of our financial structure in such a way to prevent further issues going forward. GSA has never previously been in a position where we have been able to effectively build long term plans, and solid financial management will now give us the means to plan strategically.

This overhaul has now been completed, and GSA has comprehensive, accessible, and accurate management accounts. These are regularly reviewed by the Artistic Director, Finance Manager, and Board of Trustees, with a finance sub-committee taking specific responsibility. This means that GSA is now in a position to plan effectively and begin to rebuild unrestricted reserves after the challenges of the pandemic, and we have created and are implementing a reserves policy to ensure that we are prepared for future challenges. While the current funding climate can mean that achieving stable core funding is difficult, the charity is now well placed to successfully apply to a wider variety of funders, with a greater focus and skillset within the organisation.

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Over the same period, GSA undertook a programme of staff development and training. This encompassed a number of skills designed to improve our ability to work with vulnerable individuals from a variety of backgrounds, with safeguarding and accessibility training delivered across the team. In February 2022 every member of the core team received Mental Health First Aid training, and in March 2023 every member of the core team received training in building a trauma-informed practice from Kazzum Theatre Company, which, combined with our ongoing safeguarding training has had a tremendously positive effect in terms of our ability to support our service users. We have also instigated regular staff supervisions, which have been very effective at identifying areas for development and in improving staff happiness and wellbeing; and regular clinical supervision sessions with an external therapist to support staff wellbeing with regards to the challenges of working with people who are experiencing mental health issues.

In conjunction with this commitment to staff development and wellbeing, a flexible working policy was adopted recognising that staff are able to work effectively from home in a largely self-guided capacity, and that GSA trusts all staff to do their jobs effectively without constant supervision. This includes a commitment to not contacting staff when they are not working for GSA, in order to help preserve a healthy work/life balance. Each core staff member's job description was examined and rewritten to effectively include every aspect of their role; in some cases with additional responsibilities included to reflect staff member's expressed desires for development and experience in areas such as project and budget management. Each core staff member receives an increase in salary of at least 5% each April to reflect the increased cost of living, and we increased two staff members' salaries to ensure that they surpassed the London Living Wage.

It was identified that many of our policies were either out of date, or in some cases nonexistent. The Artistic Director reviewed and wrote or rewrote all policies, consulting with both Trustees and members of LBBD's mental health and safeguarding teams to ensure that everything was relevant and up to date. These have now been written and reviewed by the board and GSA is in a far stronger position than previously, with coherent policies that are reviewed on an annual basis.

GSA is based at Chadwell Heath Community Centre (CHCC). GSA and CHCC have a positive working relationship, sharing resources and skills, and there is a recognition that GSA is the resident arts organisation. We have built positive reciprocal relationships with all other organisations that use the building, offering workshops to support their activity and to further achieve our charitable objectives by reaching a wider cross-section of our community.

As an additional priority, it was recognised as important to rebuild GSA's finances after the challenges of the pandemic. This has led to some funding success, with significant funds being awarded by Children in Need and Comic Relief. Smaller funding applications that were successful include Arts Council England and NCIL (National Community Infrastructure Levy). This means that GSA's core activities have sufficient funding to continue for around a further two years. While additional core funding success will be needed to continue our operations, we are now in a stronger position than previously.

As a borough that under any circumstances experiences an unusually high number of challenges and issues with deprivation, LBBD was hit particularly hard by the pandemic. We have experienced this in terms of increased numbers of referrals from social prescribing partners, and from what we have been told by pre-existing participants. We have observed an unusually high degree of mental health crises in our adult participants over the past year and feel that our work has never been more needed. We have increased our number of social prescribing referrals by building positive relationships with partner organisations, and by offering creative workshops to link workers, improving their knowledge of our services and increasing the likelihood of referrals to our activities.

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We rigorously evaluate all activity, ensuring that our projects are having the maximum impact for our participants and stakeholders. We do this in a number of ways:

- In-session evaluation, with participants providing a self-evaluated wellbeing score at the start and close of workshops
- Artist Observational Questionnaires, where practitioners report on notable successes or challenges within workshops
- External evaluation consultants, who provide an objective overview of the impact of our projects and suggest learning points
- Constant communication with funders on targets achieved and adaptation of projects based on feedback and learning points
- Participant questionnaires and focus groups, providing vital information about our activity from the perspective of the people we work with
- Case studies of participants, tracking their journey and highlighting both positive and learning points
- Extensive funder evaluations for each project, reporting on the impact of our activity

We maintain close relationships with our funders, with representatives regularly attending Green Shoes Arts sessions. Recently, GSA was featured on both BBC London and BBC Radio London as part of Children in Need's publicity, and featured in a Comic Relief film created for potential funders.

GSA works closely with a wide range of organisations across the borough to ensure both that we reach as wide a variety of people as possible, and that we positively impact the conversation surrounding the needs of our community to as great an extent as we are able. We are strongly embedded in the Borough's cultural life with a well-developed network of collaborative partnerships.

Our partnerships with other artistic and creative organisations include Studio 3 Arts, Creative Barking & Dagenham, Barking & Dagenham Youth Dance, Create London, Queens Theatre Hornchurch, the Broadway Theatre, Everyone Everyday, and the Serpentine Gallery. We signpost participants to these organisations' activities and exhibition/performance opportunities.

Our partners in working with people with mental health issues include Havering Mind, Imagine Mental Health, Richmond Fellowship, North East London Foundation Trust (NELFT) Talking Therapies, Help Us Bounce Back (Hubb) Support Group LBBB Social Prescribing Network, and Inspired Minds. We receive referrals from these partners, offering a creative complement to the work they are doing with their clients.

