Midlands Arts Centre

A Company Limited by Guarantee

Trading as MAC

Annual Report & Financial Statements
For The Year Ended 31 March 2026

Company No: 00718349
Charity No: 528979

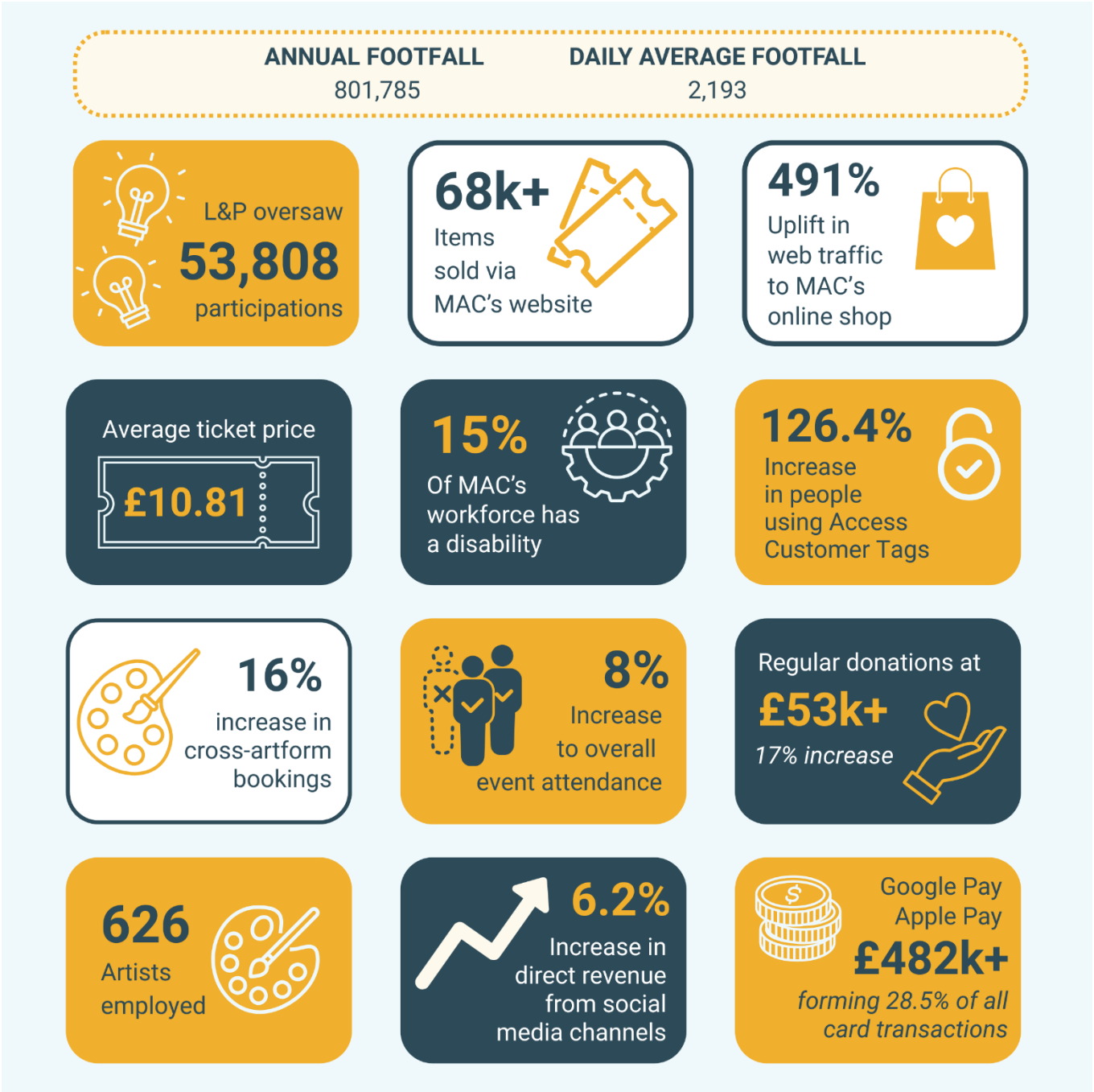
Annual Report and Financial Statements for the Year Ended 31 March 2026

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1. Overview

1.1. The Year in Numbers



1.2. Chair's Statement

This year, Midlands Arts Centre welcomed 801,000 visitors. This achievement reflects the dedication of all MAC teams in delivering an outstanding experience for audiences, participants and visitors. Visitor satisfaction also reached an all-time high, reflected in consistently strong customer feedback and survey results.

As reported in my Chair's Statement in 2024-25 the arts sector in the UK continues to face significant financial challenges and this year has been no exception, in spite of these challenges however MAC remained focused on delivering impact while managing resources responsibly to restore a more sustainable financial position. Trading proved challenging, with strong visitor numbers not translating into anticipated income, while rising employment costs required savings across all departments, including reductions in staff numbers. Although we did not achieve a balanced budget, the year-end position improved on the mid-year forecast, reflecting strong financial management in a challenging environment.

This was the first year of delivering our 2025–28 Strategic Plan, which sets a clear pathway towards greater organisational sustainability. A central ambition of the Plan is to encourage "more people to do more things". This year, we strengthened how we communicate our offer, making our activities more visible, compelling and accessible. Through a renewed marketing approach, we delivered more impactful digital campaigns, particularly around the Christmas season, alongside engaging onsite events increasing participation across ticketed arts activity and free public events, the latter being hugely appreciated by families.

The year demonstrated the importance of remaining agile and responsive to emerging opportunities. Towards the end of the year, we secured investment to transform our retail operation and enhance our wider visitor offer. This was made possible through a relationship developed with a MAC visitor whose generous donation, combined with funding from WMCA, enabled significant improvements. The investment has already generated strong commercial returns while strengthening support for local artists, authors and makers through expanded sales opportunities.

