

MIND THE GAP

England & Wales · Charity number 328476

Details

Status Registered

Legal form Charitable company

Company number [02348556](#)

Registered 1990-01-04

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

Contact

Address Mind the Gap Theatre Co
Unit 2
The Silk Warehouse
Patent Street
Bradford
BD9 4SA

Phone 01274487390

Email arts@mind-the-gap.org.uk

Website www.mind-the-gap.org.uk

Activities

Objects: 1. TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE ARTS OF DRAMA, MIME, DANCE, LITERATURE, SINGING AND MUSIC. 2. TO RELIEVE HANDICAPPED PERSONS FROM THEIR DISABILITIES BY EMPLOYING AND ENGAGING THEM UPON ARTISTIC PROJECTS CALCULATED TO DEVELOP QUALITIES IN THEM OR SELF AWARENESS, SELF CONFIDENCE, CREATIVITY AND ARTICULATION.

Activities: The principle activity of the company was the provision of live theatre and arts with and for disabled people.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, Disability, Arts/culture/heritage/science
- **Who:** People With Disabilities

Geography

- Bradford City
- Calderdale
- City Of Wakefield
- Kirklees
- Leeds City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,054,612	£1,293,173	£383,578	35
2024-03-31	£1,967,412	£1,822,524	£622,139	41
2023-03-31	£1,439,785	£1,579,955	£477,253	37
2022-03-31	£1,358,512	£1,267,090	£617,513	38
2021-03-31	£1,377,804	£965,811	£526,091	39

Trustees

Name	Role	Appointed
Dr Valerie Anne Robinson		2024-11-25
Emma Gee		2018-11-20
Jamie Saye		2024-11-25
Lisa Mallaghan		2024-11-25
Susan Gillian Moreland		2024-11-25

MIND THE GAP

England & Wales - Charity number 328476

Accounts

Charity registration number 328476

Company registration number 02348556 (England and Wales)

Mind The Gap
Annual Report And Financial Statements
For The Year Ended 31 March 2025

MIND THE GAP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	J Whaley	(Resigned 25 November 2024)
	L Carter	(Co Chair)
	E Gee	(Co Chair)
	J Haines	(Resigned 23 August 2024)
	L Jones	(Resigned 24 November 2024)
	R Mason	
	R Walker	(Resigned 18 September 2024)
	J Coulthard	
	K Mir	(Resigned 7 October 2024)
	S Khadim	
	J Saye	(Appointed 25 November 2024)
	V Robinson	(Appointed 25 November 2024)
	L Mallaghan	(Appointed 25 November 2024)
S Moreland	(Appointed 25 November 2024)	

Secretary M Thelwell

Charity number 328476

Company number 02348556

Registered office Mind the Gap Studios
Silk Warehouse
Patent Street
Bradford
BD9 4SA

Auditor Azets Audit Services Limited
12 King Street
Leeds
LS1 2HL

Bankers Lloyds Bank Plc
45 Hustlergate
Bradford
BD1 1NT

MIND THE GAP

CONTENTS

	Page
Trustees' report	1 - 13
Statement of Trustees' responsibilities	14
Independent auditor's report	15 - 17
Statement of financial activities	18
Balance sheet	19
Statement of cash flows	20
Notes to the financial statements	21 - 34

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also Directors for the purposes of company law, present their annual report together with the financial statements for the year ended 31 March 2025 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The Trustees have adopted the provisions of Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Legal and Administrative information page forms part of this Trustees' report.

Objectives and activities

Mind the Gap is England's largest learning disability and autism focused arts charity. We work locally, regionally, nationally and internationally to further the charity's aims.

Vision

We want to live in a world where learning disabled and autistic people are seen, heard and represented everywhere. Where learning disabled and autistic voices lead the way in building a more inclusive world.

Mission

- We use art to shift power away from where it's been for too long.
- We test new creative ways of working that get rid of barriers and celebrate people for who they are.
- We find power in peoples' stories.
- We make new narratives that challenge ideas about who gets to do what.

Mind the Gap continues to deliver a wide-ranging programme that embraces three key activity areas and is expressed in a succinct way as:

- **THEATRE:** creating bold, cutting edge, world-class performance and live art events and experiences. Our approach puts learning disabled and autistic artists at the heart of the artistic process: as performers and creatives, and in the making, devising and delivery stages.
- **ACADEMY:** Alongside our artistic projects and productions we run our acclaimed Academy which, through a programme of different courses, nurtures and develops the talents and skills of learning-disabled creatives.
- **COMMUNITY:** Integral to the company's approach is collaboration and working in partnership with other organisations so that there is a more inclusive and accessible creative sector in which learning disabled and autistic artists can thrive. Our expanding Engagement programme, particularly focused on local communities, will play an important role in this objective over the next three years and beyond.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

These three key activity areas are inextricably linked and interdependent, with each strengthening and supporting the other.

Mind the Gap Studios in Manningham, Bradford, provides the company with high quality equipment and fully accessible facilities that are the physical hub of the organisation's operation. This is a key strength, providing excellent, accessible facilities through which to demonstrate the company's principles and practice.

The artistic programme evolves year on year, with a continuous focus on opportunities to develop new work, and at the same time refreshing existing work for new audiences and contexts.

The activities of the charity are reviewed annually by trustees and staff who check that they are line with the charity's aims and objectives. Achievements and learning are assessed and evaluated by trustees and staff, and achievements and learning are assessed and evaluated. This helps inform future plans. When reviewing the aims and objectives of the charity, and in planning future activities, the trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

Overview & highlights of the year

In 2024/25 Mind the Gap went through significant change. Long-standing Executive Director, Julia Skelton stood down from her leadership role and departed Mind the Gap and Artistic Director, Joyce Lee left to embark on a Doctorate. Two long-serving employees from within the Company stepped into a new leadership model; Charli Ward, formally Academy Director, became Creative Director and Maria Thelwell, formally Head of Engagement, became Executive Producer, they are both joint CEO's. Alongside this the Company has commissioned a brand refresh, launching in September 2025.

As part of the Bradford 2025 Capital of Culture year, Mind the Gap has been commissioned to make a show for The Beacon, a purpose-built theatre space that moves around the Bradford District. The show opens on 17 September 2025 and sees Mind the Gap return fully to the indoor stage for the first time since the Covid 19 pandemic.

Alongside these significant changes, Mind the Gap enjoyed another creatively successful and active year.

Highlights of the year:

THEATRE

BIRDIE

MTG completed its touring of Birdie, our street theatre show for outdoor audiences. Playing both locally in the Bradford District and across England's street festivals, this show was a huge success in drawing audiences to Mind the Gap's work with Learning Disabled and Autistic (LD&A) artists and the central theme of the show of climate change and what we can all do to make a difference. The show had interactive elements for children, and after every show they were invited to make a pledge of what they could do differently.

INTERNATIONAL WORK - TEATR 21

Internationally, we participated in work with Poland's Teatr 21 to share skills and co-create a choreography project funded by the British Council. The project - based on Emily Bronte's Wuthering Heights, included Teatr 21 working in Bradford in 2025. A Mind the Gap team of; Charlotte Jones and Emily Kent, Emily Blackwell and Karen Bartholomew also visited Warsaw, Poland to work on the project.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

COMMUNITY

24/25 was a hugely successful year for our Community Engagement Programme. We are currently in Year 2 of our National Lottery funded Reaching Communities programme, My Creative Local. Alongside this we ran our Leap funded project – Activate – and inhabited community venues and spaces in the Manningham area. This effective outreach brought new connections and relationships for us to grow our participants, hear new stories and understand the challenges facing families with children with learning disabilities/autism and other intersectional barriers. We ran busy creative community hubs in local venues: Equality Together, Cartwright Hall and Bradford New Church, Frizinghall, building on our partnerships and collaborations which sit at the heart of this strand of our work. We finished the Activate project by hosting with our community partner, Bradford Stronger Together, the showing of two films we made under the project title, "Little Progress". 62 sector professionals attended and we discussed how we can work together to affect change for children and young people with Special Educational Needs and Disabilities. This sharing event in February 2025 completed our funded work with The Leap, Bradford's Creative People and Places Programme.

ACADEMY

ONE DAY ACADEMY

Our one-day academy programmes are continuing to provide high level training to LD&A adults in theatre, dance and music. Students have the opportunity to take external workshops with other arts organisations, see shows and learn about other work as well as perform in their own showcase at the end of the year.

INDUSTRY PATHWAYS

Our new graduate programme, Industry Pathways, is designed to support our alumni students in their next steps after graduating from our Performing Arts programme. It has provided several training opportunities to develop arts careers, including work placements within Mind the Gap, external workshops developing CV writing and interviews, plus professional opportunities in Mind the Gap's touring work.

LEVEL 4 PERFORMANCE ACADEMY COURSE - NEW INTAKE OF STUDENTS FOR 2024-2027

We have successfully recruited a new cohort of students for our Level 4 performing arts programme validated by York St John University. Students have been working closely with their peers at the University exchanging skills, along with performing at dance platform FRESH at Alhambra Studio, Bradford.

PARTNERSHIPS

I'M ME, with YORK ST JOHN UNIVERSITY

Mind the Gap has completed its collaborative relationship with York St John University (YSJU) led by Professor Matthew Reason, who was successful in securing an Arts & Humanities Research Council grant to explore Identify, Representation and Voice through a project called I'm Me. Seven national learning disability and autism focused organisations were involved. As part of this project Mind the Gap curated and produced a Festival in 2025 that presented the culmination of the I'm Me research. This took the form of performances, exhibitions and presentations at York St John campus, created by the participating partners in response to the research findings.

THE LEAP Consortium

Mind the Gap has now ended its role as part of the Consortium group that oversees Bradford Creative People & Places project, The LEAP.

BRADFORD CITY OF CULTURE 2025

We are excited that Bradford is UK City of Culture 2025 and we have been commissioned by the BD25 Programme to make a brand new piece of theatre for September 2025. Mind the Gap's Creative Director Charli Ward, led the Company through a new R+D phase in February 2025, working with Director Rich Rusk to develop a new concept for consideration. This creative idea was successfully greenlit and is in rehearsals from June – September 2025.

BRADFORD COUNCIL

CAPITAL GRANT INVESTMENT

Mind the Gap successfully secured a £10k Cultural Capital Grant from CBDMC/BD25 to fund a new Lighting Desk and Hearing Loop to enhance our Studio facilities. With match funding we have also been able to secure signage for the outside of the building for the first time. This has been a 10-year process and will support Mind the Gap with its brand refresh from September 2025.

We thank all our investors for continuing to back the company and our work. This includes Arts Council England, ___ Bradford MD Council, Calderdale Council and other local authorities, The National Lottery Reaching Communities and York St John University (thanks to Arts & Humanities Research Council investment).

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

ACHIEVEMENTS AND PERFORMANCE

Impacts 2024/25

Mind the Gap has continued to gather data so that we can evidence our achievements and impacts. This includes capturing audience figures and profile information, gathering information about participants, and inviting feedback through surveys and social media.

This year we have recorded the following:

1. Theatre - including digital broadcast and online dissemination:

"A great message, with fabulous costumes – the actions of the actors were so funny, poignant and touching – it was so visual and reminds us that you are never alone, a wonderful show with a powerful message on climate change"

Birdie audience member 2024

Birdie

Birdie was programmed 46 times in April-October 2024 and went on tour locally in Bradford, Keighley and then to Stockton on Tees, Hampshire, Leicester, Crawley, Holmfirth, Chester, Sunderland, Warrington, Birkenhead, Beverley, Ellesmere Port, Northampton, Oxford, Darwen, Blackburn and Goole.

Audience figures: 1412 adults and 2819 children

Total: 4231

INDEPENDENT Mind the Gap ARTIST WORK ACE and Unlimited funding

Mind the Gap Artist Jez Colborne developed his music practice working with a composer and focused on his ambitions to create a show about lighthouses. He submitted an application as an independent artist to BD is LIT, Bradford's festival of light, this year supported by Mind the Gap and funded by Unlimited disability commissioning agency.

Jez was shortlisted and was successful, being awarded £80k to develop his show for a premier in November 2025. Jez is working with a creative team drawn from Mind the Gap's excellent pool of associated freelancers, namely Dan Mallaghan as Dramaturg and James Hezelwood as Creative Enabler. Lighthouse is Jez's own work and Mind the Gap are acting as a custodian of his funding and providing producing and project management support.

2. Academy:

"I feel completely accepted and I really enjoy going to Mind The Gap" - Student 2024

"Everyone gets to feel important and valued" – Parent 2024

"The Patent Street Studios are purpose built to a high standard. The building seems to bring out the best in students" – Parent 2024

Our first seven Level 4 students on our Performance Academy course at Mind the Gap, graduated at York Minster after three years of training, alongside students from York St John University. A huge and joyous achievement.

Seven different courses from the MTG Academy continue to run, including the 4-day Performance Academy course, partner courses led by Totally Inclusive People, and a Youth Academy scheme run in partnership with Bradford's SEND Short Breaks team.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Our student cohort 2024/25 numbered 102 individuals, including our Calderdale Academy satellite course, who participated with us between one and five days each week, over 35 weeks.

The programme numbered 1,140 sessions, and delivered 13,000 attendances.

Mind the Gap SHOWCASES

Showcase events enabled family and friends to celebrate students' achievements and successes in 2024/2025. MTG Studios hosted and produced six showcases in June and July 2024, bringing audiences of 360 people.

3. Community:

"This is the first group my son has been able to access in over three years following autistic burnout when he stopped being able to go to busy places. Everyone writes children with SEND off especially when they can't speak – and you didn't."

Activate project participants 2024

Supported by the National Lottery and through our community initiative, My Creative Local, Mind the Gap's Engagement team were able to record numbers for participation. Working with local families and local artists we have increased our learning, experience and offer to create a year round programme that includes sessions at Mind the Gap that are free, a Youth Theatre on Saturdays, online sessions for those who are not able to attend school and sensory sessions for children and young people with more complex needs. Working with an expert evaluator Anni Raw, we have been able to track the project through Anni's 'story gathering' methodology.

IMPACT ON PARTICIPATION NUMBERS

1) Number of sessions for LDA people, both internally at MTG Studios and externally in our local Creative hubs. This includes MTG Academy, My Creative Local sessions in community venues, Social Cub and Free Flow.

TOTAL: 1768

2) Number of activities for young LDA people aged 24 and under. This includes sessions as part of SENDShort Breaks, Youth Theatre, Farcliffe Family Hub, Manningham Library, Cartwright Hall, Priestley Academy Trust.

TOTAL: 116

3) Number of activities for LDA young people experiencing barriers to education. This includes Manningham Library sessions and online sessions.

TOTAL: 16

4) Number of audience attendees at cultural events, in person or online.

TOTAL: 6016

5) Number of podcast audiences.

TOTAL: 925

6) Number of MTG Studio Programme audiences.

TOTAL: 848

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

IMPACT – NEW AUDIENCES

Mind the Gap STUDIO PROGRAMME

This year we have invested in staffing and infrastructure for our new Studio Hire Programme. MTG Studios offers a high spec environment for creatives needing space to R+D work (which we offer to Bradford artists for free) and also for small pieces of touring work that resonate with our aims and objectives as an organisation. In 24/25 we hosted touring work and locally made initiatives. We were able to subsidise the costs of some of these events through our Reaching Communities, My Creative Local programme. One of the key aims of that work is to make theatre and live performance available to our local community and for people who usually face barriers to accessing live events.

We have a new dedicated member of staff who services the hire programme and has enable it to grow as part of our business and income generation.

Some examples of shows we hosted and programmed:

- Ancient Oak of Baldor, Frozen Light Theatre
- Bradford International Film Festival
- Bar at The Edge of Time, Frozen Light Theatre
- Film Makers for Change
- Hidden Garden, Theatre Company Blah, Blah, Blah
- Wonderland Garden, City of London Sinfonia
- Crown by Kala Sangam
- Shivani Dance
- Rise and Howl
- Taroo
- Women's Stories

Fundraising activities

Building on previous years Mind the Gap's income generation and fundraising strategy has focused on attracting investment from several key stakeholders. These include Arts Council England, Local Authorities like Bradford, Calderdale and Leeds and securing funding for a 3-year programme called My Creative Local through The National Lottery Reaching Communities fund.

It has been evident this year that grant makers and donors are facing immense demand for their resources.

Working with previous Executive Director, Julia Skelton as a dedicated freelance external fundraiser, Mind the Gap has submitted detailed applications to a number of key funders. One of these national funders reported that they had received applications to a total of over £90 million in value, with only a relatively small pot of funding available at £6 million. We were not successful and it only highlighted the deep level competition in the arts sector.

Additionally, while some funders (e.g. local authorities) are applying inflationary increases to some areas of income, this is still not keeping pace with rapidly rising costs e.g. salaries and overheads.

This makes for a challenging economic climate and creates uncertainty for the future. While Mind the Gap remains optimistic our high quality work will attract investment, we are planning for the future with some additional caution around income targets and success rates.

Arts Council England (ACE) provided core investment via the National Portfolio Programme (NPO) of £310,864.

Bradford MD Council invested £61,360 in our work through the Arts Investment Programme and other project grants - which while valued and essential, is significantly less than previous years.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2025**

We have continued to invest unrestricted reserves in the development of local creative engagement work, to strengthen our community focused work and positioning for future funding and collaboration opportunities. This enabled us to secure the National Lottery Reaching Communities three-year funding for My Creative Local and will support us to reapply to the funding programme in 2026 for a further three years from 2027 – 2030. Mind the Gap is grateful to all its investors - large and small - for their support this year.

Fundraising in the current climate continues to be challenging. While Mind the Gap's successful track record puts the charity in a strong position to attract investment, we know competition for scarce resources will be fierce in the coming year and beyond.

As one of Bradford's longest established arts organisations, we are pleased to have been greenlit for our new show for the Bradford Capital of Culture Programme in 2025. The process was kick started in February 2025 when we secured £5k from BD25 to develop a new idea for consideration by the BD25 team and have now secured £150k for our production The Invite.

As part of the BD25 year of Culture we also secured an award of £27,450 for a Social Prescribing project called Mindful Manningham. This project is an extension of our community-based initiative, My Creative Local. We would not have been able to make such a successful application if we hadn't had investment over the last two years from The LEAP and The National Lottery, Reaching Communities Fund. These programmes gave us the basis to be able to show our expertise in connecting with local families and being able to provide high quality creative experiences.

Mind the Gap continues to foster European connections and has recently completed a partnership piece of work funded by The British Council with Polish company Teatr 21.

Our successful Academy programme generates substantial income through the fees paid by participants through Individual Budgets and Direct Payments. We need cross-subsidy in addition to fees income to develop and thrive. We know that adult social care budgets are already under extreme pressures, we work collaboratively with local authority partners and other investors to ensure our work remains relevant, impactful and sustainable.

We have successfully increased earned income this year through our MTG Studio Programme. This has been supported by one of our PAYE staff entering a secondment within Mind the Gap to become an Events and Operations Co-ordinator, whereby they can spend dedicated time growing our space hire programme and working outside regular office hours to service the bookings and hires. We hope to see the hire programme increase as we raise our profile through our new brand, new website and new show in 2025.

Mind the Gap does not hold material investments.

Mind the Gap occasionally seeks and receives individual donations to support our work, usually through project campaigns, and our ongoing individual giving programme. We strive to achieve the highest standard fundraising standards and value our supportive funders and donors. We stay up to date with charity regulations, data protection and the Fundraising Preference Service (FPS) to make sure we are legally compliant and adhering to all guidelines and best practice.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Financial review

The charity manages a complex financial portfolio of grants, commissions, donations and earned income in order to deliver its artistic programme and meet its charitable objectives. The company works to a written business plan spanning three years that is updated annually.

The company's Business Plan is underpinned by 3 financial aims:

1. Income directly benefits MTG artistic programme, goals and audiences.
2. Making strong and sustainable relationships with stakeholders from diverse sources: public, lottery, private, corporate and individual sectors.
3. Reducing reliance on ad-hoc funding by generating sustainable income streams and longer-term investment by stakeholders.

Mind the Gap's main sources of income are: Arts Council England (ACE) National Portfolio Organisation (NPO) and earned income through MTG Academy services.

Mind the Gap is also eligible for and has claimed rebate income totaling £25,907 through HMRC's Theatre Tax Relief scheme.

The charity has successfully negotiated this year's many financial challenges, remaining financially sustainable, and sowing seeds for investment towards future activities.

The Statement of Financial Activities shows net movement in funds for the year of £238,561 (2024: incoming £144,888) and total reserves of £383,578 (2024: £622,139).

The trustees have established a written Reserves Policy to ensure the stability of the mission, programmes, employment and ongoing operations of the charity. The target minimum reserves policy is equal to three-months average operating costs. The Reserve Policy value includes all recurring, predictable expenses such as salaries and benefits, core artists, administration and overheads, ongoing professional services.

The Reserves target is currently £180,000. The trustees refer to this as the Board Designated Operating Reserve.

The free reserves at 31 March 2025 were £335,088 (2024: £359,641) which is currently above this amount.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

PLANS FOR FUTURE PERIODS

Mind the Gap looks forward to another busy and productive year in 2025/26. Currently, our priorities include:

The Joint CEO's will continue to work together to ensure that Mind the Gap is a robust, well-funded and great place to work by investing in specialist fundraising support and CPD training for staff.

The Creative team at Mind the Gap, led by Creative Director, Charli Ward will apply for legacy funding to tour The Invite from 2026 – 2027.

The refresh and rebrand of Mind the Gap brings an opportunity to tell our story differently to the world.

We will re-apply for further funding to carry on the vital work we have begun in understanding our local community and the challenges it faces. This funding would continue the work from 2027-2030.

We believe that we are training artists for careers in the Arts and will continue to support them with everything they need to do their best work and change how people view who makes art in the UK.

In November 2024 Mind the Gap appointed environmental sustainability good practice expert Jamie Saye to the Board. This is already having a positive impact, with Jamie supporting Mind the Gap to update our Environmental Policy.

Jamie Saye is also now working with our Creative Producer and together they have convened a group from MTG staff to update our environmental action plan as a focus group activity. Key staff have now completed online training with SAIL (Jamie Saye's non-profit organisation that support the creative industries in environmental sustainability).

MTG continues to use the Environmental Green Book, and our Creative Producer was involved in the Green Book steering group in Autumn 2024. Mind the Gap will continue to collect data and upload information via the Julie's Bicycle portal.

Mind the Gap offers learning in Bradford that is unique, trusted and most important of all accessible and high quality. Students return to us every year to learn more, and parents, carers and individuals feel safe and supported when accessing our training. All of our work is centred around equality of opportunity.

We tell stories that don't normally get heard and those stories are told by the people who experience them. We offer talent development in Bradford that is renowned nationally and make theatre that connects with local audiences and nationally resonates. Our Level 4 course is the only one of its kind in the UK.

We hear from our students, participants and their families that working with us improves mental health as people who come to MTG Studios feel listened to and seen, they can learn, express themselves and find talents within themselves that boost their mental health and have a direct impact on their lives.

In the last 12 months we have provided free sensory play and art workshops for children and families in our local area. The sessions have included the whole family and are designed to create spaces where children and young people feel accepted and parents can observe or join in. We have responded to what we have heard and constantly adapt what we do to meet the needs of our community led partnerships.

We have made a big effort in the last 12 months to actively seek out and employ local freelance artists with lived experience and who identify as neurodivergent. This has brought Mind the Gap a really rich experience in learning how to make our staff team and our company processes accessible for everyone. We strive to be an inclusive employer and have rolled out Access Riders for staff and actively encourage colleagues to use this technique to let us know how we can support them to do their best work.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

The charity is constituted as a company limited by guarantee, and is therefore governed by a Memorandum and Articles of Association.

In 2025 we are exploring becoming a Charitable Incorporated Organisation (CIO) which will enable us to leave behind some of the original and outdated language in our Memorandum from 1988.

All the directors of the company are also trustees of the charity, and there are no other trustees. The trustees who served during the year are set out on the Legal and Administration information page. In accordance with the Articles of Association one third of the trustees will retire by rotation at the annual general meeting, and where eligible, may offer themselves for re-election.

Nine directors served for all or part of the year on the Board, bringing a wide range of skills and expertise including knowledge of finance, business development, marketing and social services sectors as well as creative arts, equalities, diversity & inclusion.

In 2024/25 the charity saw some significant changes in the staff structure at Mind the Gap.

Julia Skelton and Joyce Nga Yu Lee made separate decisions to leave their roles of Executive Director and Artistic Director after 27 and 14 years respectively. They stepped down from these roles in mid-November 2024 to pursue new ventures.

As part of this succession planning process Mind the Gap has undertaken a very detailed analysis of company needs and explored different ways about how best to meet them. The Board considered several key factors alongside deciding the best model for the future, including using current staff skills and experience, protecting incumbent staff jobs/ avoiding redundancies as far as possible, and priorities for future work.

After looking at different options, the Board decided to pursue a new co-leadership model drawing on the skills, knowledge and expertise of existing senior staff. This is based on two new full-time roles of Creative Director and Executive Producer working in collaboration.

As a culmination of this process Charli Ward is now Creative Director, working in collaboration with Maria Thelwell as Executive Producer. Lesley Davis continues in the role of Finance Manager to provide continuity in financial management.

Trustee Induction and Training

New directors are recruited through open recruitment, networking and invitation, and are elected at Board meetings in accordance with the charity's Memorandum and Articles of Association. There is a comprehensive induction process and written information for new members. Training is provided where required.

All trustees give their time voluntarily. Any expenses reclaimed by trustees from the charity are set out in note 9 to the accounts.

Mind the Gap saw significant change in its Board of Directors in 2024. Two parent representatives left the Board mid-year for different reasons related to family commitment and health. At the November AGM three long serving Board members resigned after many years of service. After a successful recruitment campaign four new Trustees with expertise in arts, sustainability, health, social care and communities joined the Board at the same AGM in November 2024.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Organisational structure

The Board meets five times each year to review the work of the company, discuss relevant issues and agree actions for the next phase. Staff members and learning-disabled representatives from supported employment and training programmes make reports to the Directors to inform decision-making processes. The Board entrusts senior staff with responsibility to ensure that decisions are implemented, and directors (particularly the CoChairs) provide support, advice and direction as required between meetings.

