

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

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**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

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# MIND THE GAP

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# MIND THE GAP

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021

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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**

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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 Esmée 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

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### 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

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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

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### 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**

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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

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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**

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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

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#### **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

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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

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### 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

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### **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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>994,749</b>	<b>383,055</b>	<b>1,377,804</b>	<b>999,887</b>
<b>Expenditure on:</b>					
Charitable activities	6	636,953	328,858	965,811	1,208,674
<b>Net income/(expenditure) for the year</b>		<b>357,796</b>	<b>54,197</b>	<b>411,993</b>	<b>(208,787)</b>
Gross transfers between funds		(78,326)	78,326	-	-
<b>Net movement in funds</b>		<b>279,470</b>	<b>132,523</b>	<b>411,993</b>	<b>(208,787)</b>
Fund balances at 1 April 2020		164,181	(50,083)	114,098	322,885
<b>Fund balances at 31 March 2021</b>		<b>443,651</b>	<b>82,440</b>	<b>526,091</b>	<b>114,098</b>

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 £	£
<b>Fixed assets</b>					
Tangible assets	10		23,839		22,493
<b>Current assets</b>					
Debtors	11	191,609		204,833	
Cash at bank and in hand		608,959		166,575	
		<u>800,568</u>		<u>371,408</u>	
<b>Creditors: amounts falling due within one year</b>	12	<u>(298,316)</u>		<u>(279,803)</u>	
<b>Net current assets</b>			502,252		91,605
<b>Total assets less current liabilities</b>			<u>526,091</u>		<u>114,098</u>
<b>Funds of the charity</b>					
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 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	18		456,902		(168,258)
<b>Investing activities</b>					
Purchase of tangible fixed assets		(14,603)		(5,651)	
Investment income received		85		249	
<b>Net cash used in investing activities</b>			<b>(14,518)</b>		<b>(5,402)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>			<b>442,384</b>		<b>(173,660)</b>
Cash and cash equivalents at beginning of year			166,575		340,235
<b>Cash and cash equivalents at end of year</b>			<b>608,959</b>		<b>166,575</b>

# MIND THE GAP

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

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### 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										
<b>Revenue Grants</b>	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
<b>Total expenditure on charitable activities</b>	<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>
<b>Employment costs</b>	<b>2021</b>	<b>2020</b>
	£	£
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 £
<b>Cost</b>			
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>
<b>Depreciation</b>			
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>
<b>Net book value</b>			
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 £
<b>Fund balances at 31 March 2021 are represented by:</b>			
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>

  

	Unrestricted Funds 2020 £	Restricted Funds 2020 £	Total 2020 £
<b>Fund balances at 31 March 2020 are represented by:</b>			
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>

### 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>

### 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)
<b>Adjustments for:</b>		
Investment income	(85)	(249)
Depreciation of tangible fixed assets	13,257	26,024
<b>Movements in working capital:</b>		
Decrease in debtors	13,224	126,874
Increase/(decrease) in creditors	18,513	(112,120)
<b>Cash generated from/(absorbed by) operations</b>	<b>456,902</b>	<b>(168,258)</b>

The charity had no debt during the year.

### 19 Comparative Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	Total 2020 £
<b><u>Income from:</u></b>			
Donations and legacies	1,069	13,389	14,458
Charitable activities	575,823	409,357	985,180
Investments	249	-	249
<b>Total income</b>	<b>577,141</b>	<b>422,746</b>	<b>999,887</b>
<b><u>Expenditure on:</u></b>			
Charitable activities	663,347	545,327	1,208,674
<b>Net (expenditure)/income before transfers</b>	<b>(86,206)</b>	<b>(122,581)</b>	<b>(208,787)</b>
Gross transfers between funds	(48)	48	-
<b>Net movement in funds</b>	<b>(86,254)</b>	<b>(122,533)</b>	<b>(208,787)</b>
Fund balances at 1 April 2019	250,435	72,450	322,885
<b>Fund balances at 31 March 2020</b>	<b>164,181</b>	<b>(50,083)</b>	<b>114,098</b>