While we remain deeply grateful to the loyal communities of Birmingham and beyond who make MAC part of their everyday lives, we must continue to evolve and embrace new opportunities. The ways in which people engage with the arts continue to evolve, and we must ensure that our programmes, services and spaces remain affordable, relevant, accessible, and inspiring to both existing and future audiences. MAC is well placed to build on its strengths, serve its communities and fulfil its charitable mission in the years ahead.

None of this would be possible without the generous support of our individual donors, trusts and foundations, funding partners - Postcode Lottery (Postcode Culture Trust), Arts Council England and Birmingham City Council.

My thanks go to every member of the MAC team, led by the inspirational Debbie Kermode. Their dedication and resilience ensure MAC continues to be an outstanding resource for Birmingham and beyond, and on behalf of the Board I would like to express our appreciation for everything you do.

My thanks also go to my fellow Trustees, whose expertise, commitment and sound judgement are invaluable to MAC's success.

Ros Robins, Chair

1.3. Chief Executive's Statement

This has been a year of renewal. We worked closely with our Trustees and supporters to develop our Strategic Plan, *Inspiring Growth 2025–28,* setting a clear direction for MAC's future. The plan is built around five strategic priorities: inspiring people to do more things, strengthening collaborations, building an enterprising business, creating a workforce for the future, and growing green.

At its heart is one ambition: to inspire more people to discover new experiences at MAC, broaden participation in the arts, and support a thriving community of artists. Delivering on these priorities will strengthen our financial resilience, grow our earned income, and reinforce MAC's reputation as a centre of excellence for creativity, participation and community engagement.

MAC is the artistic heartbeat of Birmingham's families and communities and over the past year, we have seen remarkable loyalty across our arts, learning and wellbeing programmes. At a time when many of the people we serve continue to face financial pressures, we are especially grateful that residents continued to choose MAC and see us as an affordable venue committed to free access. Their sustained engagement is evidence of our relevance and impact, and the vital role creativity plays in bringing people together, improving wellbeing and enriching everyday lives.

One of the year's highlights was our vibrant summer celebration of Indian culture, inspired by the Design Museum's internationally acclaimed exhibition, *The Offbeat Sari*. This free exhibition explored contemporary fashion, identity and innovation, and became the catalyst for a rich programme of films, performances, craft workshops and talks that welcomed new audiences and celebrated the diversity of our city. The season culminated in *Midsummer Masti*, an ambitious collaboration with SAMPAD. This spectacular outdoor event brought to life the colour and music of five Indian weddings through community performances, before inviting audiences to join together for a joyful finale celebration.

The season was a powerful example of what we achieve when the whole organisation comes together. I continue to be immensely proud of our front-of-house teams, whose warmth and professionalism ensure every visitor receives a genuine MAC welcome. I am equally proud of our talented catering team, who created an exceptional summer menu inspired by the richness of Indian cuisine while forging new partnerships with leading restaurants and breweries.

MAC is a place where people come together to connect, celebrate and spend time with one another as well as space for independent experiences. Our catering, retail and venue hire offer are an essential part of that experience, helping us create memorable moments for our visitors while generating vital income that supports our charitable mission. The breadth of MAC's work is reflected in the many highlights of the year, detailed later, from our now well-established interfaith Iftar, to the joy of our Christmas production, *The Owl that Came for Christmas*, and our new Santa Storytime for young families, alongside our ever-popular annual cinema programme and year-round support for artists and creative participation. MAC remains a creative companion to over 800,000 people each year and a source of vital income for artists.

As this report demonstrates, none of these achievements would be possible without the talent, hard work and commitment of my colleagues. Their passion makes MAC such a special place. Together, we continue to ensure that the arts and equity for all remains at the heart of Birmingham's communities and that everyone has the opportunity to take part.

Deborah Kermode, CEO & Artistic Director

2. Trustees' Report including Strategic Report

The Trustees, who are also the Directors of the charitable company for the purposes of Company Law, present their Annual Report, which includes the Strategic Report, and the audited consolidated financial statements for the charitable group year ended 31 March 2026.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and the 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 (FRS102) (effective 1 January 2019).

2.1. Who We Are

First opened in 1962, Midlands Arts Centre (MAC) is a pioneering arts centre and charity and an Arts Council England National Portfolio Organisation. Set in Cannon Hill Park, two miles south of the city centre, MAC offers a busy programme of theatre, independent cinema, visual arts exhibitions, creative courses, and special events. MAC is a national leader in developing work with children, young people, and families. At the heart of MAC is a focus on sustainability, accessibility, and inclusion. We work extensively to support international and local artists, and develop programmes for and with the local community.

We want to encourage as many people as possible to:

"explore, examine and enjoy the arts activities of others; and participate in, and undertake, their own arts activities."

Our Mission is:
By 2028 MAC will be recognised as a national centre of excellence for creative participation and as a destination of choice for exceptional cultural and artistic experiences. We will be known for being at the forefront of community engagement.

Our Vision is:
To promote innovative, creative arts activities in ways which help to establish them as an important part of people's everyday lives.

Our Values are:
MAC's values underpin all the decisions we take; how we serve our audiences, recruit our staff and engage with artists.

MAC is Belonging: We create experiences where everyone is welcome
MAC is Inclusive: We believe the arts is for everyone
MAC is Collaborative: We thrive on positive partnerships
MAC is Creative: We foster unique creativity
MAC is Innovative: We believe in bold ideas and strong artistic voice
MAC is Resilient: We continually improve our work

Further details on all our activities can be found later in this report and on our website: www.macbirmingham.co.uk

2.2. Key Highlights from 2025-26

We brought fresh perspective to art and new ways to engage with artists. Our commitment is to always highlight and promote the voices of those in our communities that are under-represented and whose ideas and talents are fresh and innovative. Highlights include:

2.2.1. Summer Sari Season

The Offbeat Sari | Sat 28 Jun – Sun 2 Nov
A major exhibition celebrating the contemporary sari. The Offbeat Sari exhibition showcased designers, wearers and craftspeople who are reshaping the ways in which the sari is understood, designed, made and worn in contemporary urban India. The exhibition resonates with local South Asian audiences, with a significant number of visitors from that background, as reflected in attendance and visitor feedback.