The Co-Chair arrangements have been embedded since 2022/23, with the positions currently held by Lynne Carter and Emma Gee. The charity continues to review and develop its ways of working to be accessible and inclusive for people from different backgrounds. Our current priority is to effectively embed our new board members, and continue to grow our team to include new people with different expertise and lived experiences.

Three action groups support the work of the Board, made up of Trustees and relevant staff members, including learning disabled and autistic team members.

The Money & Partners Action Group meets 2-3 times each year alongside regular Ordinary Meetings. This group scrutinises the ongoing financial health of the organisation, tests financial assumptions and monitors the relationship between income and expenditure. Members provide support and ideas to ensure the charity's fundraising strategy is robust and viable.

The People & Home Action Group meets 2-3 times each year providing practical support and advice on key issues relating to people and resource matters. It reviews key policies including Health & Safety, Safeguarding and Equal Opportunities, as well as providing support and scrutiny on specific HR issues.

The Art, Audiences & Reputation Action Group is now in its third year of operation. This creates space for Board members to contribute to discussions and decisions relating to artistic policy. Working with the Creative Director and members of the Artists' ensemble this new group will help shape future artistic programme plans.

This action-group structure helps to ensure that all directors are able to use their expertise and knowledge to support the work of the charity. They are supported by input from time to time by co-opted strategic advisers.

Mind the Gap is committed to supporting individual artists to pursue their own artistic goals, as well as performing in productions created by the company. We continue to involve learning-disabled company members in decision making and planning as well as delivery through regular meetings, discussions, and representation as officers at Board meetings.

We continue to develop our volunteer network and are currently supported by a team of around 12 active volunteers. Mind the Gap is grateful to all volunteers for the skills and support they so willingly bring to the charity.

The company also commissions additional artists and producers to maintain and strengthen the company's reputation for creating bold, innovative and exciting work. We continue to grow our network of Associate Artists, both learning-disabled and non-learning-disabled, to ensure that the company remains at the forefront of pioneering artistic practice.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Pay policy for senior staff

The pay of the charity's key personnel is reviewed annually.

Up to 2023/24 Mind the Gap voluntarily aligned its salary review policy and practice with the grading scale of the National Joint Council (NJC). However, it was not financially prudent for the charity to maintain strict adherence to this, because of rapid and significant rises in wages inflation. So, while NJC grading scale rates were adopted, this was not implemented until December 2023, rather than at the start of the financial year in April.

The Money & Partners Action Group met and undertook a detailed review of salary policy, and the Board agreed that from 2024/25 Mind the Gap will decouple from the NJC grading scale.

In future, any decisions about salary increases for senior and other staff will be made based on prevailing market conditions and affordability. Board and senior staff will take into account external indicators like the Retail Prices Index (RPI) and bench-mark company wages with charities of a similar size and activity. This will ensure that the remuneration is fair and in line with what is generally paid for similar roles. This will enable the Board to agree any pay increases at the start of the financial year.

Risk Management

The directors actively review the financial risks that the charity faces annually at the regular ordinary meetings and the sub-groups' meetings, including the ongoing and future funding of the organisation. A written Risk Register document that summarises key risks is regularly reviewed by the Executive Producer and Creative Director and updated quarterly by the Money & Partners Action Group.

Key risks include:

UK's theatre sector remains in a financially fragile state, which is creating uncertainties around programming, funding and staffing models. This means medium and long-term planning is more challenging, as venues and touring companies endeavour to remain solvent, and anticipate future trends.

Local authorities face extreme financial pressures, and there is a threat that some areas of work including arts and culture investment may be reduced or cut, so that funds can be deployed in other essential services. This means our Academy and creative engagement activities will need to attract and support those who may be at particular risk of being marginalised from mainstream activities.

Making the case for cross subsidy investment to support the core functions of the charity (overhead staff, space, running costs) is essential for the programmes to run sustainably.

The fundraising environment is extremely competitive with many organisations competing for scarce resources. Future investment strategy will need to negotiate this context. Mind the Gap will continue to adapt and flex its programme plans to meet changing needs and demands.

The directors confirm that they have developed systems to monitor and control these risks, and one of the functions of the Action Groups is to provide scrutiny and support around any issues that might arise.

Funds Held as Custodian Trustee

In 2024-25, Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford 2025 and Unlimited. The artists for whom the charity acted as Custodian Trustee in the year were: Alan Clay (ACE – In Mind), JoAnne Haines (Dancing with Colours), Jez Colborne (DYCP - Lighthouse Project).

The total value of the income on these awards in the year was £34,583 (2024: £31,283) and the total amount held for these awards at the year end was £19,224 (2024: £15,279). The safe custody and segregation of this income and the relevant expenditure was achieved by creating a separate 'class' (project) in the computerised book-keeping system so that all income and expenditure can be clearly accounted for and audited.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Disclosure of information to auditor

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

Auditors

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

Small company rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. It was approved by the Board of Trustees and signed on its behalf by:

L A Carter

.....

L Carter

Co-Chair of Trustees

Dated: 09/10/2025.....

MIND THE GAP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

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

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MIND THE GAP

Opinion

We have audited the financial statements of Mind the Gap (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF MIND THE GAP

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

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

Auditor's responsibilities for the audit of the financial statements

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

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF MIND THE GAP

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias;
- Performing audit work over the timing and recognition of income and in particular whether it has been recorded in the correct accounting period.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Jessica Lawrence

**Jessica Lawrence (Senior Statutory Auditor)
for and on behalf of Azets Audit Services Limited**

13/10/2025
.....

**Chartered Accountants
Statutory Auditor**

12 King Street
Leeds
LS1 2HL

MIND THE GAP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
<u>Income and endowments from:</u>					
Donations and non-performance grants	3	7,414	-	7,414	14,959
Charitable activities	4	689,134	278,203	967,337	1,827,942
Investments	5	8,138	-	8,138	8,327
Other income	6	71,723	-	71,723	116,184
Total income		776,409	278,203	1,054,612	1,967,412
<u>Expenditure on:</u>					
Charitable activities	7	794,508	498,665	1,293,173	1,822,524
Net incoming/(outgoing) for the year		(18,099)	(220,462)	(238,561)	144,888
<u>Other recognised gains and losses</u>					
Other gains or losses	12	-	-	-	(2)
Net movement in funds		(18,099)	(220,462)	(238,561)	144,886
Fund balances at 1 April 2024		375,939	246,200	622,139	477,253
Fund balances at 31 March 2025		357,840	25,738	383,578	622,139

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 19 - 34 form part of these financial statements.

A fully detailed Statement of Financial Activities for the year ending 31 March 2024 is shown at note 22.

All income and expenditure derive from continuing activities.

MIND THE GAP

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	13		21,523		16,298
Current assets					
Debtors	14	94,729		121,744	
Cash at bank and in hand		394,127		628,682	
		<u>488,856</u>		<u>750,426</u>	
Creditors: amounts falling due within one year	15	<u>(126,801)</u>		<u>(144,585)</u>	
Net current assets			362,055		605,841
Total assets less current liabilities			<u>383,578</u>		<u>622,139</u>
Funds of the charity					
Restricted funds	19		25,738		246,200
Unrestricted funds			357,840		375,939
			<u>383,578</u>		<u>622,139</u>

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for the circulation to members of the company. They were approved by the board of Trustees on 09/10/2025..... and signed on its behalf by:

L A Carter

.....
L Carter
Co-Chair

Company Registration No. 02348556

MIND THE GAP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	21		(223,700)		145,794
Investing activities					
Purchase of tangible fixed assets		(19,219)		(1,450)	
Proceeds on disposal of tangible fixed assets		226		-	
Investment income received		8,138		8,327	
		<u> </u>		<u> </u>	
Net cash (used in)/generated from investing activities			(10,855)		6,877
Net (decrease)/increase in cash and cash equivalents			(234,555)		152,671
Cash and cash equivalents at beginning of year			628,682		476,011
			<u> </u>		<u> </u>
Cash and cash equivalents at end of year			<u>394,127</u>		<u>628,682</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Charity information

Mind the Gap is a private company limited by guarantee incorporated in England and Wales. The registered office is Mind the Gap Studios, Silk Warehouse, Patent Street, Bradford, BD9 4SA.

Each member of the company has undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he/she/they are a member, or within one year after he/she/they cease to be a member.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

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

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

Government and other grants are recognised in full in the statement of financial activities in the period in which they are receivable.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Charitable expenditure: comprises those costs incurred by the charity in the deliverance of its activities and services for its beneficiaries. It includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Support Costs: are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trust's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 8.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in notes 7 and 8.

1.6 Tangible fixed assets

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

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

Fixtures and fittings	25% Reducing balance or 25% straight line
Computers	33% Reducing balance or 33% straight line

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

Individual fixed assets costing £500 or more are capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.10 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The charity benefits significantly from Theatre Tax Credit taxation reliefs based on the eligible production costs incurred. The calculation of the tax credit involves significant uncertainties and it is not possible to apply a reasonable point estimate based on historic agreements with tax authorities. Therefore the Trustees only recognise any potential tax rebate on an accruals basis once the amount is measurable and known.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.14 Custodian Funds

Funds held by the charity as a custodian trustee are excluded from the income and expenditure of the charity and the balance held recognised as a liability within the financial statements.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees are of the opinion that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3 Donations and non-performance grants

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2025 £	2025 £	2025 £	2024 £	2024 £
Donations and gifts					
Donations	-	-	-	14,959	14,959
Other	7,414	-	7,414	-	-
	<u>7,414</u>	<u>-</u>	<u>7,414</u>	<u>-</u>	<u>14,959</u>

The Charity benefits greatly from the involvement and enthusiastic support of a number of volunteers, details of which are given in our annual report. In accordance with FRS102 the economic contribution of volunteers is not recognised in the accounts.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities	Unrestricted Funds		Restricted Funds		Total Funds		Unrestricted Funds		Restricted Funds		Total Funds	
	2025	£	2025	£	2025	£	2024	£	2024	£	2024	£
Fee Income	346,677		167,378		514,055		583,193		44,753		627,946	
Revenue grants	342,458		110,825		453,283		356,844		843,152		1,199,996	
	689,135		278,203		967,338		940,037		887,905		1,827,942	
Revenue Grants												
Arts Council England - National Portfolio Funding	310,864		1,888		312,752		310,864		-		310,864	
City of Bradford MDC Academy Fund	-		30,000		30,000		-		30,000		30,000	
City of Bradford MDC - Short breaks	12,500		-		12,500		15,000		-		15,000	
Other grants	53,677		159,810		213,487		35,558		54,290		32,115	
I'm Me	-		29,465		29,465		-		48,277		48,277	
ACE Creative People and Places - The Leap Project	-		(110,339)		(110,339)		-		700,000		700,000	
Leave the Light On For Me	-		-		-		-		84,927		84,927	
	377,041		110,824		487,865		361,422		832,567		1,193,989	

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

5 Investments

	Unrestricted funds	Unrestricted funds
	2025	2024
	£	£
Interest receivable	8,138	8,327

6 Other income

	Unrestricted funds	Restricted funds	Total Unrestricted funds		Restricted funds	Total
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Net gain on disposal of tangible fixed assets	226	-	226	-	-	-
Other income	71,497	-	71,497	116,184	-	116,184
	<u>71,723</u>	<u>-</u>	<u>71,723</u>	<u>116,184</u>	<u>-</u>	<u>116,184</u>

Other income includes £25,907 (2024: £39,842) relating to Theatre Tax Relief claims.

7 Charitable activities

	2025	2024
	£	£
Staff costs	686,402	822,836
Depreciation	13,994	12,169
Direct production costs	12,242	33,094
Premises costs and insurance	60,981	60,268
General administration	50,692	45,631
Travel, accommodation and subsistence	21,311	31,755
Marketing	47,123	61,491
Artists and freelance costs	163,783	131,596
LEAP Award payments	90,232	476,074
	<u>1,146,760</u>	<u>1,674,914</u>
Share of support costs (see note 8)	131,524	138,260
Share of governance costs (see note 8)	14,889	9,350
Total expenditure on charitable activities	<u>1,293,173</u>	<u>1,822,524</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

8 Support costs

	Support costs 2025 £	Governance costs 2025 £	Total 2025 £	Support costs 2024 £	Governance costs 2024 £	Total 2024 £
Staff costs	100,789	-	100,789	101,005	-	101,005
Premises costs and insurance	15,246	-	15,246	20,089	-	20,089
General administration	12,673	-	12,673	12,768	-	12,768
Professional fees	2,420	-	2,420	4,040	-	4,040
Bank charges	396	-	396	358	-	358
Audit fees	-	12,469	12,469	-	7,250	7,250
Accountancy	-	2,420	2,420	-	2,100	2,100
	<u>131,524</u>	<u>14,889</u>	<u>146,413</u>	<u>138,260</u>	<u>9,350</u>	<u>147,610</u>

9 Trustees

JoAnna Haines, a Trustee of the charity, did not receive a salary in the year for temporary employment (2024: £2,400).

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	35	41
	<u>35</u>	<u>41</u>
Employment costs	2025 £	2024 £
Wages and salaries	711,490	835,360
Social security costs	60,629	70,825
Other pension costs	15,617	17,656
	<u>787,736</u>	<u>923,841</u>

No employee earned £60,000 or more during the year (2024: no employee).

The key management personnel of Mind the Gap are the Executive Director, Artistic Director, Finance Manager, Creative Director and Executive Producer. The total employee benefits of the key management personnel of the charity were £203,522 (2024: £196,927).

Key management personnel of the Executive Director & Artistic Director both left the charity in November 2024. The Creative Director and Executive Producer have been appointed as the new co-leaderships to replace the departures.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2025	2024
	£	£
Foreign exchange losses	-	2
	<u> </u>	<u> </u>

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2024	337,929	221,583	559,512
Additions	-	19,219	19,219
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2025	337,929	240,802	578,731
	<u> </u>	<u> </u>	<u> </u>
Depreciation and impairment			
At 1 April 2024	325,371	217,843	543,214
Depreciation charged in the year	7,306	6,688	13,994
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2025	332,677	224,531	557,208
	<u> </u>	<u> </u>	<u> </u>
Carrying amount			
At 31 March 2025	5,252	16,271	21,523
	<u> </u>	<u> </u>	<u> </u>
At 31 March 2024	12,558	3,740	16,298
	<u> </u>	<u> </u>	<u> </u>

14 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	42,213	55,973
Prepayments and accrued income	52,516	65,771
	<u> </u>	<u> </u>
	94,729	121,744
	<u> </u>	<u> </u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

15 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		18,026	20,332
Deferred income	16	15,156	47,575
Trade creditors		34,783	18,913
Other creditors		19,224	15,279
Accruals		39,612	42,486
		<u>126,801</u>	<u>144,585</u>

In 2024-25 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE). The artists for whom the charity acted as Custodian Trustee in the year were: Joanne Haines (Dancing With Colours) and Jeremy Colborne (DYCP - Lighthouse Project). The total value of the income on these awards in the year was £34,583 (2024: £31,283) and the total amount held for these awards at the year end was £19,224 (2024: £15,279) was included within other creditors.

16 Deferred Income

	2025 £	2024 £
Brought forward	47,575	15,219
Released in the year	(47,575)	(15,219)
Deferred in the year	15,156	47,575
	<u>15,156</u>	<u>47,575</u>

17 Operating lease commitments

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

	2025 £	2024 £
Within one year	14,094	13,995
Between two and five years	54,752	54,627
In over five years	35,729	49,299
	<u>104,575</u>	<u>117,921</u>

18 Related party transactions

In the year, Dan Mallaghan (partner of Lisa Mallaghan) received remuneration for employment with the charity of £3,500 (2024: £nil). Dan Mallaghan also incurred expenditure to the charity of £300 (2024: £nil) relating to the Lighthouse project and £50 (2024: £nil) for the loan of a projector.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 March 2025 £
	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 1 April 2024 £	Income £	Expenditure £	
Academy Fund	-	30,000	(30,000)	-	30,000	(30,000)	-
Capital assets	386	-	(386)	-	-	(872)	(872)
The LEAP	59,259	743,935	(593,385)	209,809	30,348	(240,157)	-
Collaborative Touring Network	3,429	8,820	(12,249)	-	-	-	-
Historic England - Manningham Stories	319	3,500	(3,819)	-	-	-	-
Transforming Leadership	1,028	7,552	(7,500)	1,080	1,888	(2,968)	-
My Creative Local	-	17,292	(7,537)	9,755	113,339	(115,266)	7,828
Activate	-	18,529	(14,050)	4,479	26,543	(30,764)	258
I'm Me	-	48,277	(27,200)	21,077	31,085	(36,349)	15,813
The Clore Fellowship	-	10,000	(10,000)	-	-	-	-
BD25 Deviance	-	-	-	-	25,000	(22,289)	2,711
Freefall - British Council	-	-	-	-	20,000	(20,000)	-
	<u>64,421</u>	<u>887,905</u>	<u>(706,126)</u>	<u>246,200</u>	<u>278,203</u>	<u>(498,665)</u>	<u>25,738</u>

Purposes of restricted funds:

Academy

The fund was set up in 2002/03 to run the annual vocational training programme for adults with a learning disability. In the current year it includes funding from the following source: City of Bradford Metropolitan District Council.

Capital Assets

Mind the Gap has previously received funds to purchase capital items to further the work of the charity from investors including Arts Council England, ERDF, ESF, the Clothworkers Foundation and the Garfield Weston Trust. This fund represents the value of undepreciated assets.

Collaborative Touring Network

This fund was set up in 2022/23 to run Mind the Gap's involvement in this national touring initiative. In this year it includes funding from the following source: The Old Courts (lead partner).

Manningham Stories

This fund was set up to in 2022/23 to run a creative engagement project exploring hidden stories in the local area, and to create a unique place marker to celebrate these. In this year it includes funding from the following source: Historic England.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

(Continued)

The Leap

This fund was set up in 2020/21 to record income and expenditure connected with this Consortium project, led by Bradford Teaching Hospitals NHS Foundation Trust (the NHS Trust). The Leap project's overall budget is managed by the NHS Trust, who receive all income on behalf of the project, including grant funds from the majority stakeholder Arts Council England Creative People & Places programme. MTG is a Consortium member, and the charity's responsibilities include the employment of The Leap project staff, and the dissemination of funds to other organisations, as determined by agreed application processes and procedures. The funds managed by MTG on behalf of the project as shown in these accounts have been received from the NHS Trust.

Transforming Leadership

This fund was set up in 2022/23 to participate in a nationally significant project that aims to reshape England's cultural leadership to include learning disabled and autistic voices. In this year it includes funding from the following source: Access All Areas (lead partner).

My Creative Local

This fund was set up in 2023/24 to run a creative engagement programme in collaboration with local communities and artistic partners in Manningham, Bradford. In this year it includes funding from the following source: The National Lottery Reaching Communities.

Activate

This fund was set up in 2023/24 to run a creative engagement programme in collaboration with Bradford's Creative People & Places project The Leap. This involves local communities and artistic partners in Manningham, Bradford. In this year it includes funding from the following source: The Leap Pioneer Awards.

I'm Me

I'm Me is a large and complex project, the project is funded by the Arts and Humanities Research Council and the lead researcher is Professor Matthew Reason (York St John University). Mind the Gap are the project's core partner. I'm Me will work with learning disabled and autistic artists as peer and creative researchers to explore questions of identity, representation and voice.

BD25 R+D phase 1 April-July 2024 - Deviance

Deviance is phase 1 of a Research and Development (R+D) project for the commissioning programme at Bradford's Capital of Culture 2025. Funding has been provided to test ideas and work with creatives in set design, lighting, audio and costume to bring to life ideas from MInd the Gap's artists ensemble with Artistic Director Joyce Lee.

BD25 R+D phase 2 January-February 2025 - The Invite

The Invite is phase 2 of a Research and Development (R+D) project for the commissioning programme at Bradford's Capital of Culture 2025. Funding has been provided to test ideas and work with creatives in set design, lighting, audio and costume to bring to life ideas from MInd the Gap's artists ensemble with Creative Director Charli Ward and Director Rich Rusk.

British Council + Teatr 21 Project - Cathy...A Modern Manifesto

A research-based, scoping exercise to discover the viability of a co-created project between Mind the Gap (MTG) and Teatr21 (T21) including an artist exchange at MTG and T21 to begin to establish partnerships and connections with each other's organisation and their local community. This involves artist exchange workshops, visits around each other's community and notable cultural sites, and workshops with local community groups including the diasporic Polish community in Bradford. Each travelling team will be an inclusive team of 2-3 people including artist with learning disabilities. Each residency will be enhanced by the company's local artistic staff or freelance artists.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

20 Analysis of net assets between funds

	Unrestricted Funds 2025 £	Restricted funds 2025 £	Total Unrestricted Funds 2025 £	Restricted funds 2024 £	Total 2024 £
Fund balances at 31 March 2025 are represented by:					
Tangible assets	21,523	-	21,523	16,298	16,298
Current assets/(liabilities)	336,317	25,738	362,055	246,200	605,841
	<u>357,840</u>	<u>25,738</u>	<u>383,578</u>	<u>246,200</u>	<u>622,139</u>

21 Cash generated from operations

	2025 £	2024 £
(Deficit)/surplus for the year	(238,561)	144,888
Adjustments for:		
Investment income	(8,138)	(8,327)
Foreign exchange losses	-	(2)
Profit on disposal of tangible fixed assets	(226)	-
Depreciation of tangible fixed assets	13,994	12,169
Movements in working capital:		
Decrease in debtors	27,015	12,673
(Decrease) in creditors	(17,784)	(15,607)
Cash (absorbed by)/generated from operations	<u>(223,700)</u>	<u>145,794</u>

The charity had no debt during the current or prior year.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

22 Comparative Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	Total 2024 £
<u>Income and endowments from:</u>			
Donations and gifts	14,959	-	14,959
Charitable activities	940,037	887,905	1,827,942
Investments	8,327	-	8,327
Other income	116,184	-	116,184
	<hr/>	<hr/>	<hr/>
Total income	1,079,507	887,905	1,967,412
	<hr/>	<hr/>	<hr/>
<u>Expenditure on:</u>			
Charitable activities	1,116,398	706,126	1,822,524
	<hr/>	<hr/>	<hr/>
Net (outgoing)/incoming resources	(36,891)	181,779	144,888
Other gains or losses	(2)	-	(2)
	<hr/>	<hr/>	<hr/>
Net movement in funds	(36,893)	181,779	144,886
	<hr/>	<hr/>	<hr/>
Fund balances at 1 April 2023	412,832	64,421	477,253
	<hr/>	<hr/>	<hr/>
Fund balances at 31 March 2024	375,939	246,200	622,139
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

MIND THE GAP

England & Wales - Charity number 328476

Accounts

Charity registration number 328476

Company registration number 02348556 (England and Wales)

Mind The Gap
Annual Report And Financial Statements
For The Year Ended 31 March 2024

MIND THE GAP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	J Whaley L Carter E Gee J Haines L Jones R Mason R Walker J Coulthard K Mir S Khadim	(Co Chair) (Co Chair) (Resigned 23 August 2024) (Resigned 18 September 2024) (Resigned 7 October 2024)
Secretary	J Skelton	
Charity number	328476	
Company number	02348556	
Registered office	Mind the Gap Studios Silk Warehouse Patent Street Bradford BD9 4SA	
Auditor	Azets Audit Services Limited 12 King Street Leeds LS1 2HL	
Bankers	Lloyds Bank Plc 45 Hustlergate Bradford BD1 1NT	

MIND THE GAP

CONTENTS

	Page
Trustees' report	1 - 11
Statement of Trustees' responsibilities	12
Independent auditor's report	13 - 15
Statement of financial activities	16
Balance sheet	17
Statement of cash flows	18
Notes to the financial statements	19 - 32

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also Directors for the purposes of company law, present their annual report together with the financial statements for the year ended 31 March 2024 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The Trustees have adopted the provisions of Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Legal and Administrative information page forms part of this Trustees' report.

Objectives and activities

Mind the Gap is England's largest learning disability and autism focused arts charity. We work locally, regionally, nationally and internationally to further the charity's aims.

In this past year we undertook a review of our Vision, Mission and Values. This involved learning disabled and autistic artists, staff and freelance colleagues, and the Board. The culmination of these discussions is a refreshed way of expressing what we do, and why and how we do it:

Vision

We want to live in a world where learning disabled and autistic people are seen, heard and represented everywhere. Where learning disabled and autistic voices lead the way in building a more inclusive world.

Mission

- We use art to shift power away from where it's been for too long.
- We test new creative ways of working that get rid of barriers and celebrate people for who they are.
- We find power in peoples' stories.
- We make new narratives that challenge ideas about who gets to do what.

We reframed the company's values, restating our focus on being Creative, Inclusive, Collaborative and Welcoming. Our discussions reviewed how Mind the Gap affects change in society, and we captured this in new values. These state our commitment to operate in ways that promote Allyship between learning disabled and non-disabled people, are Activist in non-partisan ways, and always remaining open to Learning.

These updated Vision, Mission and Values will underpin Mind the Gap's approach. Our main areas of operation remain unchanged in the short and medium term.

Mind the Gap will continue to deliver a wide-ranging programme that embraces three key activity areas:

1. Performance & Live Art: creating bold, cutting edge, world-class performance and live art events and experiences. Our approach puts learning disabled and autistic artists at the heart of the artistic process: as performers and creatives, and in the making, devising and delivery stages.
1. Talent Development: Alongside our artistic projects and productions we run our acclaimed Academy which, through a programme of different courses, nurtures and develops the talents and skills of learning-disabled creatives.
1. Leadership & Change: Integral to the company's approach is collaboration and working in partnership with other organisations so that there is a more inclusive and accessible creative sector in which learning disabled and autistic artists can thrive. Our expanding Engagement programme, particularly focused on local communities, will play an important role in this objective over the next three years and beyond.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

These three key activity areas are inextricably linked and interdependent, with each strengthening and supporting the other.

Mind the Gap Studios in Manningham, Bradford, provides the company with high quality equipment and fully accessible facilities that are the physical hub of the organisation's operation. This is a key strength, providing excellent, accessible facilities through which to demonstrate the company's principles and practice.

The artistic programme evolves year on year, with a continuous focus on opportunities to develop new work, and at the same time refreshing existing work for new audiences and contexts.