We engage with faith-based organisations in order to reach a wider demographic, and are currently developing relationships with On the Rock International Church, City of Faith Ministry, and Tawhid Academy.

We have close relationships with Sydney Russell School, Warren School, Dagenham Park School, Riverside School, and Trinity School (SEND), while maintaining positive working relationships with a further seven schools across the borough.

GSA core staff are highly active in a variety of external partner and stakeholder groups, including the Social Prescribing Network, BD Collective, and the Cultural Partnership Group. The Artistic Director is part of the BD Collective Leadership Team and a member of the Social Prescribing Community Chest Steering Group, and is currently leading the BD Collective Children and Young People's Network.

Here follows a summary of GSA's projects, with a brief overview of their history and significant developments and achievements over the past year.

Speak Up

Speak Up had a challenging start, as the programme was originally designed to begin with a series of engagement workshops in schools, youth clubs, and pupil referral units. However, due to the pandemic this was not possible and the project was moved online, with a significant challenge being the lack of an opportunity to engage or recruit participants. Despite this, Speak Up ran online over the pandemic in a more limited capacity, providing combined arts activities to young Black male participants. As restrictions relaxed and with the injection of additional funding from the Arts Council England, Speak Up was able to begin the full planned delivery of in-person workshops in

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schools. These again took a combined arts approach, with the focus being on providing a positive space for participants to discuss issues relating to mental health. Feedback from schools was very positive in terms of the impact on pupils' wellbeing.

Following this, we ran two Virtual Reality intensive week-long workshops. This provided participants with the means to create virtual safe spaces, creating 3D art installations. Following this, the project will deliver a series of peer-led workshops, facilitated by Speak Up participants.

During the February intensive workshops series, participants also toured the Becontree Estate and created a virtual response to their hopes and ideas about its future, as part of borough-wide celebrations of the estate's centenary. We are now finalising Speak Up activity and planning a larger project to effectively support children and young people with mental health issues through positive creative activity.

Children & Young People (ages 8-12) During the pandemic, our Children in Need-funded activity found it challenging to attract participants. LBBD has a high degree of digital deprivation, and many households only have one device, which is frequently a phone rather than a laptop or computer. As a consequence, while we were able to provide some activity during the pandemic, it was once we were able to relax restrictions that the project regained its original scope. We now run drama and dance lessons for children aged 8-12, and each group is fully subscribed with a waiting list. An increasingly large number of the children we engage with have additional needs, and a target is to create a session that specifically works with these children. We deliver a large number of outreach activities to external groups such as Barking & Dagenham Young Carers, and will be delivering activities for Love Literacy, a local Black Caribbean group supporting literacy with young people; and Tawhid Academy, an Islamic school that works across the borough.

The majority of participants have challenges including economic deprivation, SEND or learning difficulties, and 80% of participants report an improvement in their mental health from taking part in our workshops.

Young Actor's Club (ages 13-18)

GSA created a new youth theatre this year, with the working title of the Young Actor's Club (YAC). This is designed to teach young people the skills they need to focus on potential careers as performers, with a strong emphasis on building skills for both performance and life. Initially funded by NCIL, YAC is led by a staff member who is a young mixed-ethnicity woman from the local area and is deliberately representative of the views and ideas of young participants.

YAC participants are recruited through a series of outreach workshops, most notably in conjunction with Sydney Russell School and Warren School, but also with partners such as Future Youth Zone. The initial activity culminated in a scratch performance at the One Borough Festival. Following this, National Youth Theatre delivered workshops to recruit for their upcoming Emerge programme. The purpose of all this activity is to help provide as wide a range of opportunities as possible to participants.

YAC received additional funding from the NHS Social Prescribing Community Chest to open a new session in response to increased numbers of participants and to help us attract social prescribing referrals, offering positive activity for young people who are experiencing low-level mental health challenges including anxiety, depression, and social isolation. In our most recent evaluation, 66.7% of participants said that their self-perception of worthiness had increased, 33.3% said that their self-perception of happiness had increased, and 66.7% said that their self-perception of anxiety had decreased.

Creative 4 Life

The Creative 4 Life (C4L) programme provides a range of multi-arts opportunities to adults experiencing mental health issues, including participatory workshops, performances and events.

It was challenging to reboot the project following lockdown. While we were able to provide online workshops, this did come with additional issues, as detailed above. Many participants experienced a considerable amount of anxiety about returning to in-person sessions. This transition began with hybrid workshops, with a facilitator leading in an in-person or online capacity, and participants joining using both methods. While this did allow us to provide session activities for a wide range of people, it was difficult to deliver hybrid workshops effectively.

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Participants struggled with technical issues throughout, and the task of essentially leading two groups at once was deemed to not be the best course of action. This process of transition and learning took place from April to December 2021. The year culminated with a Winter craft market, where facilitators were invited to deliver taster workshops while participants showcased work created over the course of the previous few month's sessions. This was effective at including participants in the decision-making process in regards to delivery from January 2022 onwards.

During the January to May 2022 period the programme successfully delivered a series of workshops and one-off events. While an underspend had been noted due to the difficulty of delivery during lockdown, the National Lottery Community Fund were very understanding, allowing us to use excess funds to deliver a larger scheme of activity than usual. This in conjunction with reduced Government COVID-19 restrictions allowed the programme to offer the widest range of activities delivered up to that point. Sessions continued in-person, with safety procedures in place in line with Government guidance. Alongside this, we continued to offer online workshops in order to allow our work to be accessed by those facing prolonged isolation. All in-person workshops were now held at the company's permanent base, Chadwell Heath Community Centre, which led to further strengthening of the links to the community which both the centre and Green Shoes Arts serves.