'As a woman of South Asian heritage who's not always enjoyed wearing a sari, I love looking at all the different ways a sari can be worn. It made me think of how I wore a sari and reimagine my relationship to the sari and my heritage. Thank you for putting on this exhibition.'

'A brilliant display. Thank you! I love wearing sarees and you manged to take down memory lane, of some of the sarees my mom used to wear.'

'One of the only galleries in Birmingham that display work and showcase work that represents its local community – thank you mac.'

'I love being a south Asian woman and enjoying my rich + gorgeous culture – thanks mac.'

'My name is Tracey and I have seen this exhibition so many times with my granddaughter Ariella because she loves it so much!'

'Stunning exhibition! So much history associated with the sari. As a brown woman It felt super special, very proud of the heritage, culture and community that I'm a part of!'

Sari Stories | Sat 24 May – Sun 19 Oct
Presented by Midlands Arts Centre and Sampad South Asian Arts and Heritage, Sari Stories shares joyful and moving reflections on the sari, submitted through an open call by individuals across the Midlands with over forty members of the public sending us their photographs for this glorious exhibition dedicated to local lived experience.

Jashaan Gill: A new fashion commission inspired by the sari | Sat 28 Jun – Sun 2 Nov
In the spirit of *The Offbeat Sari's* ode to fashion innovation, MAC commissioned Jashaan Gill, the designer behind internationally recognised Birmingham brand Jheez, to create a new fashion piece inspired by the sari. Drawing on his Punjabi heritage and a flourishing fashion career. Jashaan Gill said: "*It's a privilege to reimagine traditional materials for contemporary wear, making them desirable not only within my community but to a wider audience*."

2.2.2. Exhibitions

All exhibitions at MAC are free to attend, ensuring that high-quality contemporary art is accessible to everyone. Across our four galleries, we present a curated programme of around 12 exhibitions each year, featuring a mix of established and emerging artists alongside opportunities for amateur artists to showcase their work. We are particularly committed to commissioning new work by under-represented artists, and this year's programme demonstrated the strength of that commitment, bringing fresh voices and perspectives.

Su Richardson: In Stitches | Sat 8 Mar – Sun 1 June 2025
Su Richardson is a pioneer of British feminist art, renowned for her work with crochet, soft sculpture, assemblages from found objects, colour prints and collage. This exhibition was the largest institutional retrospective of Richardson's work to date, and the first solo exhibition in her hometown, showcasing the breadth of her fifty-year career. It presented some early work alongside recent soft sculptures that explore themes of motherhood, caring for family members, the maternal body, breastfeeding, loss and illness.

'Seeing this exhibition made me instantly want to be your friend Su Richardson! You rock! From one feminist to another, thank you for expressing the grift/rage/passion/injustice… push for progress!'

Marcia Michael: The Family Album | Sat 15 Mar – Sun 1 June 2025
A powerful solo exhibition by Marcia Michael, a multidisciplinary artist of Caribbean descent, who was commissioned by MAC to reimagine the family album and explore the beauty and depth of Black family connections in British history. The exhibition featured stunning photographs, sculptures, and archival imagery, inviting visitors to reflect on their own family histories. We also commissioned Marcia Michael's *The Family Album* catalogue.

Hardeep Pandhal: Saag and Fish Fingers | Sat 22 Nov 2025 – Sun 1 Feb 2026
Birmingham-based artist Pandhal creates mythical narratives that explore the complexities of contemporary life in the UK. Drawing on influences ranging from video games and comics to cultural theory and personal memory, the exhibition featured paintings, drawings and a major new installation and new sound work. It attracted strong engagement from secondary schools and was one of our busiest education programmes of the year. The opening celebration, was sponsored and welcomed 200 guests. A great opportunity for our catering team to shine, serving canapes of paneer saag and fish fingers, with a glass of fizz - inspired by the exhibition.

PRISM Photography Open 2025 | Sat 15 Mar – Sun 18 May 2025
This group exhibition brought together a selection of thought-provoking new photographs by image-makers based across the West Midlands region. Selected from an open call organised with PRISM Photography network, the featured artists explored themes of belonging and interconnectedness through portraits, landscapes, political and personal stories.

Hospital Rooms | Sat 25 Oct 2025 – Sun 26 Apr 2026
This exhibition brought to life a special project by arts and mental health charity Hospital Rooms taking place at Parkview Clinic, an NHS children & adolescent mental health inpatient service in Birmingham to explore how artists, young people and NHS staff have worked together to radically re-imagine what a mental health hospital can look and feel like.

2.2.3. Live Arts & Performances

MAC presented a diverse programme of live performance throughout the year, showcasing the very best in theatre, dance, comedy and music. Much of this work is selected from leading national and regional touring companies, enabling us to bring high-quality performances to Birmingham audiences while reflecting the interests and diversity of our city.

During 2025, as part of our strategic planning, we undertook a review of our live performance programme to better understand audience demand. The findings reinforced the importance of family programming, with more than half of all performances created for children and families. Comedy continues to be another major audience draw, alongside culturally significant music performances celebrating traditions and communities through genres such as Qawwali, reggae and Diwali-inspired concerts and events. These insights will help shape future programming, ensuring our offer continues to respond to the communities we serve.

Family work
We are the number one arts venue for family work in Birmingham with live performances drawing in great numbers across different genres and lively entertainment from The Great Big Dino Show, to Mr Bubble and Circus Mash to Barbara Nice Comedy shows to more unique specialist work for disabled children.

Colourscape in Cannon Hill Park, June 2025
Eye Music Trust led on this immersive walk-in environment filled with colour, music and dance, that offered families the opportunity to be in a safe creative environment stimulating senses.