The aims, objectives and activities of the charity are reviewed annually by trustees and staff, and achievements and learning are assessed and evaluated. This helps inform future plans. When reviewing the aims and objectives of the charity, and in planning future activities, the trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

Overview & highlights of the year

In 2023/24 Mind the Gap was able to return to more typical ways of working following several years that saw the arts and wider society severely impacted by the Covid pandemic.

It must be noted that the effects of the pandemic remain widespread and significant. For Mind the Gap, this is particularly evident in fierce competition for increasingly scarce financial resources, the financial pressures facing local authorities that in turn impact learning disabled and autistic people in widespread ways, and more evidence of mental and physical health difficulties among our networks.

In spite of these pressures Mind the Gap enjoyed another creatively successful and active year.

Highlights of the year:

Performance & Live Art:

Using our climate action research developed over several years, we created a new small-scale touring show called **Birdie**. Aimed at younger children and families the piece is a non-verbal movement piece led by Artistic Director Joyce Nga Yu Lee with Movement Director Karen Bartholomew, and music composed by Jez Colborne. It incorporates an ingenious moving cart set created by our design partners Eye of the Newt, and is delivered by three performers. The piece explores the impact of climate change on central character Birdie (Charlotte Jones) and the relationship she forms with traveller Homie (Lorraine Brown) and calls for positive action to protect our wildlife and planet. The show is supported by a third character (Alan Clay) who performs and animates the multi-functioning cart that forms the backdrop and houses props and costumes.

Birdie was enjoyed by 2,000+ people through 26 performances at 13 locations including several in Bradford to reach local audiences.

Mind the Gap artists also took part in Bradford's annual Lantern Parade led by locally based puppetry company Cecil Green Arts. We created a short performance piece that was performed several times as part of the lead up to the main parade. An estimated 1500 encountered the piece as part of the event.

Talent Development:

Our Academy programme continues to develop and support skills development of aspiring and experienced learning disabled and autistic people. Across the seven different programmes, plus our Artists' Continuous Professional Development activity, 117 individuals participated regularly over the year.

To celebrate the talents of these hard-working students Mind the Gap presents annual showcases focused on Performance Academy and One-Day courses. Enthusiastic audiences composed of family, friends and stakeholders enjoy these events.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

We continued to support our core team of learning disabled and autistic Artists in their professional development work, including supporting individuals to apply for project funding through Arts Council England, Bradford Producing Hub and Unlimited. We are delighted that JoAnne Haines (Dancing with Colours), Jez Colborne (Lighthouse project), Charlotte Jones & Lorraine Brown (Knotted), and Alan Clay (In Mind) are among those with projects in active development.

Leadership & Change:

In 2023/24 Mind the Gap was fortunate to secure a Pioneer Award of £50,000 through the Arts Council England co-funded initiative The Leap. This has enabled us to consolidate the creative engagement work we've been doing with local people and partners through a sustained programme of activity that responds to local communities' needs and interests.

This investment from The Leap also provided vital match funding that enabled Mind the Gap to secure a substantial National Lottery Reaching Communities grant spanning three years from February 2024. After a lengthy application process we were delighted to be awarded £318,000 for a programme of activity, events and partnership working that will lay firm foundations for ground-breaking collaborative local work. Thanks to several key local partnerships including Bradford Stronger Together parents' network, disability sector neighbours Equality Together, and local hubs including Farcliffe Family Centre we are excited about the potential to create real and lasting change locally.

Slightly further afield our successful collaborative relationship with York St John University (YSJU) has been strengthened this year. Led by Professor Matthew Reason Director of the Institute for Social Justice YSJU was successful in securing an Arts & Humanities Research Council grant to explore Identify, Representation and Voice through a project called **I'm Me**. Seven national learning disability and autism focused organisations are involved. Mind the Gap is fortunate to be a lead partner, and our Artists have worked with Matthew and his team including illustrator Brian Hartley to make three "Doodle Books" that support creative thinking. As part of this project Mind the Gap will play a key role in curating and producing a Festival in June 2025 that will present the culmination of the **I'm Me** research. This will take the form of performances, exhibitions and presentations created by the participating partners in response to the research findings.

Nationally, Mind the Gap has been part of the Collaborative Touring Network this year. We were part of a network of seven organisations, led by Square Chapel Arts Centre in Halifax. We hosted the latest production by the brilliant Tourettes Hero, and enjoyed working with co-Artistic Director Jess Thom including wider discussions about disability rights and activism. We also supported local disabled artist Maggie Morris who created a platform performance as part of the hosted event.

Internationally, we participated in regular online discussions with European colleagues working in the learning disability and autism arts arena. We continue to look for collaboration and presentation opportunities. Next year, we will work with Poland's Teatr 21 to share skills and co-create a choreography project funded by the British Council.

Returning to local interests, Mind the Gap continues to be part of the Consortium group that oversees Bradford Creative People & Places project The Leap. We also continue to be involved with Bradford Producing Hub as an active project partner, including collaborating with them to deliver part of their Empowered programme for local artists.

We are excited that Bradford is UK City of Culture 2025 and look forward to being part of the celebrations.

We thank all our investors for continuing to back the company and our work. This includes Arts Council England, Bradford MD Council, Calderdale Council and other local authorities, The Leap, The National Lottery Reaching Communities and York St John University (thanks to Arts & Humanities Research Council investment).

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

ACHIEVEMENTS AND PERFORMANCE

Impacts 2023/24

Mind the Gap has continued to gather data so that we can evidence our achievements and impacts. This includes capturing audience figures and profile information, gathering information about participants, and inviting feedback through surveys and social media.

This year we have recorded the following:

1. Performance and Live Arts - including digital broadcast and online dissemination:

*"Really fun and enjoyable. Loved the music, the performances and the humour."
Audience member*

- **Birdie** a national touring production reaching audiences of 2,000+ people at 13 locations across England, approx. 50% of whom were Bradford local attenders.
- **Lantern parade** performance was part of a major event in Lister Park, Manningham reaching an estimated 1,500 people, mostly children and families from the local area.

Alongside production activity this year we have begun exploring the potential of collaborating with brilliant Lung theatre company, who make work based on true stories with national impact. We deepened our relationship through research and development collaboration in 2023/24. We hope this will culminate in co-production in 2026.

2. Talent Development through MTG Academy:

*"What I like about going to Mind the Gap is that I can learn new things at ease and a good pace. Classes are always fun and we learn a lot because it is not boring or dull. Everyone is very friendly and if we do have a problem there is someone always there to go to."
Mind the Gap Academy Student*

- Seven different courses form the MTG Academy programme, including the 4-day Performance Academy course, partner courses led by Totally Inclusive People, and a Youth Academy scheme run in partnership with Bradford's Specialist Inclusion Project.
- Our student cohort 2023/24 numbered 104 individuals, including our new Calderdale satellite course, who participated with us between one and five days each week, over 35 weeks.
- The programme numbered 1,140 sessions, and delivered 13,000 attendances.
- Additionally, we supported our Artists' ensemble with continuous professional development training through 264 sessions delivering 4,700 attendances.
- Showcase events enabled family and friends to celebrate students' achievements and successes in July 2024.

3. Leadership & Change through collaborative working:

*"My daughter has had the most enriching experience at her Saturday group. She leaves the sessions very happy, relaxed and more confident. It is clear when she is with you she is totally at ease, empowered to be herself and open to new friends and learning. We know this is due to you lovely staff and volunteers, you all personify the very essence of celebration of diversity. Thank you for your support, encouragement, compassion, understanding and care."
Parent of Youth Academy participant*

- Through our creative engagement programme we've worked regularly with 30 young learning disabled and autistic people, and launched a new Saturday morning activity which is proving popular and successful.
- We've got a growing network of strong partnerships through our engagement programme; currently nine active partnerships are helping drive our plans forward.
- We hosted a very successful Winter Social film and social event with City of Sanctuary, and plan to run at least two more community events in 2024/25.
- In the year we hosted 10 local and national artists, either as part of our Open Space initiative or events. We worked with Bradford Producing Hub to deliver training for disabled artists.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Fundraising activities

Building on previous years Mind the Gap's income generation and fundraising strategy has focused on attracting investment from several key stakeholders. These include Arts Council England, Local Authorities like Bradford, Calderdale and Leeds, a collaboration with The Leap, and securing funding for a 3-year programme called My Creative Local through The National Lottery Reaching Communities fund.

It has been evident this year that grant makers and donors are facing immense demand for their resources. Funders have reported that they are experiencing unprecedented demand, with one recently saying in a rejection email that they have seen a 3,000% increase in applications. Additionally, while some funders (e.g. local authorities) are applying inflationary increases to some areas of income, this is not keeping pace with rapidly rising costs e.g. salaries and overheads.

This makes for a challenging economic climate, and creates uncertainty for the future. While Mind the Gap remains optimistic our high quality work will attract investment, we are planning for the future with some additional caution around income targets and success rates. As we report later under Plans for the Future the company will be restructuring in 2024/25, and as part of this aims to reduce salary overhead expenditure.

Arts Council England (ACE) provided core investment via the National Portfolio Programme (NPO) of £310,864, approximately +£60,000 on previous year thanks to an uplift for Mind the Gap for 2023-2026. Mind the Gap also manages programme funds and employs staff for the Arts Council England Creative People & Places project The Leap. Bradford MD Council invested around £61,500 in our work through the Arts Investment Programme and other project grants – which while valued and essential, is significantly less than 2022/23 and previous years.

We have continued to deepen our working relationship with York St John University, including their pioneering Institute for Social Justice. We are delighted that the Arts & Humanities Research Council have agreed to invest in our partnership project **I'm Me**, led by Professor Matthew Reason, Director of the University's Institute. This flagship project developing ground-breaking methodologies in learning disability inclusive research project started in May 2023 and will run over 26 months, yielding approx. £100,000 investment in Mind the Gap's elements of the project, of the total project grant £468,000.

We have invested unrestricted reserves in the development of local creative engagement work, to strengthen our community focused work and positioning for future funding and collaboration opportunities.

Mind the Gap is grateful to all its investors – large and small – for their support this year.

Fundraising in the current climate continues to be challenging. While Mind the Gap's successful track record puts the charity in a strong position to attract investment, we know competition for scarce resources will be fierce in the coming year and beyond.

England's theatre sector continues to adjust following the impacts of the pandemic. We know that like Mind the Gap colleagues in venues and other touring companies are having to negotiate very difficult conditions, which hampers long-term decision-making.

As one of Bradford's longest established and largest arts organisations, we aim to play a big role in the District's UK City of Culture celebrations in 2025. 2023/24 has been an important year to lay the groundwork, and we hope that the Bradford 2025 team will commit to investing in our offer in autumn 2024.

Despite the new challenges for international collaboration caused by Brexit, Mind the Gap continues to foster European connections and opportunities through the informal Crossing the Line Network, which we have helped develop since 2010.

Our successful Academy programme generates substantial income through the fees paid by participants through Individual Budgets and Direct Payments. We need cross-subsidy in addition to fees income to develop and thrive. We know that adult social care budgets are already under extreme pressures so we will need to work collaboratively with local authority partners and other investors to ensure our work remains relevant, impactful and sustainable.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

We have successfully increased earned income this year from services, training and partnerships compared to previous year, but we are not yet at pre-pandemic levels. We hope that 2024/25 will improve the market conditions will improve so Mind the Gap can maximise return from its knowledge and expertise.

Mind the Gap does not hold material investments.

Mind the Gap occasionally seeks and receives individual donations to support our work, usually through project campaigns, and our ongoing individual giving programme. We strive to achieve the highest standard fundraising standards and value our supportive funders and donors. We stay up to date with charity regulations, data protection and the Fundraising Preference Service (FPS) to make sure we are legally compliant and adhering to all guidelines and best practice.

Financial review

The charity manages a complex financial portfolio of grants, commissions, donations and earned income in order to deliver its artistic programme and meet its charitable objectives. The company works to a written business plan spanning three years that is updated annually.

The company's Business Plan is underpinned by 3 financial aims:

1. Income directly benefits MTG artistic programme, goals and audiences.
2. Making strong and sustainable relationships with stakeholders from diverse sources: public, lottery, private, corporate and individual sectors.
3. Reducing reliance on ad-hoc funding by generating sustainable income streams and longer-term investment by stakeholders.

Mind the Gap's main sources of income are: Arts Council England (ACE) National Portfolio Organisation (NPO) and earned income through MTG Academy services.

Mind the Gap is also eligible for and has claimed rebate income totalling £39,500 through HMRC's Theatre Tax Relief scheme.

The charity has successfully negotiated this year's many financial challenges, remaining financially sustainable, and sowing seeds for investment towards future activities.

The Statement of Financial Activities shows net movement in funds for the year of £144,886 (2023: outgoing £140,260) and total reserves of £622,139 (2023: £477,253).

The trustees have established a written Reserves Policy to ensure the stability of the mission, programmes, employment and ongoing operations of the charity. The target minimum reserves policy is equal to three-months average operating costs. The Reserve Policy value includes all recurring, predictable expenses such as salaries and benefits, core artists, administration and overheads, ongoing professional services.

The Reserves target is currently £160,000. The trustees refer to this as the Board Designated Operating Reserve.

The free reserves at 31 March 2024 were £359,641 (2023: £386,201) which is currently above this amount

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

PLANS FOR FUTURE PERIODS

Mind the Gap looks forward to another busy and productive year in 2024/25. Currently, our priorities include:

- We will remount **Birdie** for national touring, and take our family friendly climate action show to festivals, arts venues and schools across England.
- As we look towards UK City of Culture 2025, Mind the Gap has been successful in securing a Research and Development Commission. This will enable us to advance our plans to create a new show exploring identity, representation and voice of learning disabled and autistic people. We hope this will lead to our project being greenlit to go forward as part of the BD25 artistic programme.
- We will continue our research collaboration with York St John University called **I'm Me**. Working with six partners across the UK we will work towards a Festival presentation in June 2025.
- We will continue to discuss a joint project with our friends at verbatim theatre specialists LUNG – and hope that this will culminate in a new co-production for 2026.
- Our creative engagement activities will be progressed through our Leap collaboration project **Activate**, and our Reaching Communities funded programme **My Creative Local**. We will continue to build local partnerships and use the arts to explore and find solutions to issues that are important and pressing for families living with learning disability. This will include further development of our Youth Academy, and connecting our engagement activity with creative plans for Bradford 2025.
- Our thriving Academy will continue to offer a varied programme of different offers for aspiring learning disabled and autistic adults. In 2024/25 our first cohort of Performance Academy programme students will graduate with a formal qualification at Certificate of Education Level 4, thanks to our validation partnership with York St John University. A new cohort will start their three-year Performance Academy journey, the only course at this level in the UK.
- We will continue to support our ensemble of learning disabled and autistic Artists, creating performance, devising, engagement, independent project and skills development opportunities to meet individuals' goals and the objectives of the charity.
- In 2024/25 the Consortium arrangements for The Leap project will change, and Mind the Gap will no longer be the employer or distributor of programme funds. We expect to continue to be an active collaborator and part of The Leap project network, but may step down from the Consortium group.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management

The charity is constituted as a company limited by guarantee, and is therefore governed by a Memorandum and Articles of Association.

All the directors of the company are also trustees of the charity, and there are no other trustees. The trustees who served during the year are set out on the Legal and Administration information page. In accordance with the Articles of Association one third of the trustees will retire by rotation at the annual general meeting, and where eligible, may offer themselves for re-election.

Ten directors served for all or part of the year on the Board, bringing a wide range of skills and expertise including knowledge of finance, business development, marketing and social services sectors as well as creative arts, equalities, diversity & inclusion.

Executive Director Julia Skelton MBE is appointed by the Board as chief executive officer to manage Mind the Gap's operation and the smooth-running of the company. Senior management roles ensure that artistic programme, Academy and creative engagement work are all overseen by qualified personnel. The line management structure identifies clear lines of responsibility to other members staff including the Management Team and learning-disabled company members.

In 2024/25 the charity will see some significant changes in the staff structure at Mind the Gap.

Julia Skelton and Joyce Nga Yu Lee have made separate decisions to leave their roles of Executive Director and Artistic Director after 27 and 14 years respectively. They will step down from these roles in mid-November to pursue new ventures, but will continue to be available to Mind the Gap on a freelance and part-time basis.

This is part of an amicable succession plan led by the senior management team and Board, with support from independent advisors and key stakeholders.

As part of this succession planning process Mind the Gap has undertaken a very detailed analysis of company needs and explored different ways about how best to meet them. The Board considered several key factors alongside deciding the best model for the future, including using current staff skills and experience, protecting incumbent staff jobs / avoiding redundancies as far as possible, and priorities for future work.

After looking at different options, the Board decided to pursue a new co-leadership model drawing on the skills, knowledge and expertise of existing senior staff. This is based on two new full-time roles of Creative Director and Executive Producer working in collaboration.

The Board has led an internal recruitment process inviting existing senior staff to put themselves forward for these roles, and undertaking a presentation and Q&A interview process.

As a culmination of this process we are delighted to confirm that Charli Ward (currently Academy Director) will take up the new post of Creative Director, working in collaboration with Maria Thelwell (currently Head of Engagement) as Executive Producer. Lesley Davis will continue in the role of Finance Manager, and provide continuity in financial management.

Charli and Maria are both experts in learning-disability and autism inclusive practice. Through this new co-leadership model the company will strengthen the systems and support for learning-disabled and autistic artists to sit at the heart of Mind the Gap's creative vision and decision-making processes.

There will be some other adjustments and job opportunities to account for these changes to enable smooth running and business continuity.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Trustee Induction and Training

New directors are recruited through open recruitment, networking and invitation, and are elected at Board meetings in accordance with the charity's Memorandum and Articles of Association. There is a comprehensive induction process and written information for new members. Training is provided where required.

All trustees give their time voluntarily. Any expenses reclaimed by trustees from the charity are set out in note 9 to the accounts.

Organisational structure

The Board meets five times each year to review the work of the company, discuss relevant issues and agree action for the next phase. Staff members and learning-disabled representatives from supported employment and training programmes make reports to the Directors to inform decision-making processes. The Board entrusts senior staff with responsibility to ensure that decisions are implemented, and directors (particularly the Co-Chairs) provide support, advice and direction as required between meetings.

The Co-Chair arrangements have been embedded since 2022/23, with the positions currently held by Lynne Carter and Emma Gee. The charity continues to review and develop its ways of working to be accessible and inclusive for people from different backgrounds. Our current priority is to effectively embed our new board members, and continue to grow our team to include new people with different expertise and lived experiences.

Three action groups support the work of the Board, made up of Trustees and relevant staff members, including learning disabled and autistic team members.

The Money & Partners Action Group meets 2-3 times each year alongside regular Ordinary Meetings. This group scrutinises the ongoing financial health of the organisation, tests financial assumptions and monitors the relationship between income and expenditure. Members provide support and ideas to ensure the charity's fundraising strategy is robust and viable.

The People & Home Action Group meets 2-3 times each year providing practical support and advice on key issues relating to people and resource matters. It reviews key policies including Health & Safety, Safeguarding and Equal Opportunities, as well as providing support and scrutiny on specific HR issues.

The Art, Audiences & Reputation Action Group is now in its third year of operation. This creates space for Board members to contribute to discussions and decisions relating to artistic policy. Working with the Creative Director and members of the Artists' ensemble this new group will help shape future artistic programme plans.

This action-group structure helps to ensure that all directors are able to use their expertise and knowledge to support the work of the charity. They are supported by input from time to time by co-opted strategic advisors.

Mind the Gap is committed to supporting individual artists to pursue their own artistic goals, as well as performing in productions created by the company. We continue to involve learning-disabled company members in decision-making and planning as well as delivery through regular meetings, discussions, and representation as officers at Board meetings.

We continue to develop our volunteer network and are currently supported by a team of around 6 active volunteers. Mind the Gap is grateful to all volunteers for the skills and support they so willingly bring to the charity.

The company also commissions additional artists and producers to maintain and strengthen the company's reputation for creating bold, innovative and exciting work. We continue to grow our network of Associate Artists, both learning-disabled and non-learning-disabled, to ensure that the company remains at the forefront of pioneering artistic practice.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Pay policy for senior staff

The pay of the charity's key personnel is reviewed annually.

Up to 2023/24 Mind the Gap voluntarily aligned its salary review policy and practice with the grading scale of the National Joint Council (NJC). However, it was not financially prudent for the charity to maintain strict adherence to this, because of rapid and significant rises in wages inflation. So, while NJC grading scale rates were adopted, this was not implemented until December 2023, rather than at the start of the financial year in April.

The Money & Partners Action Group have met and undertaken a detailed review of salary policy, and the Board has agreed that from 2024/25 Mind the Gap will decouple from the NJC grading scale.

In future, any decisions about salary increases for senior and other staff will be made based on prevailing market conditions and affordability. Board and senior staff will take into account external indicators like the Retail Prices Index (RPI) and bench-mark company wages with charities of a similar size and activity. This will ensure that the remuneration is fair and in line with what is generally paid for similar roles. This will enable the Board to agree any pay increases at the start of the financial year.

Risk Management

The directors actively review the financial risks that the charity faces annually at the regular ordinary meetings and the sub-groups' meetings, including the ongoing and future funding of the organisation. A written Risk Register document that summarises key risks is regularly reviewed by the Executive Director and updated annually by the Money & Partners Action Group.

Key risks include:

- UK's theatre sector remains in a financially fragile state, which is creating uncertainties around programming, funding and staffing models. This means medium and long-term planning is more challenging, as venues and touring companies endeavour to remain solvent, and anticipate future trends.
- Local authorities face extreme financial pressures, and there is a threat that some areas of work including arts and culture investment may be reduced or cut, so that funds can be deployed in other essential services. This means our Academy and creative engagement activities will need to attract and support those who may be at particular risk of being marginalised from mainstream activities. Making the case for cross subsidy investment to support the core functions of the charity (overhead staff, space, running costs) is essential for the programmes to run sustainably.
- The fundraising environment is extremely competitive with many organisations competing for scarce resources. Future investment strategy will need to negotiate this context. Mind the Gap will continue to adapt and flex its programme plans to meet changing needs and demands.
- Staff and Board member churn creates the risk that company knowledge and expertise is lost, and it may be challenging to replace outgoing staff and board members. The charity will remain proactive in Board recruitment and development, and ensure all staff work to clear job descriptions to enable Mind the Gap to transition smoothly if/when Board Trustees or key staff choose to leave.

The directors confirm that they have developed systems to monitor and control these risks, and one of the functions of the Action Groups is to provide scrutiny and support around any issues that might arise.

Funds Held as Custodian Trustee

In 2023-24, Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford Producing Hub (c/o University of Bradford). The artists for whom the charity acted as Custodian Trustee in the year were: Alan Clay (DYCP - My Next Step), JoAnne Haines (Make Work – Your Idea Your Way), Jez Colborne (DYCP- Lighthouse Project) and Paul Bates (DYCP – Judgement). The total value of the income on these awards in the year was £31,283 (2023: £65,571) and the total amount held for these awards at the year end was £15,279 (2023: £46,562). The safe custody and segregation of this income and the relevant expenditure was achieved by creating a separate 'class' (project) in the computerised book-keeping system so that all income and expenditure can be clearly accounted for and audited.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Disclosure of information to auditor

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

Auditors

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

Small company rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. It was approved by the Board of Trustees and signed on its behalf by:



.....
L Carter

Co-Chair of Trustees

Dated: 09/10/2024.....

MIND THE GAP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MIND THE GAP

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF MIND THE GAP

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

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

Auditor's responsibilities for the audit of the financial statements

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

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF MIND THE GAP

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias;
- Performing audit work over the timing and recognition of income and in particular whether it has been recorded in the correct accounting period.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Jessica Lawrence

**Jessica Lawrence (Senior Statutory Auditor)
for and on behalf of Azets Audit Services Limited**

09/10/2024
.....

**Chartered Accountants
Statutory Auditor**

12 King Street
Leeds
LS1 2HL

MIND THE GAP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
<u>Income and endowments from:</u>					
Donations and non-performance grants	3	14,959	-	14,959	28,233
Charitable activities	4	940,037	887,905	1,827,942	1,335,834
Investments	5	8,327	-	8,327	1,829
Other income	6	116,184	-	116,184	73,889
Total income		1,079,507	887,905	1,967,412	1,439,785
<u>Expenditure on:</u>					
Charitable activities	7	1,116,398	706,126	1,822,524	1,579,955
Net incoming/(outgoing) for the year		(36,891)	181,779	144,888	(140,170)
<u>Other recognised gains and losses</u>					
Other gains or losses	12	(2)	-	(2)	(90)
Net movement in funds		(36,893)	181,779	144,886	(140,260)
Fund balances at 1 April 2023		412,832	64,421	477,253	617,513
Fund balances at 31 March 2024		375,939	246,200	622,139	477,253

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 19 - 32 form part of these financial statements.

A fully detailed Statement of Financial Activities for the year ending 31 March 2023 is shown at note 22.

All income and expenditure derive from continuing activities.

MIND THE GAP

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	13		16,298		27,017
Current assets					
Debtors	14	121,744		134,417	
Cash at bank and in hand		628,682		476,011	
		<u>750,426</u>		<u>610,428</u>	
Creditors: amounts falling due within one year	15	<u>(144,585)</u>		<u>(160,192)</u>	
Net current assets			605,841		450,236
Total assets less current liabilities			<u>622,139</u>		<u>477,253</u>
Funds of the charity					
Restricted funds	19	246,200		64,421	
Unrestricted funds		375,939		412,832	
		<u>622,139</u>		<u>477,253</u>	

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for the circulation to members of the company. They were approved by the board of Trustees on 09/10/2024..... and signed on its behalf by:

L A Carter

.....
L Carter
Co-Chair

Company Registration No. 02348556

MIND THE GAP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	21		145,794		(175,023)
Investing activities					
Purchase of tangible fixed assets		(1,450)		(13,504)	
Proceeds on disposal of tangible fixed assets		-		2,894	
Investment income received		8,327		1,829	
Net cash generated from/(used in) investing activities			6,877		(8,781)
Net increase/(decrease) in cash and cash equivalents			152,671		(183,804)
Cash and cash equivalents at beginning of year			476,011		659,815
Cash and cash equivalents at end of year			<u>628,682</u>		<u>476,011</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Charity information

Mind the Gap is a private company limited by guarantee incorporated in England and Wales. The registered office is Mind the Gap Studios, Silk Warehouse, Patent Street, Bradford, BD9 4SA.