This period of workshops provided a diverse offering of a combination of in-person/online weekly workshops, outreach sessions to create new connections throughout the borough, group trips to galleries and shows, the publication of a book of participants writing, an original song written and performed by participants and a sharing event, in which participants performed a selection of pieces for an invited audience. This included partners who have been valuable in terms of providing progression opportunities for some participants such as Graeae Theatre Company, Cardboard Citizens, and National Youth Theatre.

Following the completion of our National Lottery Community Fund project, we were successful in achieving funds to continue and develop the project from the Comic Relief Walkers Smiles Fund. This allowed us to employ two staff members, a Project Manager and a Project Coordinator; and to continue to expand our activity. This now comprises sessions not only at our studio in Chadwell Heath, but also at Thames Community Hub, allowing us to reach people who have not previously been able to access our services. While we continue to offer specific sessions in a wide range of activities including ceramics, henna art, African drumming, music, and visual arts to name but a few - both in person and online - we also hold a session called Creative Cafe every Monday which provides a wide range of activities in a positive social space, acting as an introduction to our wider sessions for participants who might otherwise be unwilling to participate. This session has been a huge success and is now our most popular workshop.

A full and extensive external evaluation report was carried out on C4L by Dr. Barbara Brayshay. We have been incredibly heartened to read of the positive benefits of the project and also to find key learning points which have already begun to be implemented into the new iteration of C4L. The summarised findings are as follows.

92% of respondents felt lonely before joining C4L

84% of respondents felt less lonely after joining C4L

96% of respondents felt a little or not connected to friends or family before joining C4L

84% of respondents felt C4L helped them connect to friends or family

80% of respondents felt a little or not confident before joining C4L

87% of respondents felt more confident as a result of joining C4L

56% of respondents did not feel good about themselves before joining C4L

92% of respondents said joining C4L has made them more confident

Arts Award Transitions

GSA was employed by the London Borough of Barking & Dagenham (LBBD), through Inspiring Futures, to oversee and moderate the delivery of Discover Arts Awards to the Year 7 intake across 8 schools in LBBD. The

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aims of Transitions were to help pupils adjust to their new school environment, and to introduce an interest in arts and culture.

GSA staff supported teachers to deliver Discover Arts Awards to their Year 7 cohort through online meetings, in person meetings and phone calls. Discover Arts Awards are accredited by Trinity College London and successful students received a certificate. These were awarded in a series of celebration assemblies led by school partners and facilitated by GSA staff. LBBB funded the programme, charging schools £3.50 per pupil to take part in the project, which contributed to assessment, coordination, and certification fees. Trinity College London offered a mass discount of £2.20 per pupil due to the large number of pupils put through the award by the Borough.

In total, 1,613 Discover Arts Awards were successfully delivered across LBBB in 2021/22, which represents the highest number of awards given to a Year 7 cohort nationally. In 2022/23, this number increased to 1,790. In addition to supporting the delivery of the Transitions programme, GSA carries out a large amount of school engagement, leveraging the project to improve relationships with school partners. This has led to a large number of positive relationships with local schools, which has proven to be very helpful in terms of publicising our children and young people's programmes. Through this approach, we deliver multiple outreach workshops on a regular basis, aiding recruitment for our children and young people's programmes.

RAFTS

The Serpentine Gallery, in conjunction with New Town Culture, commissioned Radio Ballads, four bodies of work created through collaboration with social workers, carers, organisers, and residents. These explored stories of labour, and who cares for who and in what way.

Over three years, artists Sonia Boyce, Helen Cammock, Rory Pilgrim and Ilona Sagar were embedded in social care services and community settings in the London Borough of Barking and Dagenham. This exhibition, shown simultaneously at Serpentine North (31 March – 29 May 2022) and Barking Town Hall and Learning Centre (2-17 April 2022), presented new film commissions alongside paintings, drawings and contextual materials that shared each project's collaborative research process. During this period, artist Rory Pilgrim worked with GSA participants collaboratively to create artwork, with their work being included as part of the final exhibition. The positive impact on the wellbeing of GSA participants was immense, with those who took part experiencing a considerable boost in their confidence; while other participants expressed a perception that their limits had been increased and that more things were open to them than they had previously believed.

RAFTS has continued to develop as a project with an international tour and a live event, with GSA participants involved, performing, and exhibiting at every stage. At the time of writing, RAFTS has been nominated for the Turner Prize.

Reaching Diverse Communities

GSA was successful in achieving NCIL funding to improve our capacity to reach more diverse communities. This project will take place in three stages. Stage One: Outreach will engage with a wide variety of organisations that represent as wide a range of communities and cultural backgrounds as possible, seeking to carry out positive activity within these communities and identify suitable individuals who could act as representatives of their communities. This stage will culminate in a series of focus groups comprising these representatives, and GSA will use this to determine the best practice for providing future activity. Stage Two: R&D will involve collating all collected information, using this to effectively plan for Stage Three. Stage Three: Delivery will involve the creation of a combined arts festival, with activity being informed by the findings from Stages One and Two, inviting new audiences and participants to take part in a series of creative workshops specifically designed to appeal to members of less represented groups. GSA will use the findings from all stages to adapt our ongoing activity, ensuring that our workshops remain relevant and attractive to a wider and more diverse audience. We will also use the networks and contacts created through this project to improve our ability to recruit facilitators from less represented groups, increasing their skills and developing a more diverse workforce and participant base.