'I just wanted to message to say how much my daughter loved the colourscape event. As an 11-year-old, full user of a wheelchair and non-verbal it's hard to find things to go to which are accessible, with a changing places. My daughter is really bright and told us at the end via an iPad that she thought it was excellent. We will be keeping our eyes out for more events over the summer!'

Light Up Fest & Lantern Parade in Cannon Hill Park, Feb 2026
Light Up Fest returned in February half term and once again proved hugely popular, with lantern-making workshops selling out and hundreds of participants joining the vibrant park parade. A standout contribution came from Autin Dance Theatre, whose spectacular horse centrepiece delighted families, while Birmingham Opera Company delivered a memorable finale. Accessibility remained central to the festival's design, with the event being fully accessible for wheelchair users, and relaxed experiences for those who benefited from them, included dedicated quiet spaces, and supported by British Sign Language interpreters across the workshops, parade and finale. Our ambition is for everyone to feel welcome and able to take part in MAC's creative celebrations.

Oily Cart and Frozen Light
In the autumn, we welcomed back two of the UK's leading inclusive theatre companies, Oily Cart and Frozen Light, whose work is created with and for children and adults with profound and multiple learning disabilities (PMLD), as well as their families and carers. Using music, touch, taste and smell to create immersive sensory experiences, both companies delivered sold-out performances. Beyond the performances, it provided valuable learning opportunities for MAC staff, helping to deepen our understanding of the access needs of artists and audiences and strengthening our commitment to delivering truly inclusive experiences.

SURGE: Instant Orchestra May 2025
Led by acclaimed musician Sid Peacock, this free interactive performance project invited anyone aged 6 to 65 who could play an instrument to take part. The response was overwhelmingly positive, bringing together grandparents, parents and children, alongside music students and individuals simply looking to play and connect with others. Participants spent the day rehearsing with professional musicians before performing together as a community orchestra in a celebratory finale. The project was a wonderful example of the power of music to bring people of different generations, backgrounds and abilities together, creating a sociable and inclusive new offer that we look forward to developing further.

Farshore Funny-Fest with Beano Oct 2025
A new partnership with children's publishers Far-Shore/Harper Collins and the iconic comic Beano with workshops led by authors, artists and magic performers, plus beano inspired face-painting, joke swap spaces and a meet and greet with Dennis and Gnasher.

'I love it when MAC does this, it's what they do best, so much great stuff to do all over the building.'

Cultural Performances
At MAC we are keen to promote global cultural events, often music and dance that originates from a wide breadth of experience and is more familiar to many of our wonderful diverse communities we serve, examples of this included in the year:

CBSO: Bollywood Family concert
Conducted by Tim Potier, with singers Parry and Rekha, the CBSO Bollywood concert lit up MAC with vibrant music and an electric atmosphere in celebration of the Summer Sari season. A wonderful new partnership with CBSO for future high-quality family music events.

Sonia Sabri Company: Diwali Celebrations
The day featured introductory Kathak workshops, a curtain-raiser performed by women with a range of Kathak experience, Srishti Dance Creations' performance of *Roshni*, and a programme of free Diwali-themed craft activities in the foyer. While ticket sales for *Roshni* reached 70%, the free wraparound activities attracted strong participation and created a welcoming atmosphere.

2.2.4. Cinema

Expanding the Frame (2023-2026)
This was MAC's third and final year in a three-year programme supported by Film Hub Midlands entitled Expanding the Frame, with a strategic mission to significantly improve access to cinema for disabled audiences. The aim is to offer communities with physical and/or mental conditions and those identifying as D/deaf or neurodivergent to experience film in an inclusive environment. When we started the project, we estimated a total of 2,775 admissions for all events by year three. Ultimately, we reached 7,192 admissions, a clear measure of the programme's success and ensuring that accessibility is now embedded into the cinema's yearly programme. The season concluded with the premiere of a new accessible version of visual artist, Donald Rodney's Three Songs On Pain, Time and Light, created with the input of visually impaired MAC cinemagoers and available to other cinemas for screening.

Partnerships and Special Guests
Part of the cinema's remit is to ensure a steady stream of special Q&A events celebrating independent film, which continued this year with a number of screenings welcoming the likes

of Ben Wheatley, Alison Steadman, Matthew Horne, Daisy-May Hudson, Peter Davison, Kirk Jones, Mark Kermode and the crew of international Netflix hit Adolescence. We also continued our association with the Royal Television Society, hosting a special MasterChef premiere with Grace Dent and Anna Haugh following the show's move to its new Birmingham base, as well as welcoming Chris Tarrant for a celebration of his long televisual career.

NT Live and Exhibition On Screen
National Theatre Live audiences have stayed strong, with our descriptive subtitled screenings often proving just as popular as the non-subtitled screenings, demonstrating how hard of hearing audience now know MAC cinema as a venue which caters to them. We also saw some very busy screenings for Exhibition On Screen, specifically the new Caravaggio film with strong audience crossover for those who also visit MAC for visual arts exhibitions.

Festivals and seasons
We continued our commitment to working with a wide range of diverse festivals across the year, including the Birmingham Indian Film Festival, Japan Touring Film Foundation, SOUL Festival and the UK Jewish Film Festival, whilst the touring BFI London Film Festival also returned in October, bringing exclusive previews and large audiences. Additionally, associate programmer Elaine Lillian Joseph headed up a season of LGBTQ+ documentaries and BIFF programmer Dharmesh Rajput contributed a number of screenings focused on iconic saris from South Asian cinema, tying in with a major exhibition at MAC during the summer.

Family Film
Pay What You Choose screenings continued for family audiences, with more taking place in the summer, whilst our regular Colour Box screenings in conjunction with the Flatpack Festival introduced a special 'passport' for loyal audiences to explore family films from across the globe.