Each member of the company has undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he/she/they are a member, or within one year after he/she/they cease to be a member.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

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

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

Government and other grants are recognised in full in the statement of financial activities in the period in which they are receivable.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Charitable expenditure: comprises those costs incurred by the charity in the deliverance of its activities and services for its beneficiaries. It includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Support Costs: are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trust's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 8.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in notes 7 and 8.

1.6 Tangible fixed assets

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

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

Fixtures and fittings	25% Reducing balance or 25% straight line
Computers	33% Reducing balance or 33% straight line

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

Individual fixed assets costing £500 or more are capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.10 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The charity benefits significantly from Theatre Tax Credit taxation reliefs based on the eligible production costs incurred. The calculation of the tax credit involves significant uncertainties and it is not possible to apply a reasonable point estimate based on historic agreements with tax authorities. Therefore the Trustees do not recognise any potential tax rebate on an accruals basis and instead recognise the rebate on a cash received basis.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.14 Custodian Funds

Funds held by the charity as a custodian trustee are excluded from the income and expenditure of the charity and the balance held recognised as a liability within the financial statements.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees are of the opinion that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

3 Donations and non-performance grants

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023
	£	£	£	£	£
Donations and gifts					
Donations	14,959	-	14,959	28,233	28,233
	<u>14,959</u>	<u>-</u>	<u>14,959</u>	<u>28,233</u>	<u>28,233</u>
	<u><u>14,959</u></u>	<u><u>-</u></u>	<u><u>14,959</u></u>	<u><u>28,233</u></u>	<u><u>28,233</u></u>

The Charity benefits greatly from the involvement and enthusiastic support of a number of volunteers, details of which are given in our annual report. In accordance with FRS102 the economic contribution of volunteers is not recognised in the accounts.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

4 Charitable activities	Unrestricted Funds		Restricted Funds		Total Funds		Unrestricted Funds		Restricted Funds		Total Funds	
	2024	£	2024	£	2024	£	2023	£	2023	£	2023	£
Fee Income	583,193		44,753		627,946		502,135		40,733		542,868	
Revenue grants	356,844		843,152		1,199,996		280,409		512,557		792,966	
	<u>940,037</u>		<u>887,905</u>		<u>1,827,942</u>		<u>782,544</u>		<u>553,290</u>		<u>1,335,834</u>	
Revenue Grants												
Arts Council England - National Portfolio Funding	310,864		-		310,864		250,924		-		250,924	
City of Bradford MDC Academy Fund	-		30,000		30,000		-		30,000		30,000	
City of Bradford MDC - Short breaks	15,000		-		15,000		15,000		-		15,000	
Other grants	30,980		20,940		51,920		14,485		17,630		32,115	
I'm Me	-		48,277		48,277		-		-		-	
ACE Creative People and Places - The Leap Project	-		743,935		743,935		-		380,000		380,000	
Leave the Light On For Me	-		-		-		-		84,927		84,927	
	<u>356,844</u>		<u>843,152</u>		<u>1,199,996</u>		<u>280,409</u>		<u>512,557</u>		<u>792,966</u>	

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

5 Investments

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Interest receivable	8,327	1,829

6 Other income

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023
	£	£	£	£	£
Net gain on disposal of tangible fixed assets	-	-	-	2,894	2,894
Other income	116,184	-	116,184	70,995	70,995
	<u>116,184</u>	<u>-</u>	<u>116,184</u>	<u>-</u>	<u>73,889</u>

Other income includes £39,842 (2023: £40,810) relating to Theatre Tax Relief claims.

7 Charitable activities

	2024	2023
	£	£
Staff costs	822,836	689,025
Depreciation	12,169	12,441
Direct production costs	33,094	49,347
Premises costs and insurance	60,268	61,381
General administration	45,631	33,271
Travel, accommodation and subsistence	31,755	42,332
Marketing	61,491	29,294
Artists and freelance costs	131,596	160,893
LEAP Award payments	476,074	353,558
Venue hire	-	8,073
	<u>1,674,914</u>	<u>1,439,615</u>
Share of support costs (see note 8)	138,260	131,340
Share of governance costs (see note 8)	9,350	9,000
Total expenditure on charitable activities	<u>1,822,524</u>	<u>1,579,955</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

8 Support costs

	Support costs 2024 £	Governance costs 2024 £	Total 2024 £	Support costs 2023 £	Governance costs 2023 £	Total 2023 £
Staff costs	101,005	-	101,005	81,160	-	81,160
Premises costs and insurance	20,089	-	20,089	20,460	-	20,460
General administration	12,768	-	12,768	24,792	-	24,792
Professional fees	4,040	-	4,040	4,540	-	4,540
Bank charges	358	-	358	388	-	388
Audit fees	-	7,250	7,250	-	7,000	7,000
Accountancy	-	2,100	2,100	-	2,000	2,000
	<u>138,260</u>	<u>9,350</u>	<u>147,610</u>	<u>131,340</u>	<u>9,000</u>	<u>140,340</u>

9 Trustees

JoAnna Haines, a Trustee of the charity, received a salary of £2,400 for temporary employment during the year (2023: Nil).

During the year, there were no travel expenses reimbursed to the Trustees (2023: one Trustee was reimbursed £470).

10 Employees

The average monthly number of employees during the year was:

	2024 Number	2023 Number
	<u>41</u>	<u>37</u>

Employment costs

	2024 £	2023 £
Wages and salaries	835,360	686,498
Social security costs	70,825	70,747
Other pension costs	17,656	12,940
	<u>923,841</u>	<u>770,185</u>

No employee earned £60,000 or more during the year (2023: no employee).

The key management personnel of Mind the Gap are the Executive Director, Artistic Director, Academy Director, Head of Engagement, Finance Manager and Head of Creative Engagement. The total employee benefits of the key management personnel of the charity were £196,927 (2023: £214,333).

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Foreign exchange losses	2	90

13 Tangible fixed assets

	Fixtures and fittings	Computers	Total
	£	£	£
Cost			
At 1 April 2023	337,929	220,133	558,062
Additions	-	1,450	1,450
At 31 March 2024	337,929	221,583	559,512
Depreciation and impairment			
At 1 April 2023	317,499	213,546	531,045
Depreciation charged in the year	7,872	4,297	12,169
At 31 March 2024	325,371	217,843	543,214
Carrying amount			
At 31 March 2024	12,558	3,740	16,298
At 31 March 2023	20,430	6,587	27,017

14 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	55,973	58,930
Prepayments and accrued income	65,771	75,487
	121,744	134,417

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

15 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Other taxation and social security		20,332	21,063
Deferred income	16	47,575	15,219
Trade creditors		18,913	46,812
Other creditors		15,279	46,562
Accruals		42,486	30,536
		<u>144,585</u>	<u>160,192</u>

In 2023-24 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford Producing Hub (c/o University of Bradford). The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (DYCP), JoAnne Haines (Make Work – Your Idea Your Way) and Paul Bates (DYCP – Judgement). The total value of the income on these awards in the year was £31,283 (2023: £65,571) and the total amount held for these awards at the year end was £15,279 (2023: £46,562) was included within other creditors.

16 Deferred Income

	2024 £	2023 £
Brought forward	15,219	23,649
Released in the year	(15,219)	(23,649)
Deferred in the year	47,575	15,219
	<u>47,575</u>	<u>15,219</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

17 Operating lease commitments

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

	2024	As restated 2023
	£	£
Within one year	14,094	14,094
Between two and five years	55,346	55,941
In over five years	49,299	62,766
	<u>118,739</u>	<u>132,801</u>

18 Related party transactions

Other than as listed in note 9, there are no disclosable related party transactions in the current or prior year.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Balance at 31 March 2024 £
	Balance at 1 April 2022	Income	Expenditure	Balance at 1 April 2023	Income	Expenditure	
	£	£	£	£	£	£	
Academy Fund	-	30,000	(30,000)	-	30,000	(30,000)	-
Capital assets	2,126	-	(1,740)	386	-	(386)	-
The LEAP	101,883	421,306	(463,930)	59,259	743,935	(593,385)	209,809
Leave the Light On For Me	33,265	86,925	(120,190)	-	-	-	-
Collaborative Touring Network	-	3,429	-	3,429	8,820	(12,249)	-
Historic England - Manningham Stories	-	3,500	(3,181)	319	3,500	(3,819)	-
Transforming Leadership	-	2,098	(1,070)	1,028	7,552	(7,500)	1,080
Perform Europe	-	6,032	(6,032)	-	-	-	-
My Creative Local	-	-	-	-	17,292	(7,537)	9,755
Activate	-	-	-	-	18,529	(14,050)	4,479
I'm Me	-	-	-	-	48,277	(27,200)	21,077
The Clore Fellowship	-	-	-	-	10,000	(10,000)	-
	<u>137,274</u>	<u>553,290</u>	<u>(626,143)</u>	<u>64,421</u>	<u>887,905</u>	<u>(706,126)</u>	<u>246,200</u>

Purposes of restricted funds:

Academy

The fund was set up in 2002/03 to run the annual vocational training programme for adults with a learning disability. In the current year it includes funding from the following source: City of Bradford Metropolitan District Council.

Capital Assets

Mind the Gap has previously received funds to purchase capital items to further the work of the charity from investors including Arts Council England, ERDF, ESF, the Clothworkers Foundation and the Garfield Weston Trust. This fund represents the value of undepreciated assets.

Collaborative Touring Network

This fund was set up in 2022/23 to run Mind the Gap's involvement in this national touring initiative. In this year it includes funding from the following source: The Old Courts (lead partner).

Manningham Stories

This fund was set up in 2022/23 to run a creative engagement project exploring hidden stories in the local area, and to create a unique place marker to celebrate these. In this year it includes funding from the following source: Historic England.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

19 Restricted funds

(Continued)

The Leap

This fund was set up in 2020/21 to record income and expenditure connected with this Consortium project, led by Bradford Teaching Hospitals NHS Foundation Trust (the NHS Trust). The Leap project's overall budget is managed by the NHS Trust, who receive all income on behalf of the project, including grant funds from the majority stakeholder Arts Council England Creative People & Places programme. MTG is a Consortium member, and the charity's responsibilities include the employment of The Leap project staff, and the dissemination of funds to other organisations, as determined by agreed application processes and procedures. The funds managed by MTG on behalf of the project as shown in these accounts have been received from the NHS Trust.

Transforming Leadership

This fund was set up in 2022/23 to participate in a nationally significant project that aims to reshape England's cultural leadership to include learning disabled and autistic voices. In this year it includes funding from the following source: Access All Areas (lead partner).

My Creative Local

This fund was set up in 2023/24 to run a creative engagement programme in collaboration with local communities and artistic partners in Manningham, Bradford. In this year it includes funding from the following source: The National Lottery Reaching Communities.

Activate

This fund was set up in 2023/24 to run a creative engagement programme in collaboration with Bradford's Creative People & Places project The Leap. This involves local communities and artistic partners in Manningham, Bradford. In this year it includes funding from the following source: The Leap Pioneer Awards.

I'm Me

This fund was set up in 2023/24 for an inclusive research collaboration led by YSJU exploring themes of identity, representation, and voice of LDA people

20 Analysis of net assets between funds

	Unrestricted Funds 2024 £	Restricted funds 2024 £	Total Unrestricted Funds 2024 £	Restricted funds 2023 £	Total 2023 £
Fund balances at 31 March 2024 are represented by:					
Tangible assets	16,298	-	16,298	386	27,017
Current assets/(liabilities)	359,641	246,200	605,841	64,035	450,236
	<u>375,939</u>	<u>246,200</u>	<u>622,139</u>	<u>64,421</u>	<u>477,253</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

21	Cash generated from operations	2024 £	2023 £
	Surplus/(deficit) for the year	144,888	(140,170)
	Adjustments for:		
	Investment income	(8,327)	(1,829)
	Foreign exchange losses	(2)	(90)
	Profit on disposal of tangible fixed assets	-	(2,894)
	Depreciation of tangible fixed assets	12,169	12,441
	Movements in working capital:		
	Decrease/(increase) in debtors	12,673	(47,647)
	(Decrease)/increase in creditors	(15,607)	5,166
	Cash generated from/(absorbed by) operations	<u>145,794</u>	<u>(175,023)</u>

The charity had no debt during the current or prior year.

22 Comparative Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	Total 2023 £
<u>Income and endowments from:</u>			
Donations and gifts	62,797	-	62,797
Charitable activities	765,967	553,290	1,319,257
Investments	1,829	-	1,829
Other income	41,502	-	41,502
Total income	<u>886,495</u>	<u>553,290</u>	<u>1,439,785</u>
<u>Expenditure on:</u>			
Charitable activities	953,812	626,143	1,579,955
Net outgoing resources	<u>(67,317)</u>	<u>(72,853)</u>	<u>(140,170)</u>
Other gains or losses	(90)	-	(90)
Net movement in funds	<u>(67,407)</u>	<u>(72,853)</u>	<u>(140,260)</u>
Fund balances at 1 April 2022	<u>480,239</u>	<u>137,274</u>	<u>617,513</u>
Fund balances at 31 March 2023	<u>412,832</u>	<u>64,421</u>	<u>477,253</u>

MIND THE GAP

England & Wales - Charity number 328476

Accounts

Charity registration number 328476

Company registration number 02348556 (England and Wales)

Mind The Gap
Annual Report And Financial Statements
For The Year Ended 31 March 2023

MIND THE GAP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	J Whaley L Carter E Gee J Haines L Jones R Mason R Walker J Coulthard K Mir S Khadim	(Co Chair) (Co Chair) (Appointed 21 February 2023) (Appointed 23 November 2022) (Appointed 23 November 2022)
Secretary	J Skelton	
Charity number	328476	
Company number	02348556	
Registered office	Mind the Gap Studios Silk Warehouse Patent Street Bradford BD9 4SA	
Auditor	Azets Audit Services Limited 12 King Street Leeds LS1 2HL	
Bankers	Lloyds Bank Plc 45 Hustlergate Bradford BD1 1NT	

MIND THE GAP

CONTENTS

	Page
Trustees' report	1 - 9
Statement of Trustees' responsibilities	10
Independent auditor's report	11 - 13
Statement of financial activities	14
Balance sheet	15
Statement of cash flows	16
Notes to the financial statements	17 - 30

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees, who are also Directors for the purposes of company law, present their annual report together with the financial statements for the year ended 31 March 2023 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The Trustees have adopted the provisions of Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Legal and Administrative information page forms part of this Trustees' report.

Objectives and activities

Mind the Gap is one of Europe's leading learning-disability focused companies, and has the largest turnover in this area of England's creative sector.

The charity's vision is to work alongside learning disabled and autistic people to be part of a creative sector that's free from discrimination, where individuals can be trained, respected and employed equally, and feature every day on our stages and screens. The artists and students we work with sit at the heart of our purpose.

We create opportunities that enable learning-disabled and autistic artists to make work that excites, surprises and challenges audiences - locally, nationally and internationally.

Mind the Gap delivers a wide-ranging programme that embraces three key activity areas:

1. **Performance & Live Art:** creating bold, cutting edge, world-class performance and live art events and experiences. Our approach puts learning disabled and autistic artists at the heart of the artistic process: as performers and creatives, and in the making, devising and delivery stages.
1. **Talent Development:** Alongside our artistic projects and productions we run our acclaimed Academy which, through a programme of different courses, nurtures and develops the talents and skills of learning-disabled creatives.
1. **Leadership & Change:** Integral to the company's approach is collaboration and working in partnership with other organisations so that there is a more inclusive and accessible creative sector in which learning disabled and autistic artists can thrive.

These three key activity areas are inextricably linked and interdependent, with each strengthening and supporting the other.

Mind the Gap Studios in Manningham, Bradford, provides the company with high quality equipment and fully accessible facilities that are the physical hub of the organisation's operation. This is a key strength, providing excellent, accessible facilities through which to demonstrate the company's principles and practice.

The artistic programme evolves year on year, with a continuous focus on opportunities to develop new work, and at the same time refreshing existing work for new audiences and contexts.

The aims, objectives and activities of the charity are reviewed annually by trustees and staff, and achievements and learning are assessed and evaluated. This helps inform future plans. When reviewing the aims and objectives of the charity, and in planning future activities, the trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Overview & Highlights of the Year

England's creative sector continues to feel the impacts of the Covid pandemic, and there are challenges created by a competitive and uncertain economic climate.

Mind the Gap continues to find ways to work successfully in difficult circumstances, and has made and delivered a new touring production alongside a busy programme of Academy courses and creative engagement activities. Our digital filmed works created during the pandemic have created opportunities to engage with international audiences online.

We actively collaborate and partner with other organisations to ensure that learning disabled and autistic people have access to the arts and creative opportunities. This year we have invested unrestricted reserves to develop the core staff team involved in Leadership and Change activities, and consolidate our focus on Manningham people and places as the primary hub of our local creative engagement work.

Highlights:

- 10 performances of our touring show, co-created with Nickie Miles-Wilden, **Leave the Light on For Me** reached 2000+ people at Festivals across England and Wales.
- Working with Nifty Sustainability of University of Leeds to explore climate action and accessibility through the lens of learning disability and autism.
- Invited to create the finale performance for Cecil Green Arts **Lantern Parade** in Lister Park, reaching an estimated 1500 people.
- 120 people regularly took part in Academy opportunities during the year.
- Academy delivered 18,500 workshop attendances across 7 busy courses, including a new satellite opportunity in Calderdale.
- Explored environmental sustainability and international touring with Danish partners Fast Forward, Wildtopia and children's performance network ASSITEJ.
- Maintained international connections through a Perform Europe project, including our Polish friends at Teatr21.
- Screenings of the film version of **A Little Space** including Germany and Cyprus, and digital filmed content achieved 2,500 views via YouTube.
- Developed our hyper-local connections in Manningham Bradford through creative engagement activities including **Manningham Stories** with People Powered Press, resulting in a huge local billboard conveying poetry from the project.
- Continued to strengthen relationships with key allies including York St John University, Access All Areas and joined a new partnership project, the Collaborative Touring Network.
- The charity's Executive Director Julia Skelton was awarded an MBE in the 2023 New Year Honours list in recognition of her work in the arts and Bradford, an honour she attributes equally to the whole team including artists, students, staff and Trustees at Mind the Gap.

We continued to support our core team of learning disabled and autistic Artists in their professional development work, including supporting individuals to apply for project funding through Arts Council England and Bradford Producing Hub. For example, JoAnne Haines created her interactive workshop performance **Dancing with Colours**.

We thank all our investors for continuing to back the company and our work. This includes Arts Council England, Bradford MD Council, Calderdale Council and other local authorities, the Unlimited Commissions programme, Esmee Fairbairn Foundation, University of Leeds, Historic England and initiatives like Perform Europe and environmental sustainability champions Julie's Bicycle. Our thanks to Scope Bradford for a generous donation following the closure of their local charity.

Impacts 2022/23

Mind the Gap has continued to gather data so that we can evidence our achievements and impacts. This includes capturing audience figures and profile information, gathering information about participants, and inviting feedback through surveys and social media.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

This year we have recorded the following:

1. Performance and Live Arts - including digital broadcast and online dissemination:

A light and dark exploration of climate change packed full of cheeky cultural references, nods to Bake Off, Squid Game and a very sinister Alexa... We loved it!
Diversity PR UK about Leave the Light on For Me

- **Leave the Light on For Me:** building on last year's pilot shows we created the full production which toured to festivals in Bradford, Keighley, Holmfirth, Cardiff, London and North Yorkshire. We were thrilled to involve 20 local people from Bradford and Keighley in the local touring shows. We reached audiences of 2,000 people including families and children.
- Bradford's innovative puppetry company Cecil Green Arts invited us to work with them on their annual **Lantern Parade** event in Lister Park, Manningham. This takeover of the park with a beautiful celebration of local communities through magical puppetry. Mind the Gap created the finale performance, drawing on our climate action research, which attracted audiences of around 1,500.

Alongside production activity this year we have begun exploring the potential of collaborating with brilliant Lung theatre company, who make work based on true stories with national impact. We hosted Play Day experiences to get to know each other better, and next year will continue to explore the potential of making work together.

2. Talent Development through MTG Academy:

"Areas of strength included the extensive range of evidence demonstrated from mind maps, use of Arts Award templates, specially created adviser templates, photographs, and the gathering of feedback." Arts Award external moderator for 2022/23

- Seven different courses form the MTG Academy programme, including the 4-day Performance Academy course, partner courses led by Totally Inclusive People, and a Youth Academy scheme run in partnership with Bradford's Specialist Inclusion Project.
- Our student cohort 2022/23 numbered 110 individuals, including our new Calderdale satellite course, who participated with us between one and five days each week, over 35 weeks.
- The programme numbered 1485 sessions, and delivered 18,500 attendances.
- Showcase events enabled family and friends to celebrate students' achievements and successes in July 2022.

3. Leadership & Change through collaborative working:

"It was such a wonderful opportunity and experience for [my daughter]. She was able to go at her own pace without any pressure but was encouraged to use her imagination and join in when she wanted to. All the staff and support were amazing with her." Parent feedback about summer school for learning disabled young people

- We were selected by Historic England to lead one of their national pilot projects to explore innovative ways to celebrate local people and stories. Mind the Gap and Shipley based People Powered Press collaborated to deliver a creative engagement project involving learning disabled and non-disabled young people who live and work locally, exploring their connections with Manningham. This resulted in spoken word poetry devised by each participant, and key phrases from each have been combined into a 3m high billboard created by People Powered Press which will be affixed to Westbourne Medical Centre as a permanent place marker for the project.
- Our core team of Artists have continued to develop their leadership and advocacy skills. We've been exploring new ways of embedding learning-disabled and autistic people across all our work. Artists are now successfully co-delivering in Academy sessions, as well as advancing their own creative ideas. For example, musician and composer Jez Colborne has a busy schedule that includes co-facilitating the One-Day Music course, creating music for new touring show **Birdie**, and developing his own creative idea for a new piece based around lighthouses, funded by an Arts Council England Develop Your Creative Practice grant.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

- We provided space and opportunity for the National Youth Dance Company and Leeds based Mesh Dance to bring new young learning disabled and autistic people to dance.
- We were delighted to collaborate with Australia's Back 2 Back theatre company on their UK tour, working with Leeds Playhouse to exchange skills and knowledge. It was exciting to explore the different approaches our two companies are pioneering so that learning disabled and autistic performers are an integral part of the international creative sector.

Mind the Gap continues to offer Open Space opportunities for local artists and small organisations, so they can benefit from our fantastic equipment and facilities at MTG Studios. We were delighted to host rehearsals and sharings for the excellent work of Yuvel Soria, DeNada Dance and JoAnne Haines.

FUNDRAISING ACTIVITIES

Building on previous years Mind the Gap's fundraising strategy has focused on attracting investment from several key stakeholders. These include Arts Council England, Local Authorities like Bradford, Calderdale and Leeds, Esmee Fairbairn Foundation, and Unlimited Commissions. In 2022/23 this investment has built on funds secured during the pandemic from Arts Council England Emergency Fund and DCMS Cultural Recovery Fund, which were vital financial lifelines during the peak of the pandemic crisis.

Thanks to the support of these longer-term, committed investors Mind the Gap was able to survive the initial financial challenges of the Covid-19 pandemic, and the ongoing impacts we are experiencing alongside rising cost of living increases.

Arts Council England (ACE) provided core investment via the National Portfolio Programme (NPO) of £250,924. Mind the Gap also manages programme funds and employs staff for the Arts Council England Creative People & Places project The Leap. Bradford MD Council invested around £55,000 in our work through the Arts Investment Programme and other project grants – which while valued and essential, is significantly less than in previous years.

Private trust contributors including the Esmee Fairbairn Foundation continued to play a vital role in the charity's sustainability, with the residual funds of £19,500 from the Reinventing Performing Arts programme enabling us to deliver the touring production **Leave the Light on For Me**, including involving Community Cast members from Bradford and Keighley.

We have continued to deepen our working relationship with York St John University, including their pioneering Institute for Social Justice. We are delighted that the Arts & Humanities Research Council have agreed to invest in our partnership project **I'm Me**, led by Professor Matthew Reason, Director of the University's Institute. This flagship project developing ground-breaking methodologies in learning disability inclusive research project will run over 26 months from May 2023, yielding approx. £100,000 investment in Mind the Gap's elements of the project, of the total project grant £468,000.

We have invested unrestricted reserves in the development of local creative engagement work, to strengthen our community focused work and positioning for future funding and collaboration opportunities.

Mind the Gap is grateful to all its investors – large and small – for their support this year.

Fundraising in the current climate continues to be challenging, given the even greater demand placed on distributors of public and private investment by the ongoing impacts of the Covid pandemic and rapidly rising costs of living. While Mind the Gap's successful track record puts the charity in a strong position to attract investment, we know competition for scarce resources will be fierce in the coming year and beyond.

We are acutely aware that England's theatre sector is still reeling from the impact of the pandemic. While government and other funds helped keep buildings open and retain jobs, the impact of long periods of closure on financial sustainability, staff retention and audience behaviours are still affecting the sector. We know that colleagues in venues and other touring companies are having to negotiate very difficult conditions, which hampers long-term decision-making.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Positively, Mind the Gap has been accepted into Arts Council England's National Portfolio Organisation programme for the period 2023-2026, and with an increased grant of £310,000 per year. This additional funding will enable us to invest in learning-disabled Artists' employment and professional development.

We have also built on our relationship with The Leap project, the Arts Council England Creative People and Places project that is developing new ways of co-creating cultural opportunities with local communities. For the first time, in 2023/24 we will collaborate with Leap team members to deliver a programme of work with learning disabled people and families, co-funded by The Leap project.

As one of Bradford's longest established and largest arts organisations, we aim to play a big role in the District's UK City of Culture celebrations in 2025. 2023/24 will be an important year to lay the groundwork, and we hope that the Bradford 2025 team will commit to investing in our offer within the year.

Despite the new challenges for international collaboration caused by Brexit, Mind the Gap continues to foster European connections and opportunities through the informal Crossing the Line Network, which we have helped develop since 2010.

We will also seek investment from other National Lottery funders like Reaching Communities, as well as private trusts and foundations.

