

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

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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

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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

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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 (LBBB 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 (LBBB.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.

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- 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)

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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 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?

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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

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

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

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
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

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

	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.

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

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

GREEN SHOES ARTS C.I.O
REPORT OF THE TRUSTEES
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
		<hr/>	<hr/>	<hr/>	<hr/>
		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)
		<hr/>	<hr/>	<hr/>	<hr/>
NET CURRENT ASSETS		33,397	57,693	91,090	80,138
TOTAL ASSETS LESS CURRENT LIABILITIES		<hr/>	<hr/>	<hr/>	<hr/>
		33,855	57,693	91,548	85,819
NET ASSETS		<hr/>	<hr/>	<hr/>	<hr/>
		33,855	57,693	91,548	85,819
FUNDS					
Unrestricted Funds	12				
Restricted Funds				33,855	31,972
				<hr/>	<hr/>
				57,693	53,847
TOTAL FUNDS				<hr/>	<hr/>
				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	-	-	-
	<hr/>					
	19,530	167,384	186,914	1,867	224,063	225,930
	<hr/>					

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
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	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
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CREDITORS

Amounts Falling Due Within One Year	(2,596)	(755)	(3,351)
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12

NET CURRENT ASSETS

	26,292	53,847	80,139
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TOTAL ASSETS LESS

CURRENT LIABILITIES

	31,972	53,847	85,819
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NET ASSETS

FUNDS

Unrestricted Funds	13		31,972
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Restricted Funds	13		53,847
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TOTAL FUNDS

			85,819
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