Comic Relief Cost of Living Uplift Fund

Through close communication with Comic Relief, who fund Creative 4 Life, we identified a challenge in that our staff and facilitators were experiencing difficulties in responding to the cost-of-living crisis. This opened a conversation with Comic Relief regarding the increased challenges for people working in the Voluntary,

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Community, and Social Enterprise (VCSE) sector, as acquiring funds for indirect and core costs is increasingly difficult and competitive, creating considerable risks for smaller arts organisations such as GSA. In order to respond to these challenges and to allow GSA to offer facilitators and core staff remuneration that reflects the increased cost of living, Comic Relief awarded GSA a core cost grant of £15,000.

Mayor's Community Fund

GSA were awarded £1500 to carry out activities for the Mayor's Community Weekend, funded by the National Lottery Community Fund. We used this as an opportunity to connect more with our wider community with whom we share CHCC, offering bespoke workshops to a number of groups. With Young At Heart, an organisation working with elderly people, we delivered a session in chair yoga, providing light movement for older people to improve flexibility and mindfulness. With Love Literacy, a Black Caribbean group focusing on improving literacy in young members of their community, we delivered a poetry workshop where young people wrote poems inspired by Windrush as part of their Windrush Day celebrations. These poems were then shared with an invited audience including the children of Windrush passengers. With Tawhid Academy, an Islamic school addressing the small number of madrasahs in the local area, we delivered a workshop on Islamic art and mosaics, with young participants creating their own paper collage mosaics. We then delivered two additional workshops in mandala drawing and ceramics, working with a wide cross-section of people from all backgrounds in the local area. Over the weekend we worked with around 60 community members, receiving very positive feedback and building positive relationships with all external stakeholders.

Jack Petchey

GSA is proud to receive funding from the Jack Petchey Foundation, which we use to provide positive experiences for the children and young people we work with. We use these funds primarily to organise field trips for the young people who attend our drama sessions, attending performances of *Come From Away* and *Gone Too Far* over the past year. Participants have told us that these offer a unique opportunity for them to have enriching experiences that they would not normally have access to. We also use these funds to provide resources in the form of textbooks and playscripts, which hugely improves our ability to provide positive drama tuition at a high level for our young participants.

Thames Ward Community Project

As part of our ongoing commitment to outreach to all communities and areas of the borough, GSA carried out a series of visual arts workshops for community members who are part of Thames Ward Community Project. The focus of these was to provide positive activity that would help build a sense of confidence in participants, to combat social isolation through this activity, and to foster a strong sense of community cohesion amongst all participants.

Co-op Community Fund

GSA is a Co-op Community Fund Local Cause, which means that local residents who shop in Co-op stores are able to nominate us as a good cause and donate a portion of their shopping cost. This has provided us with the opportunity to build a local choir called The Valence Singers, a group of local mothers who meet once a week for singing tuition, carrying out performances as part of celebrations associated with Valence Primary School. Through this, we have successfully engaged with a part of the community who frequently suffer social isolation, in some cases incorporating participants and their families into our wider activities.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES

Structure, Governance and Management

Remuneration

The company operates a remuneration policy whereby salaries for all directly employed staff are benchmarked against salary levels in the sector on an annual basis and any increases are calculated to account for the financial performance of the organisation.

The average employee headcount during the financial year was seven and the average number of employees (full-time equivalent) was three. No employees earned in excess of £60,000 and the total remuneration paid to the key management personnel during the year was £96,071. During the period the Trustees received no remuneration.

The organisation was originally established as a Community Interest Company, incorporated on 5 January 2009. In order to more closely reflect the nature of the organisation's work, it was registered as a Charitable Incorporated Organisation on 31 January 2022. The charity was established under a Memorandum of Association which established the objects and powers of the CIO and is governed under its Articles of Association. If the CIO is wound up, the members of the CIO have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Trustee selection methods

Trustees are recruited in regard to their position in the local community, their specific skill set, and/or their direct knowledge and experience of the CIO's work. One Trustees is a current participant. Trustees are required to supply a list of their skills and experience and are assigned to sub-committees in order to focus on specific areas of concern, for e.g. Finance, Safeguarding, or Health & Safety.

Organisational structure and management

The Trustees delegate the day-to-day management of the company to the key management personnel, currently the Artistic Director and Creative Programme Manager. The Trustees are responsible for ensuring that management staff's decisions are in accordance with the company's objects and legal framework. Long-term organisational strategy is the joint responsibility of the Trustees and the management staff. Trustees are responsible for ensuring that this strategy is in accordance with the company's objects, and for overseeing the effectiveness of this strategy. Trustees may be appointed at any time. New Trustees are provided with an induction pack outlining their roles and responsibilities as Trustees of the charity. They are provided with and are required to read the company's governing documents and policy documents. Trustees meet on a quarterly basis.

Related Parties

Green Shoes Arts uses CHCC to deliver workshop activities and as office space. Kevin Walton, a former Trustee of GSA, is also Chair of CHCC and recused himself from discussions related to CHCC while in post. CHCC is owned by LBBD. While LBBD have funded GSA in the past for specific projects, they hold no controlling interest in the charity. GSA pays rent to LBBD to use studio and office space at CHCC. The charity has a commercial rolling three year lease contract with CHCC, which was renewed in October 2021, and all transactions are carried out at arm's length.