Our successful Academy programme generates substantial income through the fees paid by participants through Individual Budgets and Direct Payments. We need cross-subsidy in addition to fees income to develop and thrive. We know that adult social care budgets are already under extreme pressures so we will need to work collaboratively with local authority partners and other investors to ensure our work remains relevant, impactful and sustainable.

Earned income generated through fees, services and touring has been significantly reduced because of the Covid pandemic. We hope to build this back up to pre-pandemic levels in 2023-24 and beyond, but continue to be mindful that economic pressures will face all our collaborators and partners.

Mind the Gap does not hold material investments.

Mind the Gap occasionally seeks and receives individual donations to support our work, usually through project campaigns, and our ongoing individual giving programme. We strive to achieve the highest standard fundraising standards and value our supportive funders and donors. We stay up to date with charity regulations, data protection and the Fundraising Preference Service (FPS) to make sure we are legally compliant and adhering to all guidelines and best practice.

Financial review

The charity manages a complex financial portfolio of grants, commissions, donations and earned income in order to deliver its artistic programme and meet its charitable objectives. The company works to a written business plan spanning three years that is updated annually.

The company's Business Plan is underpinned by 3 financial aims:

1. Income directly benefits MTG artistic programme, goals and audiences.
2. Making strong and sustainable relationships with stakeholders from diverse sources: public, lottery, private, corporate and individual sectors.
3. Reducing reliance on ad-hoc funding by generating sustainable income streams and longer-term investment by stakeholders.

Mind the Gap's main sources of income are: Arts Council England (ACE) National Portfolio Organisation (NPO) and earned income through MTG Academy services.

Mind the Gap is also eligible for and has claimed rebate income totalling £40,810 through HMRC's Theatre Tax Relief scheme.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

The charity has successfully negotiated this year's many financial challenges, remaining financially sustainable, and sowing seeds for investment towards future activities.

The Statement of Financial Activities shows net movement in funds for the year of (£140,260) and total reserves of £477,253.

The trustees have established a written Reserves Policy to ensure the stability of the mission, programmes, employment and ongoing operations of the charity. The target minimum reserves policy is equal to three-months average operating costs, which is approximately £160,000 and includes all recurring, predictable expenses such as salaries and benefits, core artists, administration and overheads and ongoing professional services. The trustees refer to this as the Board Designated Operating Reserve.

The free reserves at 31 March 2023 were £386,201 (2022: £456,411) which is currently above this amount

PLANS FOR FUTURE PERIODS

Mind the Gap looks forward to another busy and productive year in 2023/24. Currently, our priorities include:

- To make and deliver a new national touring production **Birdie** that will tour to outdoor and indoor arts festivals and events from summer 2023 onwards. This draws upon our climate change research with Nifty Sustainability and **Leave the Light on For Me** co-director Nickie Miles-Wilden.
- To deliver the innovative new community led creative engagement initiative **Activate!**, in collaboration with The Leap project.
- To be lead partner in York St John University's Institute of Social Justice led ground-breaking research project **I'm Me**, working in collaboration with peer learning disability arts companies across England and Wales.
- To ensure our thriving Academy programme continues to evolve and develop, including the new satellite opportunity in Calderdale, and a sustained recruitment drive for the next Performance Academy programme which starts in 2024.
- To build on our community engagement work towards Bradford's nomination as City of Culture 2025, including building partnerships and relationships across the District so we can deliver a high quality, big impact contribution to the celebrations.
- To strengthen the delivery of our engagement activities, and deepen financial and local roots to deliver a sustained and coherent programme.
- To update our Memorandum and Articles of Association so they reflect more up to date terminology about disabled people, and the charity's current and future objectives.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

The charity is constituted as a company limited by guarantee, and is therefore governed by a Memorandum and Articles of Association.

All the directors of the company are also trustees of the charity, and there are no other trustees. The trustees who served during the year are set out on the Legal and Administration information page. In accordance with the Articles of Association one third of the trustees will retire by rotation at the annual general meeting, and where eligible, may offer themselves for re-election. There is no upper limit to the period served by trustees. Therefore the maximum term of service for some trustees exceeds the 9 years recommended by the Charity Governance Code. However, the Board of Trustees have agreed that a longer maximum term of service is more appropriate for a local service delivery charity like Mind the Gap.

Eleven directors served for all or part of the year on the Board, bringing a wide range of skills and expertise including knowledge of finance, business development, marketing and social services sectors as well as creative arts, equalities, diversity & inclusion.

Executive Director Julia Skelton MBE is appointed by the Board as chief executive officer to manage Mind the Gap's operation and the smooth-running of the company. Senior management roles ensure that artistic programme, Academy and creative engagement work are all overseen by qualified personnel. The line management structure identifies clear lines of responsibility to other members of staff including the Management Team and learning-disabled company members.

Trustee induction and training

New directors are recruited through open recruitment, networking and invitation, and are elected at Board meetings in accordance with the charity's Memorandum and Articles of Association. There is a comprehensive induction process and written information for new members. Training is provided where required.

All trustees give their time voluntarily. Any expenses reclaimed by trustees from the charity are set out in note 9 to the accounts.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

Organisational structure

The Board meets five times each year to review the work of the company, discuss relevant issues and agree action for the next phase. Staff members and learning-disabled representatives from supported employment and training programmes make reports to the Directors to inform decision-making processes. The Board entrusts senior staff with responsibility to ensure that decisions are implemented, and directors (particularly the Co-Chairs) provide support, advice and direction as required between meetings.

The Co-Chair arrangement has been embedded in 2022/23, with the positions currently held by Lynne Carter and Emma Gee. The charity continues to review and develop its ways of working to be accessible and inclusive for people from different backgrounds. Our current priority is to effectively embed our new board members, and continue to grow our team to include new people with different expertise and lived experiences.

Three action groups support the work of the Board, made up of Trustees and relevant staff members, including learning disabled and autistic team members.

The Money & Partners Action Group meets 2-3 times each year alongside regular Ordinary Meetings. This group scrutinises the ongoing financial health of the organisation, tests financial assumptions and monitors the relationship between income and expenditure. Members provide support and ideas to ensure the charity's fundraising strategy is robust and viable.

The People & Home Action Group meets 2-3 times each year providing practical support and advice on key issues relating to people and resource matters. It reviews key policies including Health & Safety, Safeguarding and Equal Opportunities, as well as providing support and scrutiny on specific HR issues.

The Art, Audiences & Reputation Action Group is now in its second year of operation. This creates space for Board members to contribute to discussions and decisions relating to artistic policy. Working with the Artistic Director and members of the Artists' ensemble this new group will help shape future artistic programme plans.

This sub-group structure helps to ensure that all directors are able to use their expertise and knowledge to support the work of the charity. These sub-groups are supported by input from time to time by co-opted strategic advisors.

Key risks include:

- The ongoing impact of the Covid pandemic on the theatre sector remains significant, and is creating lots of uncertainties around programming, funding and staffing models. This means medium and long-term planning is more challenging, as venues and touring companies endeavour to remain solvent, and anticipate future trends.
- Local authorities face extreme financial pressures, and there is a threat that some areas of work including arts and culture investment may be reduced or cut, so that funds can be deployed in other essential services. This means our Academy and creative engagement activities will need to attract and support those who may be at particular risk of being marginalised from mainstream activities. Making the case for cross subsidy investment to support the core functions of the charity (overhead staff, space, running costs) is essential for the programmes to run sustainably.
- Generally, the fundraising environment is extremely competitive with many organisations competing for scarce resources. Future investment strategy will need to negotiate this context. Mind the Gap will continue to adapt and flex its programme plans to meet changing needs and demands.
- Long-serving Board members and senior staff are a major asset of the charity, but also present risks as they hold a lot of organisational knowledge, which can get lost when people leave. The charity will remain proactive in Board recruitment and development, and ensure all staff work to clear job descriptions to enable Mind the Gap to transition smoothly if/when Board Trustees or key staff choose to leave.

The directors confirm that they have developed systems to monitor and control these risks, and one of the functions of the Action Groups is to provide scrutiny and support around any issues that might arise.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Funds Held as Custodian Trustee

In 2022-23 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford Producing Hub (c/o University of Bradford). The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (DYCP), JoAnne Haines (Make Work – Your Idea Your Way) and Paul Bates (DYCP – Judgement). The total value of the income on these awards in the year was £65,571 (2021: £47,808) and the total amount held for these awards at the year end was £46,562 (2022: £36,990). The safe custody and segregation of this income and the relevant expenditure was achieved by creating a separate 'class' (project) in the computerised book-keeping system so that all income and expenditure can be clearly accounted for and audited.

Disclosure of information to auditor

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

Auditors

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

Small company rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. It was approved by the Board of Trustees and signed on its behalf by:



.....
L Carter

Co-Chair of Trustees

Dated: 24/11/2023.....

MIND THE GAP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 operation.

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MIND THE GAP

Opinion

We have audited the financial statements of Mind the Gap (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF MIND THE GAP

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees for the financial statements

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

Auditor's responsibilities for the audit of the financial statements

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

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF MIND THE GAP

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias;
- Performing audit work over the timing and recognition of income and in particular whether it has been recorded in the correct accounting period.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Jessica Lawrence

**Jessica Lawrence (Senior Statutory Auditor)
for and on behalf of Azets Audit Services Limited**

27/11/2023
.....

**Chartered Accountants
Statutory Auditor**

12 King Street
Leeds
LS1 2HL

MIND THE GAP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
<u>Income and endowments from:</u>					
Donations and non-performance grants	3	28,233	-	28,233	62,797
Charitable activities	4	782,544	553,290	1,335,834	1,253,886
Investments	5	1,829	-	1,829	61
Other income	6	73,889	-	73,889	41,768
Total income		886,495	553,290	1,439,785	1,358,512
<u>Expenditure on:</u>					
Charitable activities	7	953,812	626,143	1,579,955	1,267,090
Net incoming/(outgoing) for the year		(67,317)	(72,853)	(140,170)	91,422
Other recognised gains and losses					
Other gains or losses	12	(90)	-	(90)	-
Net movement in funds		(67,407)	(72,853)	(140,260)	91,422
Fund balances at 1 April 2022		480,239	137,274	617,513	526,091
Fund balances at 31 March 2023		412,832	64,421	477,253	617,513

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 - 30 form part of these financial statements.

A fully detailed Statement of Financial Activities for the year ending 31 March 2022 is shown at note 22.

All income and expenditure derive from continuing activities.

MIND THE GAP

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	13		27,017		25,954
Current assets					
Debtors	14	134,417		86,770	
Cash at bank and in hand		476,011		659,815	
		<u>610,428</u>		<u>746,585</u>	
Creditors: amounts falling due within one year	15	<u>(160,192)</u>		<u>(155,026)</u>	
Net current assets			450,236		591,559
Total assets less current liabilities			<u>477,253</u>		<u>617,513</u>
Funds of the charity					
Restricted funds	19		64,421		137,274
Unrestricted funds			412,832		480,239
			<u>477,253</u>		<u>617,513</u>

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for the circulation to members of the company. They were approved by the board of Trustees on .24/11/2023..... and signed on its behalf by:

L A Carter

.....
L Carter
Co-Chair

Company Registration No. 02348556

MIND THE GAP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	21		(175,023)		64,052
Investing activities					
Purchase of tangible fixed assets		(13,504)		(13,257)	
Proceeds on disposal of tangible fixed assets		2,894		-	
Investment income received		1,829		61	
Net cash used in investing activities			(8,781)		(13,196)
Net (decrease)/increase in cash and cash equivalents			(183,804)		50,856
Cash and cash equivalents at beginning of year			659,815		608,959
Cash and cash equivalents at end of year			<u>476,011</u>		<u>659,815</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Charity information

Mind the Gap is a private company limited by guarantee incorporated in England and Wales. The registered office is Mind the Gap Studios, Silk Warehouse, Patent Street, Bradford, BD9 4SA.

Each member of the company has undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

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

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

Government and other grants are recognised in full in the statement of financial activities in the period in which they are receivable.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Charitable expenditure: comprises those costs incurred by the charity in the deliverance of its activities and services for its beneficiaries. It includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Support Costs: are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trust's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 8.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in notes 7 and 8.

1.6 Tangible fixed assets

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

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

Fixtures and fittings	25% Reducing balance or 25% straight line
Computers	33% Reducing balance or 33% straight line

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

Individual fixed assets costing £500 or more are capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.10 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The charity benefits significantly from Theatre Tax Credit taxation reliefs based on the eligible production costs incurred. The calculation of the tax credit involves significant uncertainties and it is not possible to apply a reasonable point estimate based on historic agreements with tax authorities. Therefore the Trustees do not recognise any potential tax rebate on an accruals basis and instead recognise the rebate on a cash received basis.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.14 Custodian Funds

Funds held by the charity as a custodian trustee are excluded from the income and expenditure of the charity and the balance held recognised as a liability within the financial statements.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees are of the opinion that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and non-performance grants

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2023 £	2023 £	2023 £	2022 £	2022 £
Donations and gifts					
Donations	28,233	-	28,233	6,282	6,282
Coronavirus Job Retention Scheme	-	-	-	40,250	40,250
City of Bradford MDC - COVID -19 Funding	-	-	-	16,265	16,265
	<u>28,233</u>	<u>-</u>	<u>28,233</u>	<u>62,797</u>	<u>62,797</u>

The Charity benefits greatly from the involvement and enthusiastic support of a number of volunteers, details of which are given in our annual report. In accordance with FRS102 the economic contribution of volunteers is not recognised in the accounts.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

4 Charitable activities	Unrestricted Funds		Restricted Funds		Total Funds		Unrestricted Funds		Restricted Funds		Total Funds	
	2023	£	2023	£	2023	£	2022	£	2022	£	2022	£
Fee Income	502,135		40,733		542,868		444,362		43,277		487,639	
Revenue grants	280,409		512,557		792,966		321,605		444,642		766,247	
	<u>782,544</u>		<u>553,290</u>		<u>1,335,834</u>		<u>765,967</u>		<u>487,919</u>		<u>1,253,886</u>	
Revenue Grants												
Arts Council England - National Portfolio Funding	250,924		-		250,924		250,924		-		250,924	
City of Bradford MDC Academy Fund	-		30,000		30,000		-		57,000		57,000	
City of Bradford MDC - Short breaks	15,000		-		15,000		20,997		-		20,997	
Erasmus +	-		-		-		17,287		-		17,287	
Paul Hamlyn Foundation	-		-		-		-		46,400		46,400	
DCMS Cultural Recovery Fund	-		-		-		-		91,135		91,135	
Other grants	14,485		17,630		32,115		21,597		13,674		35,271	
Daughters of Fortune: Zara/Paige	-		-		-		-		19,388		19,388	
ACE Creative People and Places - The Leap Project	-		380,000		380,000		-		146,000		146,000	
Creative Doodle Book	-		-		-		10,800		-		10,800	
Leave the Light On For Me	-		84,927		84,927		-		71,045		71,045	
	<u>280,409</u>		<u>512,557</u>		<u>792,966</u>		<u>321,605</u>		<u>444,642</u>		<u>766,247</u>	

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

5 Investments

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Interest receivable	1,829	61

6 Other income

	Unrestricted funds	Restricted funds	Total Unrestricted funds		Restricted funds	Total
	2023	2023	2023	2022	2022	2022
	£	£	£	£	£	£
Net gain on disposal of tangible fixed assets	2,894	-	2,894	-	-	-
Other income	70,995	-	70,995	41,502	266	41,768
	<u>73,889</u>	<u>-</u>	<u>73,889</u>	<u>41,502</u>	<u>266</u>	<u>41,768</u>

Other income includes £40,810 (2022: £6,276) relating to Theatre Tax Relief claims.

7 Charitable activities

	2023	2022
	£	£
Staff costs	689,025	598,827
Depreciation	12,441	11,142
Direct production costs	49,347	88,063
Premises costs and insurance	61,381	59,674
General administration	33,271	37,854
Travel, accommodation and subsistence	42,332	33,951
Marketing	29,294	19,694
Artists and freelance costs	160,893	203,856
LEAP Award payments	353,558	82,123
Venue hire	8,073	20,339
	<u>1,439,615</u>	<u>1,155,523</u>
Share of support costs (see note 8)	131,340	105,867
Share of governance costs (see note 8)	9,000	5,700
Total expenditure on charitable activities	<u>1,579,955</u>	<u>1,267,090</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

8 Support costs

	Support costs 2023 £	Governance costs 2023 £	Total 2023 £	Support costs 2022 £	Governance costs 2022 £	Total 2022 £
Staff costs	81,160	-	81,160	69,979	-	69,979
Premises costs and insurance	20,460	-	20,460	19,892	-	19,892
General administration	24,792	-	24,792	12,618	-	12,618
Professional fees	4,540	-	4,540	2,975	-	2,975
Bank charges	388	-	388	403	-	403
Audit fees	-	7,000	7,000	-	4,000	4,000
Accountancy	-	2,000	2,000	-	1,700	1,700
	<u>131,340</u>	<u>9,000</u>	<u>140,340</u>	<u>105,867</u>	<u>5,700</u>	<u>111,567</u>

9 Trustees

None of the Trustees (or any persons connected with them) received any remuneration during the year. One (2022: no) Trustee was reimbursed £470 (2022: £nil) of travel expenses.

10 Employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
	<u>37</u>	<u>38</u>
Employment costs	2023 £	2022 £
Wages and salaries	686,498	598,794
Social security costs	70,747	57,995
Other pension costs	12,940	12,017
	<u>770,185</u>	<u>668,806</u>

No employee earned £60,000 or more during the year (2022: no employee).

The key management personnel of Mind the Gap are the Executive Director, Artistic Director, Academy Director, Head of Engagement, Finance Manager and Head of Creative Engagement. The total employee benefits of the key management personnel of the charity were £214,333 (2022: £178,694).

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Other gains or losses

	Unrestricted funds	Total
	2023 £	2022 £
Foreign exchange gains	90	-

13 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2022	331,426	228,212	559,638
Additions	8,823	4,681	13,504
Disposals	(2,320)	(12,760)	(15,080)
At 31 March 2023	337,929	220,133	558,062
Depreciation and impairment			
At 1 April 2022	312,017	221,667	533,684
Depreciation charged in the year	7,802	4,639	12,441
Eliminated in respect of disposals	(2,320)	(12,760)	(15,080)
At 31 March 2023	317,499	213,546	531,045
Carrying amount			
At 31 March 2023	20,430	6,587	27,017
At 31 March 2022	19,409	6,545	25,954

14 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Trade debtors	58,930	25,525
Other debtors	-	658
Prepayments and accrued income	75,487	60,587
	134,417	86,770

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

15 Creditors: amounts falling due within one year

	Notes	2023 £	2022 £
Other taxation and social security		21,063	13,544
Deferred income	16	15,219	23,649
Trade creditors		46,812	45,523
Other creditors		46,562	36,990
Accruals		30,536	35,320
		<u>160,192</u>	<u>155,026</u>

In 2022-23 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford Producing Hub (c/o University of Bradford). The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (DYCP), JoAnne Haines (Make Work – Your Idea Your Way) and Paul Bates (DYCP – Judgement). The total value of the income on these awards in the year was £65,571 (2022: £41,961) and the total amount held for these awards at the year end was £46,562 (2022: £36,990) was included within other creditors.

16 Deferred Income

	2023 £	2022 £
Brought forward	23,649	109,764
Released in the year	(23,649)	(109,764)
Deferred in the year	15,219	23,649
	<u>15,219</u>	<u>23,649</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

17 Operating lease commitments

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

	2023 £	2022 £
Within one year	15,876	13,500
Between two and five years	61,766	54,000
In over five years	62,766	75,375
	<u>140,408</u>	<u>142,875</u>

18 Related party transactions

Other than as listed in note 9, there are no disclosable related party transactions in the current or prior year.

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Current year	Movement in funds				Balance at 31 March 2023 £
	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	
Academy Fund	-	30,000	(30,000)	-	-
Capital assets	2,126	-	(1,740)	-	386
The LEAP	101,883	421,306	(463,930)	-	59,259
Leave The Light On For Me	33,265	86,925	(120,190)	-	-
Collaborative Touring Network	-	3,429	-	-	3,429
Historic England - Manningham Stories	-	3,500	(3,181)	-	319
Transforming Leadership	-	2,098	(1,070)	-	1,028
Perform Europe	-	6,032	(6,032)	-	-
	<u>137,274</u>	<u>553,290</u>	<u>(626,143)</u>	<u>-</u>	<u>64,421</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

19 Restricted funds

(Continued)

Purposes of restricted funds:

Academy Fund

The fund was first set up in 2002/03 to run the annual vocational training programme for adults with a learning disability. In the current year it includes funding from the following sources: City of Bradford Metropolitan District Council.

Capital Assets

Mind the Gap has previously received funds to purchase capital items to further the work of the charity from investors including Arts Council England, ERDF, ESF, the Clothworkers Foundation and the Garfield Weston Trust. This fund represents the value of undepreciated assets.

The Leap

This fund was set up in 2020/21 to record income and expenditure connected with this Consortium project, led by Bradford Teaching Hospitals NHS Foundation Trust (the NHS Trust). The Leap project's overall budget is managed by the NHS Trust, who receive all income on behalf of the project, including grant funds from the majority stakeholder Arts Council England Creative People & Places programme. MTG is a Consortium member, and the charity's responsibilities include the employment of The Leap project staff, and the dissemination of funds to other organisations, as determined by agreed application processes and procedures. The funds managed by MTG on behalf of the project as shown in these accounts have been received from the NHS Trust.

Leave the Light on For Me

This fund is set up in the year for the new outdoor festival production. In this year it includes funding from the following sources: Unlimited and Esmee Fairbairn Foundation's Reinvent Performing Arts and Arts Council England National Portfolio.

Collaborative Touring Network

This fund was set up in 2022/23 to run Mind the Gap's involvement in this national touring initiative. In this year it includes funding from the following source: The Old Courts (lead partner).

Historic England - Manningham Stories

This fund was set up in 2022/23 to run a creative engagement project exploring hidden stories in the local area, and to create a unique place marker to celebrate these. In this year it includes funding from the following source: Historic England.

Transforming Leadership

This fund was set up in 2022/23 to participate in a nationally significant project that aims to reshape England's cultural leadership to include learning disabled and autistic voices. In this year it includes funding from the following source: Access All Areas (lead partner).

Perform Europe

This fund was set up in 2022/23 to explore environmental sustainability and international touring. In this year it includes funds from the following source: European Commission funds distributed by Teatrecentrum).

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

19 Restricted funds

(Continued)

Prior year	Balance at 1 April 2021 £	Movement in funds			Balance at 31 March 2022 £
		Income £	Expenditure £	Transfers £	
Academy Fund	-	57,000	(57,000)	-	-
Capital assets	6,677	-	(4,551)	-	2,126
Cultural Recovery Fund	28,762	91,135	(119,897)	-	-
Daughters of Fortune Anna	-	13,646	(13,646)	-	-
Daughters of Fortune Zara / Paige	12	19,388	(19,400)	-	-
Future Me	(3,675)	3,874	(199)	-	-
The Leap	39,273	189,972	(120,362)	-	101,883
Engage	10,631	46,400	(57,031)	-	-
Staging Change	760	-	(11,155)	10,395	-
Leave The Light On For Me	-	73,770	(40,505)	-	33,265
	<u>82,440</u>	<u>488,185</u>	<u>443,746</u>	<u>10,395</u>	<u>137,274</u>

20 Analysis of net assets between funds

	Unrestricted Funds 2023 £	Restricted funds 2023 £	Total Unrestricted Funds 2023 £	Restricted funds 2022 £	Total 2022 £
Fund balances at 31 March 2023 are represented by:					
Tangible assets	26,631	386	27,017	2,126	25,954
Current assets/(liabilities)	386,201	64,035	450,236	135,148	591,559
	<u>412,832</u>	<u>64,421</u>	<u>477,253</u>	<u>137,274</u>	<u>617,513</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

21	Cash generated from operations	2023	2022
		£	£
	(Deficit)/surplus for the year	(140,170)	91,422
	Adjustments for:		
	Investment income	(1,829)	(61)
	Foreign exchange losses	(90)	-
	Profit on disposal of tangible fixed assets	(2,894)	-
	Depreciation of tangible fixed assets	12,441	11,142
	Movements in working capital:		
	(Increase)/decrease in debtors	(47,647)	104,839
	Increase/(decrease) in creditors	5,166	(143,290)
	Cash (absorbed by)/generated from operations	(175,023)	64,052

The charity had no debt during the current or prior year.

22 Comparative Statement of Financial Activities

	Unrestricted funds	Restricted funds	Total 2022
	£	£	£
<u>Income and endowments from:</u>			
Donations and gifts	62,797	-	62,797
Charitable activities	765,967	487,919	1,253,886
Investments	61	-	61
Other income	41,502	266	41,768
Total income	870,327	488,185	1,358,512
<u>Expenditure on:</u>			
Charitable activities	823,344	443,746	1,267,090
Net income before transfers	46,983	44,439	91,422
Gross transfers between funds	(10,395)	10,395	-
Net movement in funds	36,588	54,834	91,422
Fund balances at 1 April 2021	443,651	82,440	526,091
Fund balances at 31 March 2022	480,239	137,274	617,513

MIND THE GAP

England & Wales - Charity number 328476

Accounts

Charity registration number 328476

Company registration number 02348556 (England and Wales)

Mind The Gap
Annual Report And Financial Statements
For The Year Ended 31 March 2022

MIND THE GAP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	J Whaley L Carter E Gee J Haines L Jones R Mason A Riley R Walker	(Co Chair) (Co Chair)
Secretary	J Skelton	
Charity number	328476	
Company number	02348556	
Registered office	Mind the Gap Studios Silk Warehouse Patent Street Bradford BD9 4SA	
Auditor	Azets Audit Services Limited 33 Park Place Leeds LS1 2RY	
Bankers	Lloyds Bank Plc 45 Hustlergate Bradford BD1 1NT	

MIND THE GAP

CONTENTS

	Page
Trustees' report	1 - 7
Statement of Trustees' responsibilities	8
Independent auditor's report	9 - 12
Statement of financial activities	13
Balance sheet	14
Statement of cash flows	15
Notes to the financial statements	16 - 28

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also Directors for the purposes of company law, present their annual report together with the financial statements for the year ended 31 March 2022 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The Trustees have adopted the provisions of Accounting and Reporting by charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Legal and Administrative information page forms part of this Trustees' report.