2.2.5. Learning and Participation

This year saw a huge amount of work delivered by the Learning and Participation team. The department expanded to include Community Engagement and, although the restructure reduced the number of posts supporting this work, it created an opportunity for closer collaboration and development of more closely aligned programming. The L&P program delivered three exhibitions, Year Three of the Reframed project and a bumper Little Geeks program for October Half Term, as well as the standard offer of courses and workshops. We delivered on the following:

- 5,033 adults took part in a term-time and adult short course
- 70 Artist Tutors delivered 622 courses.
- 2,072 Under 18s took part in a children, family and young person's course
- 53,808 participations in an L&P Creative Course. This figure is boosted by Little Geeks taking place in October Half Term.
- L&P Creative Courses generated £809,541 income.
- 22 Life Models. Recruited 2 new Life Models.
- 2 training events for Artist Tutors and Life Models delivered.
- Added the post of Learning and Participation Community Coordinator to the team.
- Recent additions to the course programme in 2025-26 included additional Sewing and Dressmaking, Stained Glass Art and Improver level dance classes to meet demand in these areas.

- Working with the development team, we successfully raised funds to purchase a Glass Kiln, enabling us to expand the type of glass making we can offer. To date 20 leaners have upgraded their tickets to make use of this new facility.
- Our digital engagement event Girls that Geek took place in March with 120 young people and teachers/parents taking part. The event was co-produced with 15 young women from Selly Park Girls School.
- Our biannual digital arts festival for families, Little Geeks, took place over October Half Term. 1,754 people took part across 5 days of activity. Including 9 creative workshops, 4 free drop-in activities, 2 days of digital art instillations and 2 live performances.
- We delivered three exhibition projects including-
    - Made at MAC: Connected by Thread
    - Made at MAC Creative Family Showcase
    - ArtBox Family Trail
- The Reframe Project worked with 10 Birmingham schools to deliver 43 creative digital skills and poetry workshops, plus two visits to MAC. Each school created a collaborative multi-media zine using Apple iPad and software.

'I as a parent am so personally grateful & wish we'd joined courses here much sooner! I also know my son has been eager & engaged throughout the whole course based on the feedback he provides at the end of each session. I cannot express my personal gratitude & happiness enough for this & I know it means a lot to my son to be included & accepted.' Parent of a young person on Young Filmmakers Club YP07 Spring.

Girls That Geek
Our annual one-day event for young women age 12+ took place exploring opportunities for women working in art and technology. This year we worked with a group of Student Ambassadors from Selly Park Girls school to co-produce the event. 120 students, teachers and home educating parents attended the event which featured talks from MAC exhibiting artists Saba Khan and Keeley Traee, as well as hands on activities involving Birmingham Open Media, and students from BCU Creative Technologies. Our Student Ambassadors were incredible in hosting all aspects of the event, including chairing the careers panel**.**

'I was inspired by the Q&A because it taught me inspiring things like always try even if you are afraid and face your fears.' student comment card, Girls That Geek 2026

Reframe: Inspire Schools and Imagine the Future
Year 3 of Reframe: Inspire Schools, and an additional project Imagine the Future, were delivered in partnership with the Southbank Centre and Apple.

- 35 zine making workshops to 148, Year7/8/9 children
- 8 poetry workshops to 235 children in Year 5/7
- 10 schools involved in the projects
- 8 artists employed through the projects
- In total, 207 hours of workshop learning.
- 263 students from both projects attended 2 celebration days at MAC involving music, creative activities and performances

Made at MAC Exhibitions
Connected by Thread, a Textile and Craft exhibition May 2025 – Jan 2026
An exhibition showing work over forty pieces of work from participants and tutors in textile and craft. Demonstrating the huge range of opportunities for learners to create, manipulate

and decorate fabrics. From felting to weaving, embroidery to fabric printing, textile courses offer a unique way to produce functional and decorative creative work.

Creative Family Showcase, a mixed media exhibition Jan 2026- June 2026
The exhibition featured the work from around forty children and young people on term courses, including work by whole classes. It showcased the amazing array of skills and variety of activities that take place here at MAC every single week including pottery, performance, filmmaking, animation, fine art, origami.

MAC Family Art Trails
Amazing ArtBoxes, a MAC wide family art trail July – Sept 2026
15 ArtBoxes created by local artists were on display throughout MAC as part of a free, family trail during the summer holidays.1,400 trail maps were picked up by families taking part in the trail placing engagement at around 5,000 participants. 112 children and parents/guardians took part in artist led workshops to make their own ArtBoxes.

2.2.6. Community Programmes

From July 2025, Community Engagement work formed part of the Learning and Participation Programme. Delivery is now managed by the Head of Learning and Participation, supported by the Learning and Participation Community Coordinator. The program continued to deliver existing successful programs while establishing new offers. 8,453 people took part in a community focused program of activity in 2025-26 against 68 individual events or activities.
Delivered against 5 key engagement priorities:

- Living well in older life
- Connecting to the Environment
- Creative Health
- Accessible programming for young people
- Cultural programming

National Saturday Club
The team established a free weekend course, MAC's Film and Screen Club for young people aged 13-16yrs, in partnership with the National Saturday Club (NSC). The project will continue into the next year with films created by the project being shown in the Made at MAC Gallery, Cinema and will be displayed at Somerset House, London, as part of the NSC's Summer Show.

'I've definitely become more confident at the club and it has made me more collaborative.'
Jude Zarti, NSC Club Member 2026

Birdland, a MAC wide family art trail Oct 2025 – Feb 2026
Birmingham-based artists Juneau Projects (aka Phil Duckworth and Ben Sadler) worked with community participants across a free series of workshops to create ceramic birds that were then displayed across MAC. Families explored the trail through a paper 'bird spotters' guide. The trail launched with a celebration event alongside live birds, birds from Birmingham Museum's collection and a local birdwatching charity. Programming continued with hundreds of people taking part in drop-in, bird themed Christmas decoration activities.

Wellbeing weekend
In April 2025 we held MAC's first ever wellbeing weekend. The aim of the event was to introduce the public to MAC provisions and practitioners that use creative frameworks and practices, either with the fundamental aim to support wellbeing or, have an element of self-

care and wellbeing embedded into them. A number of local organisations and community groups who offer different wellbeing provisions also held stalls and taster sessions.

