

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	

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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.

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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.

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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).

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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.

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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.

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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

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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.

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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.

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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.

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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	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>73,889</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
	41	37

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>

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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>

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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	145,794	(175,023)

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	886,495	553,290	1,439,785
<u>Expenditure on:</u>			
Charitable activities	953,812	626,143	1,579,955
Net outgoing resources	(67,317)	(72,853)	(140,170)
Other gains or losses	(90)	-	(90)
Net movement in funds	(67,407)	(72,853)	(140,260)
Fund balances at 1 April 2022	480,239	137,274	617,513
Fund balances at 31 March 2023	412,832	64,421	477,253