Overview & Highlights of the Year

The 2021/22 year was another successful but challenging one, with the ongoing impacts of the Covid-19 pandemic causing some disruption to our plans. Despite these challenges, Mind the Gap successfully worked on eight projects, including strategic creative engagement activities, as well as delivering our busy and successful Academy programme. We reached and engaged 6,000 people in live settings, and 60,000 online via film distribution. The Academy involved 93 individuals who participated on one or more of the seven different creative arts course and opportunities.

We continued to deliver a proportion of our work online in the first six months, combining this with live activities in line with the prevailing Government Covid guidelines. By introducing and following appropriate safety protocols Mind the Gap successfully transferred the acclaimed touring production **A Little Space** to film, with thanks to The Space commissioning programme for practical and financial support. We also captured on film the Forum Theatre piece **Anna**, and incorporated this into a digital training package for health and social care staff and students. This marked an important legacy outcome of the **Daughters of Fortune** project, made possible by investment from the Rayne Foundation and Wellcome Trust.

By September 2021 our Academy programme was able to return to full-size groups and live working again, while maintaining some safety protocols in place to minimise the risk of Covid infection transmission. Students, participants and staff were all delighted to return to live working conditions, and reconnect with friends and colleagues. Energies and enthusiasm were high, though it is also recognised that adjusting to a busy and in-person environment presented some challenges. In particular, it is taking time for everyone's stamina and concentration to build back up to pre-pandemic levels, and some people's mental and physical health will yet take time to fully recover.

One year later than originally planned Mind the Gap launched its refreshed and updated Performance Academy course in September 2021. This is the first specialist training opportunity of its kind in the UK to have elements validated at Certificate of Education Level 4, which is equivalent to undergraduate degree level. This is the result of a two-year collaboration with York St John's University to adapt the previous course into this ground-breaking opportunity for aspiring artists with learning disabilities and/or autism.

The year also saw the company's return to national touring with the new outdoor festival production **Leave the Light on for Me**. This was created by guest Director Nickie Miles-Wildin in collaboration with Artistic Director Joyce Nga Yu Lee and the Artists ensemble. The creative team explored the theme of climate change through the lens of learning disability and autism, leading to work in progress events as part of Bradford's Summer Unlocked Festival. Support from the Regional Theatre Young Directors Scheme enabled us to engage early career Hannah Harris, who is autistic, as Assistant Director. Thanks to support from Unlimited and Esmee Fairbairn Foundation's Reinvent Performing Arts, partnered with core funding from Arts Council England National Portfolio investment, we are developing a community cast version of the show for Bradford to be presented in 2022/23. The show will then go on to tour nationally at festivals and events in 2022.

This community cast engagement activity forms part of Mind the Gap's ongoing Leadership and Change strand of work, and specifically our ambition to reach and involve people from different backgrounds and life experiences in our work. We see this as vital for ensuring our work is relevant and meaningful, and reflects the experiences, concerns and passions of people with diverse experiences. Through collaborative working we aim to promote and develop better inclusion and access for people with a learning disability and autism. At the same time, we bring new ideas, influences and creativity to our work, helping Mind the Gap to learn and adapt our processes to be inclusive for all.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

In 2021/22 we maintained our collaboration with York St John's University and Totally Inclusive People to deliver online creative sessions using the Creative Doodle Book that was jointly developed with illustrator Brian Hartley. This enabled us to work nationally in spite of Covid restrictions, and offer a creative lifeline for individuals dealing with isolation and limited opportunities.

Our key stakeholders have continued to support and invest in Mind the Gap's work, offering flexibility and adaptability as we all learn to adapt to the changing landscape following the Covid pandemic. Arts Council England provided additional support through the Cultural Recovery Fund, and local authority partners like Bradford and Leeds have continued to be adaptable while we adjust working practices to ensure continued safety of participating individuals. National initiatives like the Furlough Scheme and Restart Grants for small businesses have been vital financial lifelines in the context of continued economic uncertainties.

Impacts 2021/22

Mind the Gap has continued to gather data so that we can evidence our achievements and impacts. This includes capturing audience figures and profile information, gathering information about participants, and inviting feedback through surveys and social media.

This year we have recorded the following:

1. Performance and Live Arts - including digital broadcast and online dissemination:

*Maria Forryan, writing for Leeds Live, labels **A Little Space: The Film** a "must watch" saying, "The quality of this work is beautiful to watch and the sheer passion and focus of the cast is staggering".*

- **A Little Space: The Film** was launched in July 2021, and has subsequently been screened at festivals in the Netherlands, Czech Republic, Romania, Italy, Australia, Mexico and Venezuela reaching estimated audiences of around 60,000 people.
- **Anna** Forum Theatre workshop: we delivered 9 online workshops engaging 235 staff and students in interactive training events.
- **Leave the Light on For Me**: the pilot tour of work in progress scenes involved 9 performances in Bradford and Leeds engaging an estimated audience of 370 people.

Alongside our core artistic programme, thanks to Cultural Recovery Fund investment, Mind the Gap collaborated with fellow Bradford theatre makers 509 Arts to enable the creation of a new touring show for children and family audiences based on Ivor Cutler's children's story **Meal One**. Zara Mallinson, a member of our core ensemble, was cast in the role of Mum in the show that reached around 2,500 people through 30 performances.

2. Talent Development through MTG Academy:

"Another first for Mind the Gap as degree level learning-disabled performing arts course launches". North West End

- Seven different courses form the MTG Academy programme, including the 4-day Performance Academy course, partner courses led by Totally Inclusive People, and a Youth Academy scheme run in partnership with Bradford's Specialist Inclusion Project.
- Our student cohort 2021/22 numbered 93 individuals, who participated with us between one and five days each week, over 35 weeks.
- The programme numbered 963 sessions, and delivered 12,744 attendances.
- Showcase events enabled family and friends to celebrate students' achievements and successes in July 2021.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

3. Leadership & Change through collaborative working:

"I love it. I think [the Creative Doodle Book] is a really nice piece of work and something we will go on using and spark ideas from". Participant, About Face

- 3000 copies of the **Creative Doodle Book** distributed, and 63 sessions delivered reaching 600 participants.
- Our Erasmus+ funded collaboration with L'Oiseau Mouche (France) and Moomsteatern (Sweden) concluded with the online In Full Flight sharing event in June 2021, which engaged 185 attendees.
- The final phase of our Engage partnership project majority funded by the Paul Hamlyn Foundation culminated in an opportunity to share learning and experiences at the Changing the Scene event in September 2021.
- We made new friends in Bradford through Social Club activities, and 7 schools partnerships, as well as a creative collaboration with local artists leading to a photographic exhibition Opening Doors.

Leadership & Change through collaborative working:

"Sometimes being a little bit silly just does the world good. That kind of creativity just has a massive impact on your well-being and mindfulness" Creative Doodle Book participant

- We have continued to engage with 6 key venue partners through our Staging Change and Engage projects. We created 23 Weekly Wave newsletters between April to September 2020 to share resources, ideas and support for our project partners.
- Creative Doodle Book – we distributed 3,500 booklets throughout the UK, and to Denmark, France, Sweden, Australia and USA. A total of 55 sessions were delivered, involving 121 participants and 442 attendances.
- Online Drama Games were created by our core team of Artists, and shared via social media, to provide a fun, accessible and adaptable tool kit of ideas for anyone working in the creative industries or needing a bit of an energy boost.
- Future Me employment programme provided 15 participants with 20 workshops and achieved 236 attendances to support them towards employment, education and training.

FUNDRAISING ACTIVITIES

Building on previous years 2021/22 Mind the Gap's fundraising strategy has focused on attracting investment from a number of key stakeholders. These include Arts Council England, Local Authorities like Bradford and Leeds, and private trusts and foundations like Esmee Fairbairn Foundation, Paul Hamlyn Foundation, The Rayne Foundation and Wellcome Trust.

Thanks to the support of these longer-term, committed investors Mind the Gap has been able to survive the immediate financial challenges of the Covid-19 pandemic.

Arts Council England (ACE) provided core investment via the National Portfolio Programme (NPO) of £250,924, and the charity was a recipient of Cultural Recovery Funds in Rounds 1 and 2 meaning an investment of £91,135 in this year. Mind the Gap also manages programme funds and employs staff for The Leap project. Bradford MD Council invested around £100,000 in our work through the Arts Investment Programme and other project grants. Private trust contributors including the Esmee Fairbairn, Rayne and Paul Hamlyn Foundations continued to play their vital role in the charity's sustainability. These grants totalled £75,950, including additional project funds to enable Mind the Gap to negotiate the ongoing challenges of the Covid pandemic. Project funds through The Space, and our partnership with York St John's University, made vital contributions to the delivery of our busy programme.

Mind the Gap is grateful to all its investors – large and small – for their support this year.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

It's acknowledged that fundraising in future years is likely to be challenging, given the even greater demand placed on distributors of public and private investment by the ongoing impacts of the Covid pandemic and rapidly rising costs of living. While Mind the Gap feels its successful track record puts it in a strong position to attract continued investment from a range of sources, we know competition for scarce resources will be fierce in the coming year and beyond.

Mind the Gap has been successful in our application to ACE's Investment Programme, and been made a conditional offer of funding for the next 3-years 2023-2026. This will be essential for the charity's continued development as one of England's leading learning disability and autism focused companies. We will also seek investment from other National Lottery funders like Reaching Communities, as well as private trusts and foundations.

Our successful Academy programme generates substantial income through the fees paid by participants through Individual Budgets and Direct Payments. We know that adult social care budgets are already under extreme pressures so we will need to work collaboratively with local authority partners to ensure our work remains relevant, impactful and sustainable.

Earned income generated through fees, services and touring has been significantly reduced as a result of the Covid pandemic. We hope to build this back up to pre-pandemic levels in 2022-23 and beyond, but are mindful that economic pressures will face all our collaborators and partners.

Mind the Gap does not hold material investments.

Mind the Gap occasionally seeks and receives individual donations to support our work, usually through project campaigns, and our ongoing Great Minds individual giving programme. We strive to achieve the highest fundraising standards and value our supportive funders and donors. We stay up to date with charity regulations, data protection and the Fundraising Preference Service (FPS) to make sure we are legally compliant and adhering to all guidelines and best practice.

Financial review

The charity has to manage a complex financial portfolio of grants, commissions, donations and earned income in order to deliver its artistic programme and meet its charitable objectives. The company works to a written business plan spanning three years that is updated annually.

The company's Business Plan is underpinned by 3 financial aims:

1. Income directly benefits MTG artistic programme, goals and audiences.
2. Making strong and sustainable relationships with stakeholders from diverse sources: public, lottery, private, corporate and individual sectors.
3. Reducing reliance on ad-hoc funding by generating sustainable income streams and longer-term investment by stakeholders.

Mind the Gap's main sources of income are: Arts Council England (ACE) National Portfolio Organisation (NPO), Bradford CMDC Arts Investment Fund and earned income through MTG Academy services.

Mind the Gap is also eligible for and has claimed rebate income £6,276 (2021: £83,407) through HMRC's Theatre Tax Relief scheme.

The charity has successfully negotiated this year's many financial challenges, remaining financially sustainable, and sowing seeds for investment towards future activities.

The Statement of Financial Activities shows net movement in funds for the year of £91,422 and total reserves of £617,513 at 31 March 2022.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

The trustees have established a written Reserves Policy to ensure the stability of the mission, programmes, employment and ongoing operations of the charity. The target minimum reserves policy is equal to three-months of averaging operating costs. The Reserve Policy value includes all recurring, predictable expenses such as salaries and benefits, core artists, administration and overheads, ongoing professional services.

The Reserves target is £135,000. The trustees refer to this as the Board Designated Operating Reserve.

The free reserves at 31 March 2022 were £456,411 (2021: £426,489) which is currently above this amount.

PLANS FOR FUTURE PERIODS

Mind the Gap looks forward to another busy and productive year in 2022/23. Currently, our priorities include:

- To deliver our national touring production **Leave the Light on For Me** to outdoor arts festivals and events over summer and early autumn 2022. This will include a Community Cast version for performances in Bradford and Keighley.
- To ensure our thriving Academy programme continues to evolve and develop, exploring the opportunity for new satellite opportunities in Calderdale and other locations in West Yorkshire.
- To begin our community engagement work towards Bradford's nomination as City of Culture 2025, including building partnerships and relationships across the District so we can deliver a high quality, big impact contribution to the celebrations.
- To strengthen the delivery of our engagement activities, and develop a coherent strategy, through the appointment of an additional part-time management role of Creative Engagement Producer.
- To raise funds to enable us to commission legal expertise to update our Memorandum and Articles of Association so they reflect more up to date terminology about disabled people, and the charity's current and future objectives.

Structure, governance and management

The charity is constituted as a company limited by guarantee, and is therefore governed by a Memorandum and Articles of Association. Mind the Gap is registered as a charity in England and Wales.

All the directors of the company are also Trustees of the charity, and there are no other Trustees. The Trustees who served during the year are set out on the Legal and Administrative information page. In accordance with the Articles of Association one third of the Trustees will retire by rotation at the annual general meeting, and where eligible, may offer themselves for re-election.

Eight directors served for all of the year on the Board, bringing a wide range of skills and expertise including knowledge of finance, business development, marketing and social services sectors. Executive Director Julia Skelton is appointed by the Board as chief executive officer to manage Mind the Gap's operation and the smooth-running of the company. The line management structure identifies clear lines of responsibility to other members of staff including the Management Team and learning-disabled company members.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Trustee induction and training

New Trustees are recruited through open recruitment, networking and invitation, and are elected at Board meetings in accordance with the charity's Memorandum and Articles of Association. There is a comprehensive induction process and written information for new members. Training is provided where required.

All Trustees give their time voluntarily. Any expenses reclaimed by Trustees from the charity are set out in note 9 to the financial statements.

Organisational structure

The Board meets five times each year to review the work of the company, discuss relevant issues and agree action for the next phase. Staff members and learning-disabled representatives from supported employment and training programmes make reports to the Directors to inform decision-making processes. The Board entrusts senior staff with responsibility to ensure that decisions are implemented, and directors (particularly the Chair) provide support, advice and direction as required between meetings.

In 2021/22 our long-standing Chair Jerry Whaley stepped down from this position. He is succeeded by a Co-Chair arrangement, with Lynne Carter and Emma Gee sharing the responsibilities of this key role on the Board. The charity has taken this opportunity to review its ways of working in order to be accessible and inclusive for people from different backgrounds. Our current priority is to recruit new board members, in particular people with learning disabilities, people of colour and young people as these groups are currently under-represented on our Board.

As part of these developments Mind the Gap has been reviewing and adapting its sub-group structure.

The Money & Partners Action Group replaces the Finance Sub Group. The new group will continue with a similar remit, meeting 2-3 times each year alongside regular Ordinary Meetings. This group will continue to scrutinise the ongoing financial health of the organisation, test financial assumptions and monitor the relationship between income and expenditure. Members provide support and ideas to ensure the charity's fundraising strategy is robust and viable.

The People & Home Action Group replaces the HR Sub-Group. This new group will continue to meet 2-3 times each year providing practical support and advice on key issues relating to people and resource matters. It will review key policies including Health & Safety, Safeguarding and Equal Opportunities, as well as providing support and scrutiny on specific HR issues.

Pay policy for senior staff

The pay of the charity's key personnel is reviewed annually and any increases are normally in accordance with the scales and rates agreed by the National Joint Council (NJC). The remuneration is also bench-marked with charities of a similar size and activity to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

Risk management

The Trustees actively review the financial risks that the charity faces on a frequent basis through the regular ordinary meetings and the sub-groups' meetings, including the ongoing and future funding of the organisation. A written Risk Register document that specifically summarises key risks, which is regularly reviewed by the Executive Director and updated annually by the Finance Sub-Group.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

The key risks are largely unchanged since last year and identified as:-

- Future fundraising and investment strategy will need to negotiate a context of even more fierce competition for scarce resources. Mind the Gap will continue to adapt and flex its programme plans to meet changing needs and demands.
- In particular, the Board and senior management recognise that cuts to public funding and changing priorities means that our Academy and creative engagement activities will need to attract and support those who may be at particular risk of being marginalised from mainstream activities. Specifically, Mind the Gap's Bradford MD Council grant investment has been cut by 48% / £27,000 and alternative resources will need to be secured to bridge this gap.
- Positive action has been taken in 2021/22 to nurture new members to join the Board, but it's recognised that good systems and support structures need to be in place to ensure individuals joining the team can access the work of the Board, and use their skills to help develop the charity and its work.

The directors confirm that they have developed systems to monitor and control these risks, and one of the functions of the sub-groups is to provide scrutiny and support around any issues that might arise.

Funds Held as Custodian Trustee

In 2021-22 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford Producing Hub (c/o University of Bradford). The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (DYCP), JoAnne Haines (Make Work – Your Idea Your Way) and Paul Bates (DYCP – Judgement). The total value of the income on these awards in the year was £41,961 (2021: £47,808) and the total amount held for these awards at the year end was £36,990 (2021: £44,175). The safe custody and segregation of this income and the relevant expenditure was achieved by creating a separate 'class' (project) in the computerised book-keeping system so that all income and expenditure can be clearly accounted for and audited.

Disclosure of information to auditor

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

Auditors

Azets Audit Services Limited were appointed auditor to the company following their acquisition of the trade of Garbutt & Elliott Audit Limited on 1 December 2021 and in accordance with s487(2) of the Companies Act 2006 they are deemed reappointed annually.

Small company rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. It was approved by the Board of Trustees and signed on its behalf by:

L A Carter

.....
L Carter

Co-Chair of Trustees

Dated: ..25/11/2022....

MIND THE GAP

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2022

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 operation.

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MIND THE GAP

Opinion

We have audited the financial statements of Mind the Gap (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MIND THE GAP

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MIND THE GAP

Extent to which the audit was considered capable of identifying irregularities, including fraud

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with the directors and other management, and from inspection of the charitable company's regulatory and legal correspondence. We discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance during the audit.

The charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies and charities legislation), pensions legislation, taxation legislation, and further laws and regulations that could indirectly affect the financial statements, including environmental, safeguarding, health and safety and employment legislation. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. These procedures did not identify any potentially material actual or suspected non-compliance.

To identify risks of material misstatement due to fraud we considered the opportunities and incentives and pressures that may exist within the charitable company to commit fraud. Our risk assessment procedures included: enquiry of trustees and other management to understand the high level policies and procedures in place to prevent and detect fraud, reading Board minutes and considering performance targets and any incentive schemes that may be in place for management. We communicated identified fraud risks throughout our team and remained alert to any indications of fraud during the audit.

As a result of these procedures we identified the greatest potential for fraud in the following areas:

- income recognition and in particular the risk that income is recognised in the wrong reporting period; and
- subjective accounting estimates.

Fraud risks arise due to a potential desire to present results in a differing light to meet management objectives.

As required by auditing standards we also identified and addressed the risk of management override of controls. We performed the following procedures to address the risks of fraud identified:

- identifying and testing high risk journal entries through vouching the entries to supporting documentation;
- assessing significant accounting estimates for bias;
- testing the recognition of income and in particular that it was appropriately recognised or deferred.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MIND THE GAP

Use of our report

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

Azets Audit Services Limited

Jessica Lawrence (Senior Statutory Auditor)
for and on behalf of Azets Audit Services Limited

29/11/2022

.....

Chartered Accountants
Statutory Auditor

33 Park Place
Leeds
LS1 2RY

MIND THE GAP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total Restated 2021 £
<u>Income and endowments from:</u>					
Donations	3	62,797	-	62,797	159,483
Charitable activities	4	765,967	487,919	1,253,886	1,134,748
Investments	5	61	-	61	85
Other income	6	41,502	266	41,768	83,488
Total income		870,327	488,185	1,358,512	1,377,804
<u>Expenditure on:</u>					
Charitable activities	7	823,344	443,746	1,267,090	965,811
Net incoming for the year		46,983	44,439	91,422	411,993
Gross transfers between funds		(10,395)	10,395	-	-
Net movement in funds		36,588	54,834	91,422	411,993
Fund balances at 1 April 2021		443,651	82,440	526,091	114,098
Fund balances at 31 March 2022	16	480,239	137,274	617,513	526,091

The statement of financial activities also complies with the requirement for an income and expenditure account under the Companies Act 2006.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 - 28 form part of these financial statements.

A fully detailed Statement of Financial Activities for the year ending 31 March 2021 is shown at note 21.

All income and expenditure derive from continuing activities.

MIND THE GAP

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Fixed assets					
Tangible assets	11		25,954		23,839
Current assets					
Debtors	12	86,770		191,609	
Cash at bank and in hand		659,815		608,959	
		<u>746,585</u>		<u>800,568</u>	
Creditors: amounts falling due within one year	13	<u>(155,026)</u>		<u>(298,316)</u>	
Net current assets			591,559		502,252
Total assets less current liabilities			<u>617,513</u>		<u>526,091</u>
Funds of the charity					
Restricted funds	15		137,274		82,440
Unrestricted funds			480,239		443,651
			<u>617,513</u>		<u>526,091</u>

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for the circulation to members of the company. They were approved by the board of Trustees on 25/11/2022..... and signed on its behalf by:

L A Carter

.....

L Carter
Co-Chair

Company Registration No. 02348556

MIND THE GAP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash generated from operations	19		64,052		456,902
Investing activities					
Purchase of tangible fixed assets		(13,257)		(14,603)	
Investment income received		61		85	
		<u> </u>		<u> </u>	
Net cash used in investing activities			(13,196)		(14,518)
Net increase in cash and cash equivalents			50,856		442,384
Cash and cash equivalents at beginning of year			608,959		166,575
			<u> </u>		<u> </u>
Cash and cash equivalents at end of year			<u>659,815</u>		<u>608,959</u>

MIND THE GAP

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

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Charity information

Mind the Gap is a private company limited by guarantee incorporated in England and Wales. The registered office is Mind the Gap Studios, Silk Warehouse, Patent Street, Bradford, BD9 4SA.

Each member of the company has undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

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

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

Government and other grants (furlough income) are recognised in full in the statement of financial activities in the period in which they are receivable.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Charitable expenditure: comprises those costs incurred by the charity in the deliverance of its activities and services for its beneficiaries. It includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Support Costs: are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trust's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 8.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in notes 7 and 8.

1.6 Tangible fixed assets

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

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

Fixtures and fittings	25% Reducing balance or 25% straight line
Computers	33% Reducing balance or 33% straight line

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

Individual fixed assets costing £500 or more are capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.10 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The charity benefits significantly from Theatre Tax Credit taxation reliefs based on the eligible production costs incurred. The calculation of the tax credit involves significant uncertainties and it is not possible to apply a reasonable point estimate based on historic agreements with tax authorities. Therefore the Trustees do not recognise any potential tax rebate on an accruals basis and instead recognise the rebate on a cash received basis.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.14 Custodian Funds

Funds held by the charity as a custodian trustee are excluded from the income and expenditure of the charity and the balance held recognised as a liability within the financial statements.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees are of the opinion that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Donations and gifts						
Donations	6,282	-	6,282	1,482	-	1,482
Coronavirus Job Retention Scheme	40,250	-	40,250	116,429	-	116,429
City of Bradford MDC - COVID -19 Funding	16,265	-	16,265	41,572	-	41,572
	<u>62,797</u>	<u>-</u>	<u>62,797</u>	<u>159,483</u>	<u>-</u>	<u>159,483</u>

The Charity benefits greatly from the involvement and enthusiastic support of a number of volunteers, details of which are given in our annual report. In accordance with FRS102 the economic contribution of volunteers is not recognised in the accounts.

All donations are unrestricted in both the current and prior year.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities	Unrestricted Funds		Restricted Funds		Total Funds		Unrestricted Funds		Restricted Funds		Total Funds	
	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£
Fee Income	444,362		43,277		487,639		338,747		-		338,747	
Revenue grants	321,605		444,642		766,247		412,946		383,055		796,001	
	<u>765,967</u>		<u>487,919</u>		<u>1,253,886</u>		<u>751,693</u>		<u>383,055</u>		<u>1,134,748</u>	
Revenue Grants												
Arts Council England - National Portfolio Funding	250,924		-		250,924		250,924		-		250,924	
City of Bradford MDC Academy Fund	-		57,000		57,000		-		57,000		57,000	
City of Bradford MDC - Short breaks	20,997		-		20,997		14,994		-		14,994	
Erasmus +	17,287		-		17,287		23,316		-		23,316	
Esmee Fairbairn Foundation	-		-		-		14,995		14,995		29,990	
Paul Hamlyn Foundation	-		46,400		46,400		-		41,167		41,167	
DCMS Cultural Recovery Fund	-		91,135		91,135		-		92,780		92,780	
Other grants	21,597		13,674		35,271		31,217		8,604		39,821	
Arts Council England - Emergency Funding	-		-		-		54,000		-		54,000	
Daughters of Fortune: Zara/Paige	-		19,388		19,388		-		58,667		58,667	
ESF Groundwork	-		-		-		-		15,915		15,915	
ACE Creative People and Places - The Leap Project	-		146,000		146,000		-		93,927		93,927	
Creative Doodle Book	10,800		-		10,800		23,500		-		23,500	
Leave the Light On For Me	-		71,045		71,045		-		-		-	
	<u>321,605</u>		<u>444,642</u>		<u>766,247</u>		<u>412,946</u>		<u>383,055</u>		<u>796,001</u>	

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

5 Investments

	2022 £	2021 £
Interest receivable	61	85

6 Other income

	Unrestricted funds	Restricted funds	Total Unrestricted funds		Restricted funds	Total
	2022 £	2022 £	2022 £	2021 £	2021 £	2021 £
Other income	41,502	266	41,768	83,488	-	83,488

Other income includes £6,276 (2021: £83,407) relating to Theatre Tax Relief claims.