Financial Review

Principal funding sources:

Green Shoes Arts C.I.O received income of £228,558 in the period, of which £226,676 represented restricted funding, relating to the National Lottery Community Fund Creative 4 Life Fund £27,247, Children in Need £50,701, Arts Council England Speak Up £18,000, London Borough of Barking & Dagenham Arts Award Transitions £18,484, Serpentine Gallery RAFTS £6,705, Jack Petchey Foundation £3,000, Co-Op C4L £2,613, Comic Relief C4L Fund £89,931 and the Thames Ward Community Project £703. Expenditure in the year totalled £231,272 of which £215,489 related to restricted project funding.

Funds available:

The reserves held at 31 March 2023 are £85,819. This includes unrestricted funds of £31,972.

The Trustees are confident that the charitable organisation can continue to meet its liabilities as they fall due for

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES

the foreseeable future and that the accounts should be prepared on a going concern basis.

Reserves policy

The Reserves Policy aims to maintain reserves at the minimum level required to manage risk, support organisational resilience and enable investment in development. This supports strategic financial management and accountability. The reserves policy is reviewed at least annually by the Board of Trustees.

The charity's reserves will ensure that the charity has the ability to manage unforeseen events that affect its financial health and not to fall below the level that would put the charity at risk of demise, or breach of the law or its obligations. The Trustees have set a target reserve level with a minimum target of three months' expenditure and an additional three months' salary for the Artistic Director to be used to secure funds to continue the operation of the charity should the charity be near insolvency, or to be used should the charity be required to wind-up in a legally responsible manner. This level has been calculated at £35,000. As of 31 March 2023, unrestricted reserves were slightly below that level at £31,972. Measures are in place to increase reserves back up to the policy level.

Risk management

The Board of Trustees, with the Artistic Director and the staff team, keep organisational risk under review and mitigate risk with a range of measures including: insurance, planning, performance monitoring, policies and procedures. A Corporate Risk Register for the monitoring of strategic risk is being prepared by the Board and will be reviewed annually. Programmes are mainly run with funding secured in advance to ensure that any income risk is well managed. Residual risk is assessed and informs the Reserves Policy, which includes financial and non-financial risks. To meet contractual and legal obligations and deliver operational objectives, the Board agrees the broad annual programme, plans and budget, and monitors performance during the year. The Trustees have identified the following to be the key risks to the organisation along with the mitigating actions to be undertaken:

Risk	Mitigating Action
Funding of the Organisation	GSA will continue to develop the programme in a way that diversifies its income from a range of funders including trusts & foundations, statutory funders and earned income from consultancy. All project funding contains an element to cover core costs. Close monitoring of reserves by the Board and a clear Reserves Policy helps to build investment potential with targets for building reserves for key purposes. The Board have appointed a Treasurer (trustee role) to support the Artistic Director in managing funds including close cost control. The Business Plan is currently being developed and will incorporate an Income Generation Strategy for continual securing of funds.
Loss of Key Staff	GSA will aim to invest in its staff and consider succession planning and resilience in its policies and processes including a Business Continuity Plan. We offer an appropriate level of salary and flexible working arrangements. Salaries are benchmarked across the sector and staff receive above statutory minimum annual leave entitlements. Annual training budgets provide continual CPD. Role design considers succession planning and legacy. Documentation of processes and projects enable smooth transition between staff for successful handover/team working. Clear recruitment processes and a recruitment policy ensures quality replacements when required.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES

Risk	Mitigating Action
Safeguarding and Health & Safety	The organisation has appropriate Safeguarding Policies and highly experienced, well-trained staff. Using advice from other local experts including the CVS, local Council and Board members in highly skilled professions such as law, finance, marketing, and local Council, the policy incorporates safer recruitment processes for staff, volunteers, trustees and contractors. Training and DBS checking is repeated every 3 years at a minimum. All core staff receive appropriate Safeguarding, Mental Health First Aid, and Trauma-informed Practice training. All activities are risk assessed and appropriate mitigating actions are incorporated in line with the organisation's Health & Safety Policy
Staff wellbeing & management of remote working	The organisation has office premises at Chadwell Heath Community Centre and staff work from home or in remote locations in the community with limited supervision. GSA holds a Flexible Working Policy that guides staff in safe working practices which includes regular daily contact with team members to ensure their location & safety is known. The Board will soon be issuing a twice annual Staff Wellbeing Survey that enables staff to anonymously report on their wellbeing and job satisfaction. The Board and Executive discuss results in order to implement additional measures to support staff. The Board & Artistic Director continue to monitor staff performance through regular staff supervision. Staff are able to receive clinical supervision with a qualified suitable therapist, or to be reimbursed for external sessions with a therapist.

**GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES**

Future Plans

As GSA reaches the end of this period of growth and development, we find ourselves increasingly stepping into a role as advocates and leaders in the field of combating poor mental health, isolation, and lack of opportunities within LBBD. This is due to a strong and well-trained team, a culture of empathy and responsibility, and a robust structure that allows us to effectively understand the challenges faced by our community, and importantly to share that learning with other organisations and individuals. Our upcoming plans include:

