

Charity registration number 328476

Company registration number 02348556 (England and Wales)

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

MIND THE GAP

LEGAL AND ADMINISTRATIVE INFORMATION

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

Secretary M Thelwell

Charity number 328476

Company number 02348556

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

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

Bankers Lloyds Bank Plc
45 Hustlergate
Bradford
BD1 1NT

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MIND THE GAP

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

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

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

Objectives and activities

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

Vision

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

Mission

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

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

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

MIND THE GAP

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

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

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

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

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

Overview & highlights of the year

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

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

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

Highlights of the year:

THEATRE

BIRDIE

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

INTERNATIONAL WORK - TEATR 21

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

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

COMMUNITY

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

ACADEMY

ONE DAY ACADEMY

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

INDUSTRY PATHWAYS

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

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

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

PARTNERSHIPS

I'M ME, with YORK ST JOHN UNIVERSITY

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

THE LEAP Consortium

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

BRADFORD CITY OF CULTURE 2025

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

BRADFORD COUNCIL

CAPITAL GRANT INVESTMENT

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

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

MIND THE GAP

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

ACHIEVEMENTS AND PERFORMANCE

Impacts 2024/25

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

This year we have recorded the following:

1. Theatre - including digital broadcast and online dissemination:

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

Birdie audience member 2024

Birdie

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

Audience figures: 1412 adults and 2819 children

Total: 4231

INDEPENDENT Mind the Gap ARTIST WORK ACE and Unlimited funding

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

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

2. Academy:

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

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

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

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

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

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

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

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

Mind the Gap SHOWCASES

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

3. Community:

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

Activate project participants 2024

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

IMPACT ON PARTICIPATION NUMBERS

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

TOTAL: 1768

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

TOTAL: 116

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

TOTAL: 16

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

TOTAL: 6016

5) Number of podcast audiences.

TOTAL: 925

6) Number of MTG Studio Programme audiences.

TOTAL: 848

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

IMPACT – NEW AUDIENCES

Mind the Gap STUDIO PROGRAMME

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

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

Some examples of shows we hosted and programmed:

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

Fundraising activities

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

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

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

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

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

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

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

MIND THE GAP

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

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

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

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

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

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

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

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

Mind the Gap does not hold material investments.

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

MIND THE GAP

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

Financial review

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

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

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

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

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

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

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

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

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

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

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

PLANS FOR FUTURE PERIODS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MIND THE GAP

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

Structure, governance and management

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

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

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

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

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

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

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

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

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

Trustee Induction and Training

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

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

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

MIND THE GAP

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

Organisational structure

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

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

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

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

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

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

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

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

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

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

MIND THE GAP

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

Pay policy for senior staff

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

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

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

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

Risk Management

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

Key risks include:

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

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

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

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

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

Funds Held as Custodian Trustee

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

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

MIND THE GAP

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

Disclosure of information to auditor

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

Auditors

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

Small company rules

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



.....

L Carter

Co-Chair of Trustees

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

MIND THE GAP

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

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

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

MIND THE GAP

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

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

MIND THE GAP

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees for the financial statements

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

Auditor's responsibilities for the audit of the financial statements

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

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

MIND THE GAP

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

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

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

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

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

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

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

Use of our report

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

Jessica Lawrence

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

13/10/2025
.....

**Chartered Accountants
Statutory Auditor**

12 King Street
Leeds
LS1 2HL

MIND THE GAP

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

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

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

All income and expenditure derive from continuing activities.

MIND THE GAP

BALANCE SHEET

AS AT 31 MARCH 2025

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

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

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

L A Carter

.....
L Carter
Co-Chair

Company Registration No. 02348556

MIND THE GAP

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

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

Charity information

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

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

1.1 Accounting convention

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

1.4 Income

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

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

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.5 Expenditure

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

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

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

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

1.6 Tangible fixed assets

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

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

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

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

Individual fixed assets costing £500 or more are capitalised.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.9 Financial instruments

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

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

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

Basic financial assets

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

Impairment of financial assets

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

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

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

Derecognition of financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.10 Taxation

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

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

1.11 Employee benefits

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

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

1.12 Retirement benefits

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

1.13 Leases

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

1.14 Custodian Funds

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

2 Critical accounting estimates and judgements

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

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

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

MIND THE GAP

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

3 Donations and non-performance grants

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

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

MIND THE GAP

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

5 Investments

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

6 Other income

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

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

7 Charitable activities

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

MIND THE GAP

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

8 Support costs

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

9 Trustees

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

10 Employees

The average monthly number of employees during the year was:

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

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

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

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

MIND THE GAP

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

11 Taxation

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

12 Other gains or losses

	Unrestricted funds	Unrestricted funds
	2025 £	2024 £
Foreign exchange losses	-	2

13 Tangible fixed assets

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

14 Debtors

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

MIND THE GAP

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

15 Creditors: amounts falling due within one year

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

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

16 Deferred Income

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

17 Operating lease commitments

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

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

18 Related party transactions

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

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

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

Purposes of restricted funds:

Academy

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

Capital Assets

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

Collaborative Touring Network

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

Manningham Stories

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

MIND THE GAP

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Restricted funds

(Continued)

The Leap

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

Transforming Leadership

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

My Creative Local

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

Activate

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

I'm Me

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

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

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

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

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

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

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

MIND THE GAP

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

20 Analysis of net assets between funds

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

21 Cash generated from operations

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

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

MIND THE GAP

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

22 Comparative Statement of Financial Activities

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