7 Charitable activities

	2022 £	2021 £
Staff costs	598,827	521,192
Depreciation	11,142	13,257
Direct production costs	88,063	42,298
Premises costs and insurance	59,674	46,180
General administration	37,854	26,619
Travel, accommodation and subsistence	33,951	1,748
Marketing	19,694	23,271
Artists and freelance costs	203,856	136,557
LEAP Award payments	82,123	54,654
Venue hire	20,339	-
	1,155,523	865,776
Share of support costs (see note 8)	105,867	94,735
Share of governance costs (see note 8)	5,700	5,300
Total expenditure on charitable activities	1,267,090	965,811

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

8 Support costs

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	69,979	-	69,979	67,980	-	67,980
Premises costs and insurance	19,892	-	19,892	15,393	-	15,393
General administration	12,618	-	12,618	8,873	-	8,873
Professional fees	2,975	-	2,975	2,209	-	2,209
Bank charges	403	-	403	280	-	280
Audit fees	-	4,000	4,000	-	3,700	3,700
Accountancy	-	1,700	1,700	-	1,600	1,600
	<u>105,867</u>	<u>5,700</u>	<u>111,567</u>	<u>94,735</u>	<u>5,300</u>	<u>100,035</u>

9 Trustees

No trustees claimed expenses in either the current or previous financial year.

10 Employees

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
	38	39
	<u>38</u>	<u>39</u>
Employment costs	2022	2021
	£	£
Wages and salaries	598,794	546,307
Social security costs	57,995	29,634
Other pension costs	12,017	13,231
	<u>668,806</u>	<u>589,172</u>

No employee earned £60,000 or more during the year (2021: no employee).

The key management personnel of Mind the Gap are the Executive Director, Artistic Director, Academy Director, Senior Producer and Finance Manager. The total employee benefits of the key management personnel of the charity were £178,694 (2021: £182,158).

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

11 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2021	318,169	228,212	546,381
Additions	13,257	-	13,257
At 31 March 2022	<u>331,426</u>	<u>228,212</u>	<u>559,638</u>
Depreciation			
At 1 April 2021	305,294	217,248	522,542
Depreciation charged in the year	6,723	4,419	11,142
At 31 March 2022	<u>312,017</u>	<u>221,667</u>	<u>533,684</u>
Net book value			
At 31 March 2022	<u>19,409</u>	<u>6,545</u>	<u>25,954</u>
At 31 March 2021	<u>12,875</u>	<u>10,964</u>	<u>23,839</u>

12 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Trade debtors	25,525	62,258
Other debtors	658	-
Prepayments and accrued income	60,587	129,351
	<u>86,770</u>	<u>191,609</u>

13 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Other taxation and social security		13,544	10,291
Deferred income	14	23,649	109,764
Trade creditors		45,523	35,205
Custodian Funds		36,990	44,175
Accruals		35,320	98,881
		<u>155,026</u>	<u>298,316</u>

In 2021-22 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE), and Bradford Producing Hub (c/o University of Bradford). The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (DYCP), JoAnne Haines (Make Work – Your Idea Your Way) and Paul Bates (DYCP – Judgement). The total value of the income on these awards in the year was £41,961 (2021: £47,808) and the total amount held for these awards at the year end was £36,990 (2021: £44,175).

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

14 Deferred Income

	2022 £	2020 £
Brought forward	109,764	179,743
Released in the year	(109,764)	(179,743)
Deferred in the year	23,649	109,764
	<u>23,649</u>	<u>109,764</u>
Carried forward	<u>23,649</u>	<u>109,764</u>

15 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Current year	Balance at 1 April 2021 £	Movement in funds			Balance at 31 March 2022 £
		Income £	Expenditure £	Transfers £	
Academy Fund	-	57,000	(57,000)	-	-
Capital assets	6,677	-	(4,551)	-	2,126
Cultural Recovery Fund	28,762	91,135	119,897	-	-
Daughters of Fortune Anna	-	13,646	(13,646)	-	-
Daughters of Fortune Zara / Paige	12	19,388	(19,400)	-	-
Future Me	(3,675)	3,874	199	-	-
The LEAP	39,273	182,972	120,362	-	101,883
Engage	10,631	46,400	(57,031)	-	-
Staging Change	760	-	(11,155)	10,395	-
Leave The Light On For Me	-	73,770	(40,505)	-	33,265
	<u>82,440</u>	<u>488,185</u>	<u>(443,746)</u>	<u>10,395</u>	<u>137,274</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

15 Restricted funds

(Continued)

Purposes of restricted funds:

Academy Fund

The fund was first set up in 2002/03 to run the annual vocational training programme for adults with a learning disability. In the current year it includes funding from the following sources: City of Bradford Metropolitan District Council.

Capital Assets

Mind the Gap has previously received funds to purchase capital items to further the work of the charity from investors including Arts Council England, ERDF, ESF, the Clothworkers Foundation and the Garfield Weston Trust. This fund represents the value of undepreciated assets.

Cultural Recovery Fund

This fund was set up in 2020/21 to undertake activities connected with ensuring the continuity of Mind the Gap's programme in the context of the Covid-19 pandemic, including additional safety measures to help reduce the risk of the spread of the virus. In the current year it includes funding from the following sources: DCMS Cultural Recovery Fund, managed and distributed by Arts Council England.

Daughters of Fortune: ANNA

This fund was set up in 2018/19 to deliver the forum theatre production ANNA, including training package for health and social care staff. In this year it includes funding from the following sources: The Rayne Foundation.

Daughters of Fortune: ZARA/PAIGE

This fund was set up in 2018/19 to deliver the large-scale outdoor events ZARA, and the research and publication of findings through PAIGE. In this year it includes funding from the following sources: Wellcome Trust Public Engagement Fund, match funding from Unrestricted sources and Theatre Tax Relief rebate income.

Future Me

This fund was set up in 2020/21 to run the project of this name designed to promote employability and skills for work for adults with a learning disability and/or autism. In this year it includes income from the following sources: ESF Groundwork.

The Leap

This fund was set up in 2020/21 to record income and expenditure connected with this Consortium project, led by Bradford Teaching Hospitals NHS Foundation Trust (the NHS Trust). The Leap project's overall budget is managed by the NHS Trust, who receive all income on behalf of the project, including grant funds from the majority stakeholder Arts Council England Creative People & Places programme. MTG is a Consortium member, and the charity's responsibilities include the employment of The Leap project staff, and the dissemination of funds to other organisations, as determined by agreed application processes and procedures. The funds managed by MTG on behalf of the project as shown in these accounts have been received from the NHS Trust.

Engage

This fund was set up in 2017/18 to run a programme of activities to increase arts engagement by learning-disabled people, working with theatre venues across England. In this year it includes income from the following sources: Paul Hamlyn Foundation and earned income.

Staging Change

This fund was set up in 2017/18 to advance the leadership skills of learning-disabled artists, working with theatre venues across England. In this year it includes income from the following sources: Esmée Fairbairn Foundation.

Leave the Light on For Me

This fund is set up in the year for the new outdoor festival production. . In this year it includes funding from the following sources: Unlimited and Esmee Fairbairn Foundation's Reinvent Performing Arts and Arts Council England National Portfolio.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

15 Restricted funds

(Continued)

Prior year	Balance at 1 April 2020 £	Movement in funds			Balance at 31 March 2021 £
		Income £	Expenditure £	Transfers £	
Academy Fund	-	57,000	(57,000)	-	-
Capital assets	12,969	-	(6,292)	-	6,677
Cultural Recovery Fund	-	92,780	(64,018)	-	28,762
Daughters of Fortune Anna	-	8,604	(19,154)	10,550	-
Daughters of Fortune Zara / Paige	(75,158)	58,667	(32,593)	49,096	12
Future Me	-	15,915	(19,590)	-	(3,675)
The Leap	-	93,927	(54,654)	-	39,273
Engage	11,951	41,167	(56,117)	13,630	10,631
Staging Change	155	14,995	(19,440)	5,050	760
	<u>(50,083)</u>	<u>383,055</u>	<u>(328,858)</u>	<u>78,326</u>	<u>82,440</u>

16 Analysis of net assets between funds

	Unrestricted Funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted Funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:						
Tangible assets	23,828	2,126	25,954	17,162	6,677	23,839
Current assets/(liabilities)	456,411	135,148	591,559	426,489	75,763	502,252
	<u>480,239</u>	<u>137,274</u>	<u>617,513</u>	<u>443,651</u>	<u>82,440</u>	<u>526,091</u>

17 Operating lease commitments

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

	2022 £	2021 £
Within one year	13,500	14,379
Between two and five years	54,000	54,000
In over five years	75,375	88,875
	<u>142,875</u>	<u>157,254</u>

18 Related party transactions

During the year E Gee, a Trustee, received £nil (2021: £nil) for their work as a freelance artist. There are no other disclosable related party transactions in the current or prior year.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

19 Cash generated from operations	2022	2021
	£	£
Surplus for the year	91,422	411,993
Adjustments for:		
Investment income	(61)	(85)
Depreciation of tangible fixed assets	11,142	13,257
Movements in working capital:		
Decrease in debtors	104,839	13,224
(Decrease)/increase in creditors	(143,290)	18,513
Cash generated from operations	64,052	456,902

The charity had no debt during the current or prior year.

20 Prior year adjustment

The comparative figures have been restated to reclassify income from Coronavirus Job Retention Scheme and City Of Bradford MDC Covid support grant from charitable activities to non-performance related grants.

21 Comparative Statement of Financial Activities

	Unrestricted funds	Restricted funds	Total 2021
	£	£	£
<u>Income from:</u>			
Donations and gifts	159,483	-	159,483
Charitable activities	751,693	383,055	1,134,748
Investments	85	-	85
Other income	83,488	-	83,488
Total income	994,749	383,055	1,377,804
<u>Expenditure on:</u>			
Charitable activities	636,953	328,858	965,811
Net income before transfers	357,796	54,197	411,993
Gross transfers between funds	(78,326)	78,326	-
Net movement in funds	279,470	132,523	411,993
Fund balances at 1 April 2020	164,181	(50,083)	114,098
Fund balances at 31 March 2021	443,651	82,440	526,091

MIND THE GAP

England & Wales - Charity number 328476

Accounts

Charity Registration No. 328476

Company Registration No. 02348556 (England and Wales)

Mind The Gap
Annual Report And Financial Statements
For The Year Ended 31 March 2021

MIND THE GAP

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees J Whaley (Chair)
L Carter
E Gee
J Haines
L Jones
R Mason
A Riley
R Walker

Secretary J Skelton

Charity number 328476

Company number 02348556

Registered office Mind the Gap Studios
Silk Warehouse
Patent Street
Bradford
BD9 4SA

Auditor Garbutt & Elliott Audit Limited
33 Park Place
Leeds
LS1 2RY

Bankers Lloyds Bank Plc
45 Hustlergate
Bradford
BD1 1NT

MIND THE GAP

CONTENTS

	Page
Trustees' report	1 - 9
Statement of Trustees' responsibilities	10
Independent auditor's report	11 - 13
Statement of financial activities	14
Balance sheet	15
Statement of cash flows	16
Notes to the financial statements	17 - 29

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also Directors for the purposes of company law, present their annual report together with the financial statements for the year ended 31 March 2021 which are also prepared to meet the requirements for a Directors' report and accounts for Companies Act purposes. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

The Legal and Administrative information page forms part of this Trustees' report.

Overview

Prior to the Covid-19 global pandemic Mind the Gap ran a thriving, income-generating programme of work including making and delivering theatre touring shows, running our busy training Academy for adults with a learning disability and/or autism (LD&A), and collaborative projects designed to promote inclusive practice through exchange of good practice. Throughout the pandemic the charity has maintained online learning and training, supported the LD&A arts sector, and continued to work in partnership with theatre venues seeking to increase access and inclusion on re-opening.

It has been a year of learning as the Board and staff teams have responded and adapted to the challenges. The charity has directly experienced the many adverse impacts of the pandemic on people with a learning disability and/or autism (LD&A). Our immediate network of people involved with the company thankfully stayed free of serious illness but the wider context for disabled people is alarming. A disabled person is 6x more likely to die of Covid-19 than a non-disabled person (Care Quality Commission 2021). Even those who've stayed safe have had major negative impacts on independence and reductions in support services available.

In March 2020 MTG Academy immediately, and successfully, moved online. During lockdown periods the charity has engaged 120+ people with LD&A from our core activities of Academy and Youth Academy in regular, online activities. We provided activity packs for people unable to access online activity and supported internet access through buying data and loaning equipment. Recognising a need for a holistic approach, we included regular 1-2-1 phone check-ins and weekly online socials to support wellbeing.

LD&A people have been among the most socially disconnected during the pandemic, so we created new opportunities to bring people together: Summer Sessions, twice weekly online activity in summer 2020 and online activities for shielding people in 2021.

The Creative Doodle Book, a hands-on practical workbook, created by York St John University in association with us has been a valuable resource during the peak of the pandemic. Working in partnership with Totally Inclusive People we used it to support socially distanced community arts, distributed 3500 copies of the workbook, and delivered online practical sessions to over 300 people across the world.

In November 2020 we gradually returned to in-person working following extensive risk assessments. We know digital technologies have been vital for some people, especially those who've been shielding or have high access needs. We continue to explore a mix of digital and live solutions for engaging with people, providing training, equipment and support so that people can participate fully.

Alongside the charity's core programme Mind the Gap has been an active Consortium partner in two strategic projects that impact on our communities. These are Bradford Producing Hub, a new pilot project majority funded by Arts Council England, and The Leap – another ACE funded initiative, in this case the Creative People & Places scheme. Members of the staff team have been actively involved in overseeing and delivering these projects. Owing to one of the other Consortium members having to withdraw, Mind the Gap has taken on the employment of the staff who are running the day-to-day operation of The Leap project, as well as distributing some of the Programme Funds to local artists and community groups.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Substantial staff time and approximately £15k was spent on Covid safety measures. Income generating activities have largely been on hold during the pandemic leaving a significant financial gap. Thanks to the support of our key stakeholders like Arts Council England, Bradford and Leeds Local Authorities, and private trusts like the Esmee Fairbairn Foundation, Paul Hamlyn Foundation and Wellcome Trust, our core and grant funding has remained intact, and emergency funds were offered and/or applied for and secured. Government initiatives like the Coronavirus Job Retention Scheme (CJRS), Retail, Leisure and Hospitality Closure Grants, and Local Restrictions Support Grants, have provided a vital financial lifeline enabling us to retain all our key staff, and maintain our premises Mind the Gap Studios.

Objectives and activities

Mind the Gap is one of Europe's leading learning-disability led companies, and has the largest turnover in this arts sector field in England.

The charity's vision is to enable people with learning disabilities and/or autism to be part of an arts sector that's free from discrimination, where they can be trained, respected and employed equally, and feature every day on our stages and screens. The artists and students with learning disabilities and/or autism we work with sit at the heart of our purpose.

We create partnerships and opportunities that enable learning-disabled artists to deliver a bold, cutting-edge and world-class artistic programme. We make work to excite, surprise and challenge audiences - locally, nationally and internationally.

Mind the Gap delivers a wide-ranging programme that embraces three key activity areas:

1. **Performance & Live Art:** creating bold, cutting edge, world-class performance and live art events and experiences. Our approach puts people with a learning disability and/or autism at the heart of the artistic process: as performers and makers, and in the development, devising and creation processes.
2. **Talent Development:** Alongside the artistic programme we run our thriving Academy which, through a programme of different courses, nurtures and develops the talents and skills of artists and aspiring artists with a learning disability and/or autism.
3. **Leadership & Change:** Integral to the company's approach is collaboration and working in partnership with other organisations so that there is a more inclusive and accessible creative sector in which artists with learning disabilities and/or autism can thrive.

These three key activity areas are inextricably linked and interdependent, with each strengthening and supporting the other.

MTG Studios provides the company with state-of-the-art equipment and fully accessible facilities that are the physical hub of the organisation's operation. This is a key asset, providing high quality and accessible facilities through which to demonstrate the company's principles and practice.

The artistic programme evolves year on year, with a continuous focus on opportunities to develop new work, and at the same time maintaining and refreshing repertory work for new audiences and contexts.

The aims, objectives and activities of the charity are reviewed annually within the staff team and with trustees, and achievements and learning are assessed and evaluated. This helps inform future plans. When reviewing the aims and objectives of the charity, and in planning future activities, the trustees have complied with the duty in section 17 of the Charities Act 2011 to have due regard to public benefit guidance published by the Commission.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Achievements and Performance

Highlights 2020/21

Artistic Programme:

Mind the Gap's flagship Daughters of Fortune project continued this year, moving into the legacy phase. We adapted our learning from the project into training opportunities designed to support health and social care staff working with people with a learning disability and/or autism who are parents.

During the first Covid-19 lockdown we revived our major outdoor production **ZARA** through an online streaming event in April 2020. As well as providing entertainment and distraction for new audiences, this provided an unexpected opportunity to unite with our co-production partners Walk the Plank and Emergency Exit Arts, and show solidarity with our peers in the arts sector.

Unfortunately, the Covid-19 pandemic meant the launch of the **Paige** photobook – featuring images and stories of the parents whose experiences have shaped the project – had to be delivered as a digital event rather than a live one. Nevertheless, it was a valuable opportunity to celebrate those people who so generously shared their experiences with us and research partner Dr Kate Theodore of Royal Holloway, University of London.

Our plans to adapt the forum theatre show **Anna** into a live training experience for health and social care staff were also disrupted. Positively, the team worked inventively to devise a film version as part of an online digital training package. Thanks to investment through the Cultural Recovery Fund the groundwork was laid for this in 2020, and despite delays caused by the winter lockdown, **Anna** was successfully and safely filmed at the end of the financial year.

A second film-making opportunity arose thanks to investment from The Space initiative to work with co-production partner Gecko, and new partner Meerkat Films, to capture our touring show **A Little Space** on film. While Covid-19 caused the shoot dates to be pushed back, it will go into production early in the new financial year, and be streamed for new audiences later in 2021.

Talent Development through MTG Academy:

Despite the pandemic, MTG Academy has provided a thriving environment for students this year. Thanks to the determination, inventiveness and dedication of the Academy Director and wider team we successfully moved from live working to online/digital training without any interruption to the planned schedule. This was made possible by the digital equipment and internet facilities at Mind the Gap. Equally, the commitment of students and their parent and carer networks has been essential and hugely appreciated by the charity's Board and staff team.

While the constraints of working online for such substantial periods throughout the year have been difficult – practically and emotionally – it has also had some surprising creative results, and fostered new learning for students and staff. They have responded impressively to these challenges – making high quality theatre, dance and music works for online broadcast. It has required new kinds of teamwork and creativity by all. Everyone has learnt new skills, which we hope will further strengthen individuals' progression opportunities and future public facing outputs like showcase events.

During the year the Academy Director worked with York St John University staff to adapt and develop our existing 4-day course into a new Performance Academy model that is accredited by the University. We are delighted that these endeavours were rewarded with the course achieving Certificate of Education Level 4 accreditation – the first course in the UK designed for people with a learning disability and/or autism to meet this standard. The new course will launch in September 2021.

For practical and safeguarding reasons our Thursday Youth Academy for around 20 people aged up to 18 years, run in partnership with Bradford's Specialist Inclusion Project, had to be suspended during 2020. Happily, the team was able to return in 2021, initially through online sessions, and we look forward to reuniting the team in live sessions in the new financial year.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Thanks to emergency investment from The National Lottery Community Fund (Coronavirus Community Support Fund), we ran a series of creative arts sessions in summer 2020 for 20 adults with a learning disability and/or autism who were most at risk of social isolation because of the pandemic. Providing a vital social lifeline for some participants, this rapid response project used digital technologies like Zoom to provide activities, pastoral support and social interaction.

The charity was also successful in securing ESF Groundwork funding to run a vocational training course called **Future Me**. Using online platforms like Microsoft Teams, Zoom and WhatsApp, a group of 15 adults with a learning disability and/or autism from Leeds and Bradford learnt more about jobs in the creative arts sector, updated their CVs and developed new skills for work. Although Covid-19 lockdowns prevented the participants from engaging in live work placements as originally planned, thanks to support from industry partners like Bradford Theatres & Museums and The Brick Box, we were still able to offer a rounded experience.

Leadership and Change:

The Esmee Fairbairn and Paul Hamlyn Foundations are among the key stakeholders in our work that's designed to promote leadership and change, and have provided emergency grant funding, as well as being flexible and adaptable as Mind the Gap has negotiated this year's challenges.

This has been vital in enabling the work connected with our **Engage** and **Staging Change** projects to continue. Our integrated team involving people with and without a learning disability and/or autism, and project partner Totally Inclusive People, have continued to work with theatre venues and other partners. Together, we have been participating in training, and implementing practical solutions and case study activities, designed to ensure that the post-pandemic theatre environment is an inclusive and accessible one.

The Creative Doodle Book, led by Professor Matthew Reason of York St John University, designed by illustrator Brian Hartley, and produced in association with Mind the Gap, has been a valuable asset throughout this year. Thanks to funding through UK Research & Innovation (UKRI) this practical workbook, designed to stimulate and develop creativity, has been distributed to over 30 new groups this year. This includes people with LD&A, older people, school pupils and fellow arts organisations. The feedback from sessions, facilitated by Totally Inclusive People, has been very positive.

This year we have recorded the following:

Performance and Live Arts - including digital broadcast and online dissemination:

*"Mind the Gap: the company that's raised the bar for theatre with learning-disabled artists" Lyn Gardner,
The Stage*

- ZARA in your living room – broadcast in April 2020 attracted 8,678 views, of which 6,538 were unique.
- Our website content attracted 19,706 unique users this year.
- Our YouTube content attracted 32,000 views, up by 97% on the previous year – and all our social media platforms saw increases of between 5-14%.

Talent Development through MTG Academy:

"We've been blown away by the Academy showcase" Online audience member

- MTG Academy provided 90 opportunities for 67 students and achieved 12,326 attendances – so helping to grow the next generation of talent for the learning disability arts sector.
- Summer Sessions were delivered for 24 participants, creating 83 opportunities and 371 attendances.
- Online Showcase events attracted 767 views.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Leadership & Change through collaborative working:

"Sometimes being a little bit silly just does the world good. That kind of creativity just has a massive impact on your well-being and mindfulness" Creative Doodle Book participant

- We have continued to engage with 6 key venue partners through our Staging Change and Engage projects. We created 23 Weekly Wave newsletters between April to September 2020 to share resources, ideas and support for our project partners.
- Creative Doodle Book – we distributed 3,500 booklets throughout the UK, and to Denmark, France, Sweden, Australia and USA. A total of 55 sessions were delivered, involving 121 participants and 442 attendances.
- Online Drama Games were created by our core team of Artists, and shared via social media, to provide a fun, accessible and adaptable tool kit of ideas for anyone working in the creative industries or needing a bit of an energy boost.
- Future Me employment programme provided 15 participants with 20 workshops and achieved 236 attendances to support them towards employment, education and training.

FUNDRAISING ACTIVITIES

Building on previous years 2020/21 Mind the Gap's fundraising strategy has focused on attracting investment from a number of key stakeholders. These include Arts Council England, Local Authorities like Bradford and Leeds, and private trusts and foundations like Esmee Fairbairn Foundation, Paul Hamlyn Foundation and Wellcome Trust.

Thanks to the support of these longer-term, committed investors Mind the Gap has been able to survive the immediate financial challenges of the Covid-19 pandemic.

Arts Council England has provided a total of £250,924 through the Emergency Response Fund and the DCMS Cultural Recovery Fund, some of which will be expended in 2021/22. The charity has claimed just over £158,000 through the Coronavirus Job Retention Scheme and other Government funds specific to the Covid-19 pandemic e.g. business closure and restart grants. This income has enabled us to balance business continuity with prudent financial management. It has ensured we can retain skilled, experienced key staff and maintain and make Covid-safe our premises at MTG Studios.

Local Authority partners have been flexible and adaptable, providing continuity of grant and fees income, so that our Academy activities have continued with revised arrangements e.g. providing online learning and resources during lockdown periods.

The Esmee Fairbairn Foundation quickly awarded all current grantees with unsolicited emergency funds equivalent to 50% of their previous year's funding, which in Mind the Gap's case was £14,995. The Paul Hamlyn Foundation team has been supportive and adaptable, and following discussions has agreed to award the charity an additional emergency grant of £46,400 in 2021/22 so that our Engage project can be completed as planned.

Other emergency and project grants were raised from The National Lottery Community Fund, The Edward Gosling Foundation, ESF Groundwork and Wellcome Trust.

Mind the Gap is grateful to all its investors – large and small – for their support this year.

The company has also submitted applications for future activity, looking beyond the immediate impacts of the Covid pandemic. This includes a successful application to the Unlimited Commissions programme resulting in a grant of up to £60,000 for our new outdoor festival show **Leave the Light on For Me**.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Mind the Gap does not hold material investments.

Mind the Gap occasionally seeks and receives individual donations to support our work, usually through project campaigns, and our ongoing Great Minds individual giving programme. We strive to achieve the highest standard fundraising standards and value our supportive funders and donors. We stay up to date with charity regulations, data protection and the Fundraising Preference Service (FPS) to make sure we are legally compliant and adhering to all guidelines and best practice.

Financial review

The charity has to manage a complex financial portfolio of grants, commissions, donations and earned income in order to deliver its artistic programme and meet its charitable objectives. The company works to a written business plan spanning three years that is updated annually.

The company's Business Plan is underpinned by 3 financial aims:

1. Income directly benefits MTG artistic programme, goals and audiences.
2. Making strong and sustainable relationships with stakeholders from diverse sources: public, lottery, private, corporate and individual sectors.
3. Reducing reliance on ad-hoc funding by generating sustainable income streams and longer-term investment by stakeholders.

Mind the Gap's main sources of income are: Arts Council England (ACE) National Portfolio Organisation (NPO), Bradford CMDC Arts Investment Fund and earned income through MTG Academy services.

Mind the Gap is also eligible for and has claimed rebate income totalling £83,407 through HMRC's Theatre Tax Relief scheme.

The charity has successfully negotiated this year's many financial challenges, remaining financially sustainable, and sowing seeds for investment towards future activities.

The Statement of Financial Activities shows net movement in funds for the year of £411,993 and total reserves of £526,091 at 31 March 2021.

The trustees have established a written Reserves Policy to ensure the stability of the mission, programmes, employment and ongoing operations of the charity. The target minimum reserves policy is equal to three-months of averaging operating costs. The Reserve Policy value includes all recurring, predictable expenses such as salaries and benefits, core artists, administration and overheads, ongoing professional services.

The Reserves target is £135,000. The trustees refer to this as the Board Designated Operating Reserve.