- A far wider programme of children and young people's activity that is specifically designed to work with a series of groups with protected characteristics, bringing these groups together for shared events, exhibitions and performances.
- A continued commitment to developing the skills and abilities not just of our core team, but of our wider community of facilitators and partner organisations, sharing our learning and securing training and development opportunities for a larger number of people. This will help achieve our objectives by improving the ability of other organisations with whom we share values to deliver their work more effectively. We are comfortable with organising and delivering effective training on a wide range of topics, upskilling stakeholders in response to identified needs. This includes facilitation of arts events across the borough, an example being the Social Prescribing Community Chest Festival, where GSA core staff facilitated participatory budgeting workshops with 30 local VCSE organisations. We also lead creative workshops for Social Prescribing Link Workers, allowing them to personally engage with positive activity in order to aid the referral process.
- An increased programme of outreach activity and marketing designed to reach participants across a wider area of LBBD, with activity taking place in a variety of locations across the borough. As this progresses, it could lead to a change in office location to allow us to more effectively access all areas of the borough, centralising our base with a network of activity throughout the borough's diverse communities.
- A push to engage with more diverse participants and facilitators, through a combination of adjusted sessional programming and increased outreach into communities in which we have historically been less active.
- An increased degree of presence, involvement and responsibility in working groups and collectives across LBBD with an aim to share our learning and increase awareness of GSA's work.
- A focus on building collaborative relationships between other VCSE organisations, with a particular focus on facilitating the representation of groups who may have been marginalised or less represented historically. We will achieve this through membership of a variety of steering groups and collectives, leading on a range of collaborative networks, and bringing participants from diverse communities together through inclusion in our workshops and sessional activities.
- An ongoing process of organisational development and improvement, continuing to build on our successes and aiming towards an application for National Portfolio Organisation status.

ON BEHALF OF THE BOARD:

A handwritten signature in black ink, appearing to read 'D. A. MARTIN', with a large, sweeping underline.

Daniel Martin

Chair
26 October 2023

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
REPORT OF THE TRUSTEES

Statement of Trustees Responsibilities

The Trustees are responsible for preparing the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Principles) and applicable law and regulations.

Charity law requires the Trustees to prepare financial statements for each financial year. Under charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable organisation and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 Charities Act 2011. 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.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted Funds £	Restricted Funds £	31.3.23 Total Funds £
INCOME				
Donations	2	15	2,613	2,628
Charitable activities	3	1,867	224,063	225,930
Total income		<u>1,882</u>	<u>226,676</u>	<u>228,558</u>
EXPENDITURE				
Charitable activities	4	<u>15,783</u>	<u>215,489</u>	<u>231,272</u>
Total expenditure		<u>15,783</u>	<u>215,489</u>	<u>231,272</u>
NET (EXPENDITURE) / INCOME		<u>(13,901)</u>	<u>11,187</u>	<u>(2,714)</u>
Transfers between funds		11,527	(11,527)	-
NET MOVEMENT IN FUNDS		<u>(2,374)</u>	<u>(340)</u>	<u>(2,714)</u>
RECONCILIATION OF FUNDS				
Total funds transferred from CIC		<u>34,346</u>	<u>54,187</u>	<u>88,533</u>
TOTAL FUNDS CARRIED FORWARD		<u>31,972</u>	<u>53,487</u>	<u>85,819</u>

There are no recognised gains or losses other than those included above. The results shown above relate to continuing activities.

The income and expenditure are measured under the historical cost convention.

The accompanying notes form part of these financial statements

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
BALANCE SHEET

REGISTERED CHARITY NUMBER: 1197715

	Notes	2023 Unrestricted Funds £	2023 Restricted Funds £	2023 Total Funds £
FIXED ASSETS				
Tangible Assets	8	5,681	-	5,681
CURRENT ASSETS				
Amounts owed within one year	9	1,136	1,710	2,846
Cash at bank and in hand		27,751	52,892	80,643
		28,887	54,602	83,489
CURRENT LIABILITIES				
Amounts falling due within one year	10	(2,596)	(755)	(3,351)
NET CURRENT ASSETS		26,291	53,847	80,138
TOTAL ASSETS LESS CURRENT LIABILITIES		31,972	53,847	85,819
NET ASSETS		31,972	53,847	85,819
FUNDS	12			
Unrestricted Funds				
Restricted Funds				31,972
				53,847
TOTAL FUNDS				85,819

The Trustees acknowledge their responsibilities for

- (a) ensuring that the charity keeps accounting records that comply with the Charities Act (2011) and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of the Charities Act relating to financial statements, so far as applicable to the charity.

These financial statements have been prepared in accordance with the provisions of the Statement of Recommended Practice '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) issued in October 2019 by the Charity Commission;

The financial statements were approved by the Board of Trustees on 26 October 2023 and were signed on its behalf by:



Daniel Martin
Chair

The accompanying notes form part of these financial statements

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

1. CHARITY INFORMATION AND ACCOUNTING POLICIES

Charity Information

The charity is a charitable incorporated organisation and is registered with the Charities Commission in England and Wales.

Registered charity number 1197715

Registered Office:

Chadwell Heath Community Centre

255 High Road

RM6 6AS

Basis of preparing the financial statements

The Trustees believe that the charitable organisation can operate in the foreseeable future. The charity continues to be supported by funders including the National Lottery Community Fund, Comic Relief and Children in Need and as such considers it appropriate to prepare the accounts on a going concern basis.

Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the requirements of Charities Statement of Recommended Practice (FRS102). The presentation currency used in the accounts is pounds sterling.

Cash flow statement

The Trustees have taken advantage of the exemption in Charities SORP (FRS102) from including a cash flow statement in the financial statements on the grounds that the charitable organisation is small.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charitable organisation is legally entitled to the income and the amount can be quantified with reasonable accuracy. Voluntary Income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Income is only deferred when the donor specifies that the grant or donation must only be used in future accounting periods or the donor has imposed conditions which must be met before the charity has unconditional entitlement.

Government Grants

Grants, including government grants, are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Statement of Financial Activities in the same period as the related expenditure.

Resources expended

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. The pension costs charged against income represent the amount of contributions payable to the scheme in respect of the accounting period.

Costs charged to a restricted fund relate to the activities undertaken to further the specific charitable purposes the fund was established to support. These costs include both direct and support costs associated with the activities undertaken by the restricted funds. Support costs are allocated based on agreed allowances from funders.