Iftar Event 2025
For the third year, MAC hosted a community Iftar event with a total of 112 attending. The evening involved a creative activity from artist Farwa Moldina, prayer, talks and the breaking of fast in what was a relaxed, social environment. MAC teamed up with local business Roti & Curry Bazaar, Alum Rock, for a special Iftar menu served in KILN. Once again Haseebah Ali's beautiful public mural commissioned by MAC, 'Garden of Paradise' was on display in the foyer.

Culture Club
Culture Club, our monthly art club for over-65s, has been well-attended with 302 participations across 10 workshops. The group nurtures skill-based learning often focused on their love of craft-making and music. It is a brilliant opportunity to invite younger local artists and musicians to co-create with the group, we often collaborate with students from Birmingham City University, who have been devising workshops for Culture Clubbers as part of their course.

MAC's Big Green Weekender
Our annual eco festival took place in September 2025. This year we programmed workshops and stalls to encourage attendees to take part in a range of eco based activities. Highlights: MAC clothes swap; Bio yarn weaving workshops; Urban forest voices interactive storytelling workshop and a community Cannon Hill Park clean up event.

MAC Moms
Working in partnership with Balsall Heath Children Actions Team Support (BHCATS) MAC Mom's delivers monthly creative workshops for women to attend. Participants all have children with significant additional needs and the workshops are designed as respite spaces to provide time away from caring responsibilities. 10 workshops delivering 243 participations took place in 2025-26 with activities including yoga, textiles and exhibition tours.

'The biggest challenge we faced was to get these lovely and kind moms, who are absolutely wonderful caregivers to their families, make them see their wellbeing was just as important and that they also had a duty to give the same care back to themselves, first.'
Mala, Support Worker for BHCATS, Oct 2025

Birmingham Public Health & MAC
In March 2024, we secured a new exciting post, in partnership with Birmingham City Council's Public Health Team, of Public Health Researcher who has been based at MAC and whose role is to explore the benefits of active, creative participation in arts and culture in reducing modern health inequalities in the city. This role supports BCC's ambition to become a '*Bolder, Healthier City*'. Its impact will contribute to a review in 2030, when findings from this post and three other research roles based across the city will help demonstrate how culture can be a key driver in addressing health inequalities.

2.2.7. MAC Makes Music

MAC Makes Music gives young people who face barriers the opportunity to make their music on their terms. With a focus on alternative provision, our award-winning programme gives 11- to 25-year-olds the chance to meet, create music together and express themselves through performance opportunities, songwriting & composition and music production.

The young people we work with face significant barriers to accessing creative opportunities, including; experience of neurodivergence, economic deprivation, ill health, physically disability, sensory impairment, SEN, exclusion from school, at risk of offending, looked after/experience of the care system and young offenders.

Working both on site at MAC and through partnerships with SEND schools, Pupil Referral Units and community organisations, the programme creates spaces for young people to explore music making in ways that reflect their own interests, identities and ambitions.

2025-26 has seen new initiatives launched including, Club SENsation – SEND family club night/disco featuring live music, DJ's and professional dancers, and Sound Futures - MAC's music outreach programme supporting young people in the Youth Justice system. Sound Futures allowed young people to build their confidence and skills through live gigs at music venues and real-world work experience at MAC's music studio.

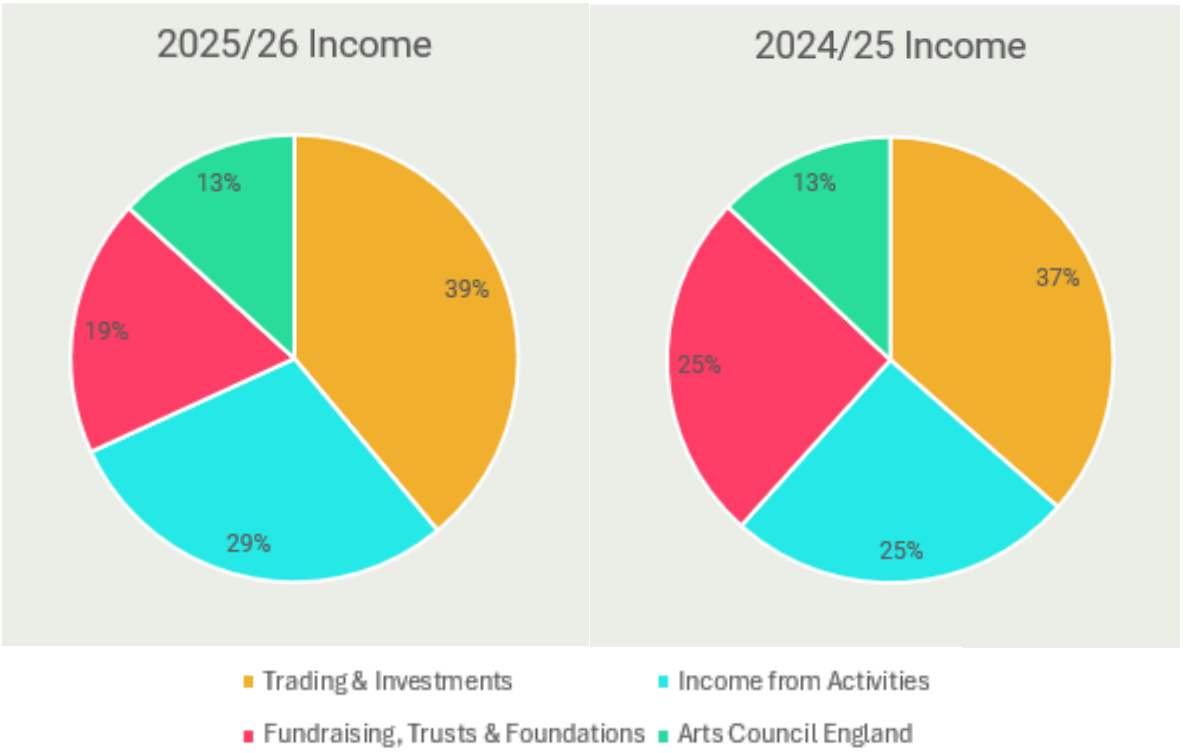
Highlights:

- Directly engaged with 220 young people, supporting over 350 via strategic partnerships
- Delivered 1,300 hours of activity, equivalent to 186 days of direct learning
- Employed 12 freelance musicians on mid-long-term contracts
- Worked with 4 Pupil Referral Units/SEMH schools on year-long activity
- Engaged 25 partners including; Music Hubs, Youth Justice Systems and community/health support organisations on strategic sector development
- Offered professional recording studio opportunities for 4 local bands, working directly with 10 young people during 2 work-experience weeks on site
- Launched and delivered 2 Club SENsation events in collaboration with the programming team, offering 130 SEND young people and their families specialist club/disco events at MAC's theatre
- Hosted 3 regional conference/performance events at MAC – Birmingham Music Education Hub schools conference (140 schools), Winner Up (40 home-schooled YP) and Summer Sounds (4 SEND schools).

2.3. How We Funded Our Activities

MAC's activities are funded by the generous support we receive from Arts Council England and Postcode Lottery (Postcode Culture Trust) and many other trusts and foundations, by individual donors and a commercial agreement with Birmingham City Council; by our customers through the tickets they buy; by customers of our café, bar and retail outlet; and by those who hire our facilities for their events.

Of our total income, 68% is raised through our own arts and trading activities.



2.3.1. Fundraising, Trusts, and Foundations

MAC is committed to fundraising best practice and abides by the Fundraising Regulator's key principles: to be legal, open, honest, and respectful. MAC is registered with the Fundraising Regulator and no complaints have been received to date. As well as our established major stakeholders, a diverse range of regional and national funders generously supported projects, exhibitions, and events across the organisation. This year, we continued to nurture meaningful relationships with regional and national trusts and foundations, welcomed new supporters, and developed campaigns to educate and inspire our audiences and visitors. People of all ages and abilities proudly support MAC, and our fundraising promise to audiences and visitors means that we always treat people fairly, never place anyone under undue pressure to give, or take advantage of someone's lack of knowledge/need for care.

The practical steps we take, but are not limited to, include:

- Making our fundraising materials clear and accessible.
- Being alert to the signs that someone is confused or vulnerable and not accepting a donation from someone who lacks capacity to decide to donate.
- Avoiding persistent asks or pressuring for a donation if someone is indicating they do not wish to engage.

- Ensuring all MAC marketing material contains clear instructions on how a person can be removed from mailing lists.
- Considering any additional needs, a person has to enable them to make an informed decision.
- Ensuring the relationship between supporters and prospects is safe and fundraising is fair is vital to our charity. Any Safeguarding incidents would be identified and reported using MAC's Safeguarding Policy.

Major Stakeholders

Arts Council England (ACE)
MAC is a National Portfolio Organisation (NPO) within the funding programmes of Arts Council England (ACE). Investment is delivered from 1st April 2023 until March 2028. Annual grant is confirmed from 1 April 2027 to 31 March 2028 at £803,108.

Postcode Lottery (PL)
The support from Postcode Lottery (Postcode Culture Trust), enables MAC's inclusive and diverse art, community, and participation programme to thrive. In 2025-26 MAC's grant of £900,000 directly supported exhibitions, performances, and workshops across the centre, we are incredibly grateful to PL for their continued and transformational support.

Birmingham City Council (BCC)
We do not receive any grant or investment from the culture or arts department of the local authority. We have a formal agreement until 2028 with BCC to share income derived from Cannon Hill car parking fees after the deduction of capital and operating costs.

Trusts & Foundations

Highlights from the year include:

West Midlands Combined Authority
We are very pleased to confirm that MAC secured £24,000 of the highly competitive small UK Shared Prosperity fund to support our retail and foyer changes programme.

Anonymous Major Donation
Further to the WMCA donation, we have been gifted £25,000 from a private individual towards the retail and foyer changes programme.

Film Hub Strategic Partnership
MAC has entered into our 3rd year partnership with Film Hub and over 2026 we will draw down a grant of £23,000 towards our cinema inclusivity programme, Expanding the Frame.

Other Grants Awarded
£28,000 – Southbank Centre partnership to continue MAC's schools Reframe Project
£25,000 – Phase 2 Grant: Baring Foundation (in partnership with Red Earth)
£14,000 – Westhill Endowment Fund: Andrew Tift Exhibition
£5,000 – M K Rose Charitable Trust: Six Summer Saturdays, Brum Rising 2026 activity.

Audience & Visitor Donations
In 2025-26, MAC received £53,783 in unrestricted donations and legacies from audiences, visitors and supporters, reflecting their continued generosity and commitment to MAC's

charitable work. Giving took place through a range of accessible routes, including online donations, counter and phone donations, Tap to Donate points across the building, and small everyday contributions through KILN.

Across the year, MAC recorded 7,005 individual donations through its ticketing and donation systems, with online giving particularly strong and almost one in four transactions including a donation. Gift Aid was secured on 86% of donations. In KILN, 50p from selected meal specials was donated to MAC, raising almost £200 per month, while Tap to Donate points generated £2,400.

Together, these figures show that individual giving at MAC is built not only through larger gifts, but through thousands of small acts of generosity from audiences and visitors who choose to support MAC's charitable work.

Eversheds Sutherland
MAC is now entering the final year of its three-year partnership with Eversheds Sutherland. We are very grateful to Trustee Owen Dutton for his continued support in helping to maintain this highly valuable relationship. Over the coming year, we will work closely with Owen to explore future opportunities for partnership and renewal. MAC's forthcoming programme offers strong and attractive opportunities for support and engagement.