The free reserves at 31 March 2021 were £426,489 which is currently above this amount following the receipt of financial support in 2021 which will be used as the charity resumes its activities in the 2021/2022 financial year.

PLANS FOR FUTURE PERIODS

The first priority for Mind the Gap as we emerge from what we hope will be the worst of the Covid-19 crisis is for the charity to rebuild connections between the team. Although the company has weathered the pandemic successfully by maintaining our work programme as far as possible, and remaining financially robust and sustainable, we recognise that there is a need to ensure links and coherence between team members and areas of work are rejoined.

This will necessitate a series of meetings and consultations, including with key stakeholders and partners, to ensure our future programme plans are coherent and strategic.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Practically, we have a number of artistic programme priorities in order to complete work in progress, and longer-term strategic commitments, which include:

- Completing the **Anna** digital training package by editing the film, and devising the online workshop that will incorporate live interactive discussion alongside the film. We will test the package with research partners Royal Holloway, University of London in May 2021, and then aim to roll this out to new participants from autumn 2021 onwards.
- Completing the **A Little Space** film, and working with our online broadcast partner The Space to disseminate the film and reach new audiences in summer 2021. We will explore future opportunities for live touring, in the UK and we hope internationally.
- Recruit for and launch the new Performance Academy course in September 2021, accredited by York St John University at Level 4.
- Work with our Ogmios project partners to showcase the outcomes of the final artists' online residency inspired by **The Little Prince** through a digital event called **In Full Flight** in June 2021. We will work with our European partners to look for new funding and partnership opportunities to continue our work, including the **Tras Na Ligne** digital festival in autumn 2021.
- Maintain our strategic commitments to the Bradford Producing Hub and The Leap projects, to help ensure that artists with a learning disability and/or autism are central and integral to the next generation of artists and activities in the District.

Structure, governance and management

The charity is constituted as a company limited by guarantee, and is therefore governed by a Memorandum and Articles of Association. Mind the Gap is registered as a charity in England and Wales.

All the directors of the company are also Trustees of the charity, and there are no other Trustees. The Trustees who served during the year are set out on the Legal and Administrative information page. In accordance with the Articles of Association one third of the Trustees will retire by rotation at the annual general meeting, and where eligible, may offer themselves for re-election.

Eight directors served for all of the year on the Board, bringing a wide range of skills and expertise including knowledge of finance, business development, marketing and social services sectors. Executive Director Julia Skelton is appointed by the Board as chief executive officer to manage Mind the Gap's operation and the smooth-running of the company. The line management structure identifies clear lines of responsibility to other members of staff including the Management Team and learning-disabled company members.

Trustee induction and training

New Trustees are recruited through open recruitment, networking and invitation, and are elected at Board meetings in accordance with the charity's Memorandum and Articles of Association. There is a comprehensive induction process and written information for new members. Training is provided where required.

All Trustees give their time voluntarily. Any expenses reclaimed by Trustees from the charity are set out in note 8 to the financial statements.

Organisational structure

The Board meets five times each year to review the work of the company, discuss relevant issues and agree action for the next phase. Staff members and learning-disabled representatives from supported employment and training programmes make reports to the Directors to inform decision-making processes. The Board entrusts senior staff with responsibility to ensure that decisions are implemented, and directors (particularly the Chair) provide support, advice and direction as required between meetings.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

The work of the Board is supported through two sub-groups, Finance and HR, that each meet approximately two or three times each year in between bi-monthly Board meetings. The Finance sub-group scrutinises the ongoing financial health of the organisation, tests financial assumptions and monitors the relationship between income and expenditure. The HR Sub-Group reviews key policies including Health & Safety, Safeguarding and Equal Opportunities, as well as providing support and scrutiny on a range of HR matters. This helps to ensure that all directors are able to use their expertise and knowledge to support the work of the charity. These sub-groups are supported by input from time to time by co-opted strategic advisors. Jerry Whaley continues as Chair, providing continuity and consistency.

MTG is committed to supporting individual artists to pursue their own artistic goals, as well as performing in productions created by the company. We continue to involve learning-disabled company members in decision-making and planning as well as delivery through regular meetings, discussions, and representation as officers at Board meetings.

MTG continues to develop its volunteer network and is currently supported by a team of around 6 active volunteers. Mind the Gap is grateful to all volunteers for the skills and support they so willingly bring to the charity.

The company also commissions additional artists and producers to maintain and strengthen the company's reputation for creating bold, innovative and exciting work. We continue to grow our network of Associate Artists, both learning-disabled and non-disabled, to ensure that the company remains at the forefront of pioneering artistic practice.

Pay policy for senior staff

The pay of the charity's key personnel is reviewed annually and any increases are normally in accordance with the scales and rates agreed by the National Joint Council (NJC). The remuneration is also bench-marked with charities of a similar size and activity to ensure that the remuneration set is fair and not out of line with that generally paid for similar roles.

Risk management

The Trustees actively review the financial risks that the charity faces on a frequent basis through the regular ordinary meetings and the sub-groups' meetings, including the ongoing and future funding of the organisation. A written Risk Register document that specifically summarises key risks, which is regularly reviewed by the Executive Director and updated annually by the Finance Sub-Group.

The key risks are largely unchanged since last year and identified as:-

- The long-term impacts of the Covid pandemic crisis – on individuals, networks, partner organisations and financial resources. There are still many unknowns so the consequences will need to be carefully monitored, and inventive solutions devised.
- The ongoing impact of cumulative cuts to public and private income sources, and increased uncertainties about future of local authority funding that is exacerbated by the Covid crisis. E.g. we now have confirmation that CBMDC arts investment funding will be capped at £30,000 from 1 April 2022, a cut of almost 50% on current funding, so alternative funds will need to be earned or raised to bridge this gap.
- It is recognised that many trustees are long-serving, and there is a need to ensure we develop Board membership to accommodate new people, and broaden diversity in terms of cultural and ethnic background, learning-disability, age and other factors. An action plan is now being developed to address this, with active engagement of trustees and staff.

The directors confirm that they have developed systems to monitor and control these risks, and one of the functions of the sub-groups is to provide scrutiny and support around any issues that might arise.

MIND THE GAP

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Funds Held as Custodian Trustee

In 2020-21 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE) and Artsadmin. The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (Hidden Histories) and JoAnne Haines (Colour Full). The total value of the income on these awards in the year was £47,808 and the total amount held for these awards at the year end was £44,175. The safe custody and segregation of this income and the relevant expenditure was achieved by creating a separate 'class' (project) in the computerised book-keeping system so that all income and expenditure can be clearly accounted for and audited.

Disclosure of information to auditor

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

Auditors

In accordance with the company's articles, a resolution proposing that Garbutt & Elliott Audit Limited be reappointed as auditor of the company will be put at a General Meeting. Garbutt & Elliott Audit Limited have indicated their willingness to stand for reappointment.

Small company rules

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. It was approved by the Board of Trustees and signed on its behalf by:

JJ Whaley

Mr J Whaley

Chair of Trustees

Dated: 23 November 2021

MIND THE GAP

STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- 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 operation.

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

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF MIND THE GAP

Opinion

We have audited the financial statements of Mind the Gap (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MIND THE GAP

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

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

Auditor's responsibilities for the audit of the financial statements

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

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

Extent to which the audit was capable of identifying irregularities, including fraud

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, through discussion with the directors and other management, and from inspection of the charitable company's regulatory and legal correspondence. We discussed with the trustees and other management the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance during the audit.

The charitable company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation (including related companies and charities legislation), pensions legislation, taxation legislation, and further laws and regulations that could indirectly affect the financial statements, comprising environmental, safeguarding, health and safety and employment legislation, and, in the current climate, Covid regulations. We assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. These procedures did not identify any potentially material actual or suspected non-compliance.

MIND THE GAP

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF MIND THE GAP

To identify risks of material misstatement due to fraud we considered the opportunities and incentives and pressures that may exist within the charitable company to commit fraud. Our risk assessment procedures included: enquiry of trustees and other management to understand the high level policies and procedures in place to prevent and detect fraud, reading Board minutes and considering performance targets and any incentive schemes that may be in place for management. We communicated identified fraud risks throughout our team and remained alert to any indications of fraud during the audit.

As a result of these procedures we identified the greatest potential for fraud in the following areas:

- income recognition and in particular the risk that income is recognised in the wrong reporting period or that restricted income is incorrectly recognised as unrestricted; and
- subjective accounting estimates

Both fraud risks arise due to a potential desire to present weaker results due to an incentive to obtain further funding.

As required by auditing standards we also identified and addressed the risk of management override of controls. We performed the following procedures to address the risks of fraud identified:

- identifying and testing high risk journal entries through vouching the entries to supporting documentation;
- assessing significant accounting estimates for bias;
- testing the recognition of income and in particular that it was appropriately recognised or deferred.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

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

Use of our report

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

Garbutt & Elliott Audit Limited

Laura Masheder (Senior Statutory Auditor)
for and on behalf of Garbutt & Elliott Audit Limited

24/11/2021
.....

Chartered Accountants
Statutory Auditor

33 Park Place
Leeds
LS1 2RY

MIND THE GAP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
Income from:					
Donations	3	1,482	-	1,482	14,458
Charitable activities	4	993,182	383,055	1,376,237	985,180
Investments	5	85	-	85	249
Total income		994,749	383,055	1,377,804	999,887
Expenditure on:					
Charitable activities	6	636,953	328,858	965,811	1,208,674
Net income/(expenditure) for the year		357,796	54,197	411,993	(208,787)
Gross transfers between funds		(78,326)	78,326	-	-
Net movement in funds		279,470	132,523	411,993	(208,787)
Fund balances at 1 April 2020		164,181	(50,083)	114,098	322,885
Fund balances at 31 March 2021		443,651	82,440	526,091	114,098

The statement of financial activities also complies with the requirement for an income and expenditure account under the Companies Act 2006.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 17 - 29 form part of these financial statements.

A fully detailed Statement of Financial Activities for the year ending 31 March 2020 is shown at note 19.

All income and expenditure derive from continuing activities.

MIND THE GAP

BALANCE SHEET AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	10		23,839		22,493
Current assets					
Debtors	11	191,609		204,833	
Cash at bank and in hand		608,959		166,575	
		<u>800,568</u>		<u>371,408</u>	
Creditors: amounts falling due within one year	12	<u>(298,316)</u>		<u>(279,803)</u>	
Net current assets			502,252		91,605
Total assets less current liabilities			<u>526,091</u>		<u>114,098</u>
Funds of the charity					
Restricted funds	14		82,440		(50,083)
Unrestricted funds			443,651		164,181
			<u>526,091</u>		<u>114,098</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

These financial statements are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for the circulation to members of the company. They were approved by the board of Trustees on 23 November 2021 and signed on its behalf.

JJ Whaley

Mr J Whaley
Trustee

Company Registration No. 02348556

MIND THE GAP

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	18		456,902		(168,258)
Investing activities					
Purchase of tangible fixed assets		(14,603)		(5,651)	
Investment income received		85		249	
Net cash used in investing activities			(14,518)		(5,402)
Net increase/(decrease) in cash and cash equivalents			442,384		(173,660)
Cash and cash equivalents at beginning of year			166,575		340,235
Cash and cash equivalents at end of year			608,959		166,575

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Charity information

Mind the Gap is a private company limited by guarantee incorporated in England and Wales. The registered office is Mind the Gap Studios, Silk Warehouse, Patent Street, Bradford, BD9 4SA.

Each member of the company has undertaken to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements have been prepared under the historical cost convention, modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Whilst the global economy has been significantly impacted by the COVID-19 virus, the charity still has reserves sufficient to meet its immediate requirements. Thus the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

Whilst there still remains significant uncertainty around the date of recommencement of face to face academy activities and live performances, the charity has benefitted from the job retention scheme and has received a retail, hospitality and leisure grant. The charity has also received funding from the Cultural Recovery Fund.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

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

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

Grants are recognised in full in the statement of financial activities in the period in which they are receivable.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Charitable expenditure: comprises those costs incurred by the charity in the deliverance of its activities and services for its beneficiaries. It includes both costs that can be directly allocated to such activities and those costs of an indirect nature necessary to support them.

Support Costs: are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trust's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 7.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis as set out in notes 6 and 7.

1.6 Tangible fixed assets

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

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

Fixtures and fittings	25% Reducing balance or 25% straight line
Computers	33% Reducing balance or 33% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

Individual fixed assets costing £500 or more are capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Impairment of financial assets

Financial assets, other than those held at fair value through income and expenditure, are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected.

If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in net income/(expenditure) for the year.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in net income/(expenditure) for the year.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies (Continued)

Derecognition of financial liabilities

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

1.10 Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

The charity benefits significantly from Theatre Tax Credit taxation reliefs based on the eligible production costs incurred. The calculation of the tax credit involves significant uncertainties and it is not possible to apply a reasonable point estimate based on historic agreements with tax authorities. Therefore the Trustees do not recognise any potential tax rebate on an accruals basis and instead recognise the rebate on a cash received basis.

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

Rentals payable under operating leases, including any lease incentives received, are charged as an expense on a straight line basis over the term of the relevant lease.

1.14 Custodian Funds

Funds held by the charity as a custodian trustee are excluded from the income and expenditure of the charity and the balance held recognised as a liability within the financial statements.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees are of the opinion that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

3 Donations

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total funds
	2021	2021	2021	2020	2020
	£	£	£	£	£
Donations and sundry income	1,482	-	1,482	1,069	1,241
PRS Foundation	-	-	-	-	3,000
Youth Music Programme	-	-	-	-	9,510
Community Foundation	-	-	-	-	707
	<u>1,482</u>	<u>-</u>	<u>1,482</u>	<u>1,069</u>	<u>14,458</u>

The Charity benefits greatly from the involvement and enthusiastic support of a number of volunteers, details of which are given in our annual report. In accordance with FRS102 the economic contribution of volunteers is not recognised in the accounts.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities	Unrestricted Funds		Restricted Funds		Total Unrestricted Funds		Restricted Funds		Total Funds	
	2021	£	2021	£	2021	£	2020	£	2020	£
Fee income	338,743		-		338,743		274,640		310,633	
Revenue grants	571,032		383,055		954,087		287,246		584,219	
Other income	83,407		-		83,407		13,937		90,328	
	<u>993,182</u>		<u>383,055</u>		<u>1,376,237</u>		<u>575,823</u>		<u>985,180</u>	
Other income includes £83,407 (2020 - £82,464) relating to Theatre Tax Relief claims										
Revenue Grants	250,924		57,000		250,924		246,390		246,390	
Arts Council England - National Portfolio Funding	-		-		57,000		-		57,000	
City of Bradford MDC Academy Fund	14,994		-		14,994		14,994		14,994	
City of Bradford MDC - Short breaks	41,572		-		41,572		-		-	
City of Bradford MDC - COVID-19 Funding	23,316		-		23,316		15,892		15,892	
Erasmus +	14,995		14,995		29,990		-		29,990	
Esmee Fairbairn Foundation	-		41,167		41,167		-		82,333	
Paul Hamlyn Foundation	-		92,780		92,780		-		-	
DCMS Cultural Recovery Fund	54,802		8,604		63,406		9,970		24,720	
Other grants	-		-		-		-		42,500	
Arts Council England - Ambition for Excellence	54,000		-		54,000		-		-	
Arts Council England - Emergency Funding	116,429		-		116,429		-		-	
Coronavirus Job Retention Scheme	-		58,667		58,667		-		70,400	
Wellcome Trust - Public Engagement Fund	-		15,915		15,915		-		-	
ESF Groundwork	-		93,927		93,927		-		-	
ACE Creative People and Places - The Leap Project	-		-		-		-		-	
	<u>571,032</u>		<u>383,055</u>		<u>954,087</u>		<u>287,246</u>		<u>296,973</u>	
									<u>584,219</u>	

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

5 Investments

	2021 £	2020 £
Interest receivable	85	249

6 Charitable activities

	2021 £	2020 £
Staff costs	521,192	374,323
Depreciation	13,257	26,024
Direct production costs	42,298	149,651
Premises costs and insurance	46,180	49,561
General administration	26,619	28,526
Travel, accommodation and subsistence	1,748	114,601
Marketing	23,271	25,089
Artists and freelance costs	136,557	342,370
LEAP Award payments	54,654	-
	<u>865,776</u>	<u>1,110,145</u>
Share of support costs (see note 7)	94,735	93,379
Share of governance costs (see note 7)	5,300	5,150
Total expenditure on charitable activities	<u>965,811</u>	<u>1,208,674</u>

7 Support costs

	Support costs £	Governance costs £	2021 £	2020 £
Staff costs	67,980	-	67,980	66,057
Premises costs and insurance	15,393	-	15,393	16,041
General administration	8,873	-	8,873	9,840
Professional fees	2,209	-	2,209	1,068
Bank charges	280	-	280	373
Audit fees	-	3,700	3,700	3,600
Auditor's fees for other work	-	1,600	1,600	1,550
	<u>94,735</u>	<u>5,300</u>	<u>100,035</u>	<u>98,529</u>

8 Trustees

No trustees claimed expenses in the year (2020: none claimed)

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
	39	33
	<u>39</u>	<u>33</u>
Employment costs	2021	2020
	£	£
Wages and salaries	546,307	396,452
Social security costs	29,634	30,964
Other pension costs	13,231	12,964
	<u>589,172</u>	<u>440,380</u>

No employee earned £60,000 or more during the year (2020: no employee).

The key management personnel of Mind the Gap are the Executive Director, Resident Director, Academy Director, Senior Producer and Finance Manager. The total employee benefits of the key management personnel of the charity were £182,158 (2020: £178,121).

10 Tangible fixed assets

	Fixtures and fittings £	Computers £	Total £
Cost			
At 1 April 2020	313,558	218,220	531,778
Additions	4,611	9,992	14,603
	<u>318,169</u>	<u>228,212</u>	<u>546,381</u>
Depreciation			
At 1 April 2020	301,672	207,613	509,285
Depreciation charged in the year	3,622	9,635	13,257
	<u>305,294</u>	<u>217,248</u>	<u>522,542</u>
Net book value			
At 31 March 2021	<u>12,875</u>	<u>10,964</u>	<u>23,839</u>
At 31 March 2020	<u>11,886</u>	<u>10,607</u>	<u>22,493</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

11 Debtors

	2021	2020
Amounts falling due within one year:	£	£
Grants receivable	113,600	134,280
Trade debtors	62,258	40,671
Prepayments and other debtors	15,751	29,882
	<u>191,609</u>	<u>204,833</u>

12 Creditors: amounts falling due within one year

	Notes	2021	2020
		£	£
Other taxation and social security		10,291	7,066
Deferred income	13	109,764	179,743
Trade creditors		35,205	41,344
Custodian Funds		44,175	7,240
Accruals		98,881	44,410
		<u>298,316</u>	<u>279,803</u>

In 2020-21 Mind the Gap acted as Custodian Trustee for funding awards to support artistic activities for learning disabled artists. This included income from Arts Council England (ACE) and Artsadmin. The artists for whom the charity acted as Custodian Trustee in the year were: Daniel Foulds (Hidden Histories) and JoAnne Haines (Colour Full). The total value of the income on these awards in the year was £47,808 and the total amount held for these awards at the year end was £44,175 (2020: £7,240).

13 Deferred Income

	2021	2020
	£	£
Brought forward	179,743	154,688
Released in the year	(179,743)	(154,688)
Deferred in the year	109,764	179,743
	<u>109,764</u>	<u>179,743</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

Current year	Balance at 1 April 2020	Movement in funds			Balance at 31 March 2021
		Income	Expenditure	Transfers	
	£	£	£	£	£
Academy Fund	-	57,000	(57,000)	-	-
Capital assets	12,969	-	(6,292)	-	6,677
Cultural Recovery Fund	-	92,780	(64,018)	-	28,762
Daughters of Fortune Anna	-	8,604	(19,154)	10,550	-
Daughters of Fortune Zara / Paige	(75,158)	58,667	(32,593)	49,096	12
Future Me	-	15,915	(19,590)	-	(3,675)
The LEAP	-	93,927	(54,654)	-	39,273
Engage	11,951	41,167	(56,117)	13,630	10,631
Staging Change	155	14,995	(19,440)	5,050	760
	(50,083)	383,055	(328,858)	78,326	82,440

It is anticipated that the funds which are overdrawn at the year end will receive income and will become positive subsequent to the year end.

Purposes of restricted funds:

Academy Fund

The fund was first set up in 2002/03 to run the annual vocational training programme for adults with a learning disability. In the current year it includes funding from the following sources: City of Bradford Metropolitan District Council.

Capital Assets

Mind the Gap has previously received funds to purchase capital items to further the work of the charity from investors including Arts Council England, ERDF, ESF, the Clothworkers Foundation and the Garfield Weston Trust. This fund represents the value of undepreciated assets.

Cultural Recovery Fund

This fund was set up in 2020/21 to undertake activities connected with ensuring the continuity of Mind the Gap's programme in the context of the Covid-19 pandemic, including additional safety measures to help reduce the risk of the spread of the virus. In the current year it includes funding from the following sources: DCMS Cultural Recovery Fund, managed and distributed by Arts Council England.

Daughters of Fortune: ANNA

This fund was set up in 2018/19 to deliver the forum theatre production ANNA, including training package for health and social care staff. In this year it includes funding from the following sources: The Rayne Foundation.

Daughters of Fortune: ZARA/PAIGE

This fund was set up in 2018/19 to deliver the large-scale outdoor events ZARA, and the research and publication of findings through PAIGE. In this year it includes funding from the following sources: Wellcome Trust Public Engagement Fund, match funding from Unrestricted sources and Theatre Tax Relief rebate income.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

14 Restricted funds

(Continued)

Future Me

This fund was set up in 2020/21 to run the project of this name designed to promote employability and skills for work for adults with a learning disability and/or autism. In this year it includes income from the following sources: ESF Groundwork.

The Leap

This fund was set up in 2020/21 to record income and expenditure connected with this Consortium project, led by Bradford Teaching Hospitals NHS Foundation Trust (the NHS Trust). The Leap project's overall budget is managed by the NHS Trust, who receive all income on behalf of the project, including grant funds from the majority stakeholder Arts Council England Creative People & Places programme. MTG is a Consortium member, and the charity's responsibilities include the employment of The Leap project staff, and the dissemination of funds to other organisations, as determined by agreed application processes and procedures. The funds managed by MTG on behalf of the project as shown in these accounts have been received from the NHS Trust.

Engage

This fund was set up in 2017/18 to run a programme of activities to increase arts engagement by learning-disabled people, working with theatre venues across England. In this year it includes income from the following sources: Paul Hamlyn Foundation and earned income.

Staging Change

This fund was set up in 2017/18 to advance the leadership skills of learning-disabled artists, working with theatre venues across England. In this year it includes income from the following sources: Esmée Fairbairn Foundation.

Youth Music Programme

This fund was set up in 2016/17 to develop music skills and appreciation among young people with a learning disability aged up to 25, and to develop Mind the Gap's Artists' professional practice. In the current year it includes income from the following sources: Youth Music Foundation and earned income.

Mind the Gap Band (PRS Foundation)

This fund was set up in 2016/17 to develop musicians' skills and tour performances by the Mind the Gap Band. In the current year it includes income from the following sources: PRS Foundation Open Fund.

Prior year	Balance at 1 April 2019 £	Movement in funds		Transfers £	Balance at 31 March 2020 £
		Income £	Expenditure £		
Academy Fund	-	57,000	(57,000)	-	-
Capital assets	29,230	-	(16,261)	-	12,969
Daughters of Fortune Anna	931	22,038	(22,969)	-	-
Daughters of Fortune Zara / Paige	(14,359)	218,875	(279,674)	-	(75,158)
Youth Music Programme	24,933	9,510	(34,443)	-	-
Engage	26,306	82,333	(96,688)	-	11,951
Staging Change	8,457	29,990	(38,292)	-	155
Mind the Gap Band PRS Foundation	(3,048)	3,000	-	48	-
	<u>72,450</u>	<u>422,746</u>	<u>(545,327)</u>	<u>48</u>	<u>(50,083)</u>

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

15 Analysis of net assets between funds

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total 2021 £
Fund balances at 31 March 2021 are represented by:			
Tangible assets	17,162	6,677	23,839
Net Current Assets	426,489	75,763	502,252
	<u>443,651</u>	<u>82,440</u>	<u>526,091</u>
	<u><u>443,651</u></u>	<u><u>82,440</u></u>	<u><u>526,091</u></u>
	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
Fund balances at 31 March 2020 are represented by:			
Tangible assets	9,524	12,969	22,493
Net Current Assets	154,657	(63,052)	91,605
	<u>164,181</u>	<u>(50,083)</u>	<u>114,098</u>
	<u><u>164,181</u></u>	<u><u>(50,083)</u></u>	<u><u>114,098</u></u>

16 Operating lease commitments

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

	2021 £	2020 £
Within one year	14,379	14,672
Between two and five years	54,000	54,879
In over five years	88,875	102,375
	<u>157,254</u>	<u>171,926</u>
	<u><u>157,254</u></u>	<u><u>171,926</u></u>

17 Related party transactions

During the prior year E Gee, a Trustee, received £1,743 for their work as a freelance artist. There are no other disclosable related party transactions in the current or prior year.

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

18 Cash generated from operations	2021 £	2020 £
Surplus/(deficit) for the year	411,993	(208,787)
Adjustments for:		
Investment income	(85)	(249)
Depreciation of tangible fixed assets	13,257	26,024
Movements in working capital:		
Decrease in debtors	13,224	126,874
Increase/(decrease) in creditors	18,513	(112,120)
Cash generated from/(absorbed by) operations	456,902	(168,258)

The charity had no debt during the year.

19 Comparative Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	Total 2020 £
<u>Income from:</u>			
Donations and legacies	1,069	13,389	14,458
Charitable activities	575,823	409,357	985,180
Investments	249	-	249
Total income	577,141	422,746	999,887
<u>Expenditure on:</u>			
Charitable activities	663,347	545,327	1,208,674
Net (expenditure)/income before transfers	(86,206)	(122,581)	(208,787)
Gross transfers between funds	(48)	48	-
Net movement in funds	(86,254)	(122,533)	(208,787)
Fund balances at 1 April 2019	250,435	72,450	322,885
Fund balances at 31 March 2020	164,181	(50,083)	114,098