Expenditure attributable to the restricted fund may still be charged to it even if there is an insufficient balance on that fund at the time. However, expenditure should only be charged to a restricted fund in deficit when there is a realistic expectation that future income will be received to cover the shortfall, for example when a decision has been made to invite donations to that restricted fund.

Operating Leases: the charitable organisation as lessee

Rentals under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

1. COMPANY INFORMATION AND ACCOUNTING POLICIES continued

Tangible fixed assets

The company's threshold for capitalisation is £200. Expenditure below this value, on items that may be considered fixed assets, is written off to revenue account as the Trustees consider that the administration cost of capitalisation outweighs any benefit to the user of these accounts.

Computer Equipment with a value in excess of £200 are depreciated over their anticipated useful life of 3 years.

Fixtures and Fittings with a value in excess of £200 are depreciated over their anticipated useful life of 4 years.

Taxation

The charitable company is exempt from corporation tax on its charitable activities.

Defined Contribution Pension

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations. The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts that are not paid are shown in creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in an independently administered funds.

Debtors

Trade debtors, prepayments and other debtors are valued at the amount paid in respect of future accounting periods.

Cash at bank and in hand

Cash at bank and in hand include cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or openings of the deposit or similar account.

Creditors

Trade creditors, accruals and other creditors are recognised when there is an obligation at the year-end as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement and the amount of settlement can be estimated reliably.

Financial Instruments

The company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors.

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 charitable organisation. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate allocation is made in accordance with the funding agreement.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

2. DONATIONS

	Unrestricted £	Restricted £	31.3.23 Total £
Individual Donations	15	-	15
Co-Op Community Scheme	-	2,613	2,613
	15	2,613	2,628

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	31.3.23 Total £
		-	
London Borough of Barking & Dagenham	321	23,233	23,554
Arts Council England	-	14,000	14,000
National Lottery Community Fund	-	27,247	27,247
DCMS Fund			
Jack Petchey Foundation	-	3,000	3,000
Serpentine Gallery	610	6,705	7,315
Children in Need	-	50,701	50,701
Comic Relief	46	89,931	89,977
Neighbourhood Fund (NCIL)	-	8,333	8,333
Goldsmiths University	750	-	750
Thames Ward Community Project	-	703	703
Community Resource	140	210	350
	1,867	224,063	225,930

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

4. ANALYSIS OF EXPENDITURE

Charitable activities	Unrestricted £	Restricted £	31.3.23 Total £
Salary related costs	7,114	132,741	139,855
Rent and rates	1,650	6,600	8,250
Insurance	126	1,318	1,444
Artistic Programme	400	61,145	61,545
Office cost and admin	3	2,399	2,402
Staff Training	89	5,153	5,242
Recruitment	-	32	32
Independent examiner's fees	-	1,000	1,000
Accountancy, payroll and HR support costs	70	5,101	5,171
Depreciation of tangible fixed assets	6,331	-	6,331
	15,783	215,489	231,272

5. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging:

	31.3.23 £
Depreciation – owned assets	6,331
Operating Leases - property	8,250
Independent examiner's fees	1,000

6. TRUSTEES' REMUNERATION AND BENEFITS

None of the Trustees received any remuneration or other benefits for the 14 month period ended 31 March 2023. There were no Trustee expenses totalling £nil paid during the period.

7. STAFF COSTS

	31.3.23 £
Wages and salaries	130,749
Holiday / TOIL accrual	-
Social security costs	5,826
Pension contributions	3,280
	139,855

The average number of full time equivalent employees during the year was 3. The average head count of employees during the year was 7.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

8. TANGIBLE FIXED ASSETS

	Computer Equipment £	Fixtures & Fittings and Equipment £	Total £
COST			
Transferred from CIC 31 January 2022	14,670	4,666	19,336
At 31 March 2023	14,670	4,666	19,336
DEPRECIATION			
Transferred from CIC 31 January 2022	3,803	3,521	7,324
Charge for the year	5,704	627	6,331
At 31 March 2023	9,507	4,148	13,655
NET BOOK VALUE			
At 31 March 2023	5,163	518	5,681
Opening NBV on Transfer 31 January 2022	10,867	1,145	12,012

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23 £
Trade debtors	1,710
Other debtors	1,136
	2,846

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23 £
Trade Creditors	1,645
Accruals	1,000
Other Creditors	595
Income in Advance	110
	3,350

11. PENSION COMMITMENTS

GSA operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the organisation in an independently administered fund. The pension cost charge represents contributions payable by the charitable organisation to the fund and amounted £3,280. Contributions totalling £595 were payable to the fund at the reporting date and are included in other creditors.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

12. MOVEMENT IN FUNDS

	At Conversion 1.02.2022 £	Incoming Resource £	Resources Expended £	Net movement in funds £	Transfer between funds £	At 31.3.22 £
Unrestricted funds						
General fund	33,790	1,882	(12,337)	(10,455)	12,083	35,418
Comic Relief Core	-	-	(3,446)	(3,446)	-	(3,446)
Progress Project	556	-	-	-	(556)	-
	34,346	1,882	(15,783)	(13,901)	11,527	31,972
Restricted funds						
National Lottery Community Fund Creative 4 Life Fund	27,384	27,247	(53,433)	(26,186)	(1,198)	-
Children in Need	2,187	50,701	(40,262)	10,439	-	12,626
NCIL Youth Theatre	1,542	9,293	(8,740)	553	-	2,095
Global Fund for Children	3,835	-	-	-	-	3,835
Jack Petchey Foundation	13	3,000	(1,805)	1,195	-	1,208
LBBD Arts Award	6,953	18,483	(17,318)	1,165	(5,045)	3,073
RAFTs Serpentine Gallery	5,254	6,705	(9,054)	(2,349)	(2,904)	1
ACE Speak Up	4,639	18,000	(17,886)	114	-	4,753
The London Community Response Fund Speak Up	2,380	-	-	-	(2,380)	-
Comic Relief C4L Fund	-	89,931	(63,574)	26,357	-	26,357
NCIL Diverse Communities	-	-	(1,934)	(1,934)	-	(1,934)
Thames Ward Community Project	-	703	(703)	-	-	-
Co-Op C4L Fund	-	2,613	(780)	1,833	-	1,833
	54,187	226,676	(215,489)	11,187	(11,527)	53,847
TOTAL FUNDS	88,533	228,558	(231,272)	(2,714)	-	85,819

All transfers between funds relate to approved project administration and unrestricted reserve contributions.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

12. MOVEMENT IN FUNDS - continued

Transfers from Restricted Funds

Provision is made in the majority of restricted funding streams for management and administration costs. These costs are borne within unrestricted funds and then an appropriate transfer is made in accordance with the funding agreement on an annual basis.

Purpose of Restricted Funds

National Lottery Community Fund Creative 4 Life:

Creative 4 Life provides mixed creative arts activities for adults with mental health issues, as well as external trips, opportunities to engage with partner organisations, and outreach activities.

Children in Need Fund:

This fund works with a wide variety of children and young people aged up to 18 including a number of participants with a range of additional needs, providing dance and drama activities along with opportunities for socialisation.

NCIL Youth Theatre Fund:

The youth theatre provides a creative space for young people from the age of 12+ who are interested in developing their skills in theatre and performing arts in a vocational, professional setting.

Global Fund for Children:

This fund provided emergency funding to develop the charity's infrastructure in response to COVID-19, providing the means to purchase needed equipment and items, allowing us to continue to operate while remaining within government regulations.

Jack Petchey Foundation:

This fund allowed the children and young people we work with to choose a suitable and appropriate experience or equipment purchase to support their activity, including cinema/theatre tickets, VR headsets, and art supplies.

LBBD Safeguarding:

Design and creation of artwork, developed as part of a steering committee with an aim to promote community safeguarding.

LBBD Arts Award Transitions

Commissioned by Inspiring Futures for LBBD, GSA moderated 1614 Arts Award Discover certificates for pupils across the Borough's schools.

RAFTs Serpentine Gallery

Working alongside the Serpentine Gallery and artist Rory Pilgrim, GSA participants took part in a film and provided artwork, all of which was displayed at the Serpentine North Gallery in an exhibition.

The London Community Response Fund Speak Up

This project was designed to create a safe and resilient space for young Black men to speak about personal issues, with a particular focus on mental health.

Arts Council England Speak Up:

This was designed to build on the work of LCRF Speak Up, expanding the project to include young South Asian men and creating a virtual reality asset through a series of workshops that would later be toured to schools partners alongside peer-led workshops.

Comic Relief C4L Fund:

Creative 4 Life provides mixed creative arts activities for adults with mental health issues, as well as external trips, opportunities to engage with partner organisations, and outreach activities.

Co-Op C4L Fund:

This fund has built and maintains a choir called the Valence Singers, working with a group of local mothers and providing positive social activity and performances.

Comic Relief Core Fund

This fund was awarded to assist GSA in combating the rising cost of living, providing the means to offer remuneration to salaried and freelance employees that responds to increased costs and helps to support employment of vital workers in the arts and third sectors.

GREEN SHOES ARTS C.I.O
FOR THE 14 MONTH PERIOD ENDED 31 MARCH 2023
NOTES TO THE FINANCIAL STATEMENTS

12. MOVEMENT IN FUNDS - continued

NCIL Diverse Communities Fund:

This is intended to give GSA the capacity to effectively engage with a wider range of diverse communities from across the borough, researching the best practice for effective engagement and delivery, recruiting focus groups to advise on this process, and delivering a combined arts festival, using findings from the project to adapt GSA's ongoing activity and make it a stronger offer that will reach a wider range of communities and cultures.

Thames Ward Community Project:

This was delivered in partnership with Thames Ward Community Project, providing positive visual arts activity to residents of Thames Ward.

13. RELATED PARTIES

GSA has a commercial lease contract with Chadwell Heath Community Centre (CHCC) for the rental of office space. During the year, one of GSA's trustees was also a trustee of CHCC. All transactions between the two parties were at arm's length and the particular trustee in question was not involved in any of the decision-making concerning these transactions.

14. OPERATING LEASE

The total of future minimum lease payments under non-cancellable operating leases are:	31.3.22
Due within one year	£
Due after one year and before five years	6,600
	3,300



Section A

Independent Examiner's Report

Report to the trustees

Charity Name
Green Shoes Arts C.I.O

On accounts for the
period ended

31 March 2023

Charity no
(if any)

1197715

Set out on pages

1 to 31

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2023.

Responsibilities and
basis of report

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

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

Independent
examiner's statement

I am qualified to undertake the examination by being a qualified member of The Institute of Chartered Accountants of Scotland.

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

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

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

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

Signed:

Date:

3/11/23

Name:

Ken Tait CA, Smith Inglis & Tait Chartered Accountants

Relevant professional
qualification(s) or body
(if any):

CA (Icas)

Address:

1 Auchingramont Rd, Hamilton, ML3 6JP