2.3.2. Income from Activities (Ticketing)

We operate a dynamic pricing model across ticketing with bronze, silver and gold price bands. Overall, full ticket prices to our live performances and cinema/live event screenings range from £7.95 to £26.95 (or up to £38.95 for exceptional high-profile events). To improve access and to reward MAC's loyal/early bookers, we continue to honour our commitment to making at least 10% of the house available for £12.95 or less within our bronze price band, with additional concessions for under 16s and complimentary tickets for companions/carers.

We continue to offer a Pay-What-You-Choose price model for selected community and outreach focused events, to encourage families and lower income audiences to engage with new work – this model offers ticket options at (£0) / £3 /£5 / £7 /£9 + bf.

Any ticket transaction online, by phone or in person, regardless of the ticket price, incurs a standard admin charge of £1.95 per ticket (apart from on free tickets). We monitor sales weekly, and often more frequently, to identify scope for dynamic pricing.

To open up MAC's programme to as many visitors as possible, we are continuing to refine and implement improvements to our process for booking accessible tickets online, factoring in customer feedback and best practice in the sector.

All our exhibitions remain free entry, though we are being more assertive in requesting donations at the point of entry into our exhibition spaces as well as within our print and online listings, with a recommended ask on-site of £3.

2.3.3. Trading Activities

Our trading activities include our onsite catering (the café KILN, express tills and bar), together with our events hire business and retail activities. In 2025-26 MAC's trading operations contributed around £531,157 to the Charity by means of a management charge and gift aided

profit, despite the challenges of the cost-of-living crisis and inflationary pressures on supply costs.

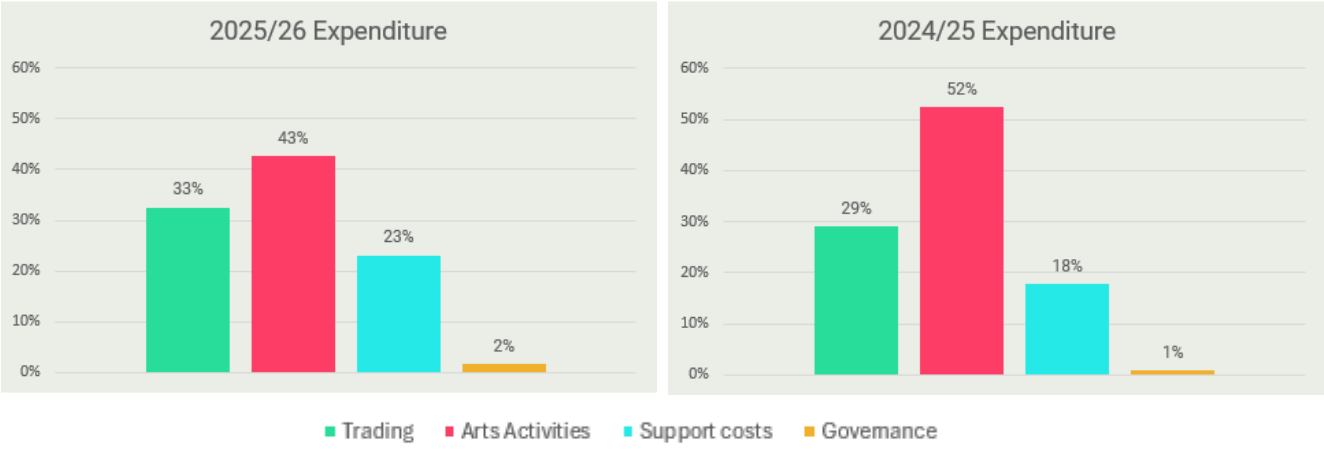
Building footfall remained consistent with the previous year; however, ticketing income and participation in arts activities increased, indicating a positive shift in engagement. We have also strengthened the integration between our catering, retail, and artistic programmes to better capitalise on growth opportunities.

Events hire continues to be a vital source of earned income, reinforcing the value of our artistic programme and highlighting MAC as an attractive venue. Looking ahead, we will continue to develop opportunities across site, focusing on both creative and commercial outcomes.

A key development during the year was a restructure that expanded capacity and sharpened operational focus, positioning us to drive business growth more effectively. Additionally, Managers and the Board collaborated to produce a robust three-year business plan, offering a structured and sustainable framework to guide our progress.

2.4. How We Spent Our Money

The largest block of expenditure (43%) is on arts activities. 64% of this expenditure is salary costs. There is information about how these resources are spent on areas such as Learning and Participation, Community Programmes and MAC Makes Music in the sections earlier in the report. 33% of the expenditure is attributable to Trading activities, 47% of this is salary costs (see Trading Activities note).



2.5. The Impact We Have Had

2.5.1. Achievement of Public Benefit

As a charity, the Trustees recognise their legal duty to report on MAC's public benefit in their Annual Report, as part of a requirement given particular emphasis by the Charities Act 2011 to clearly demonstrate that the Objects of the Charity are for the public benefit. In this context, the Trustees accept that being a registered charity is a privilege, not a right. In setting out in this Annual Report how the Charity currently meets this requirement and is reflected in its future plans, the Trustees assert that the Charity is compliant with the requirements of the Charities Act 2011; having due regard for the public benefit guidance published by the Charity Commission.

MAC's benefit to the public is wide-reaching. Our services ensure the public have a positive relationship to art and artists and that there is a robust participation model in place that encourages collaboration and skill-based learning throughout our work. Moreover, we support artists through training and paid employment to participate with communities in a way that feels relevant to their everyday lives.

In reviewing its objectives and planning its activities, Trustees have considered the Charity Commission's guidance on public benefit and fee charging. Trustees, Executive and Managers have continued to hold its business plan under review, honing future plans in the light of operational experience, future public investment prospects and the strategic context for its future activities.

In setting the level of fees, charges, tickets prices and concessions, the Board gives very careful consideration to the accessibility of MAC for those on lower incomes and those with specialist needs and consults with a range of Birmingham residents, visitors and customers as to the affordability of its services. Ticket policies are available on the website and reviewed annually. We dynamically price tickets to ensure affordability and our average ticket price in 2025-26 was £10.81, far below the average prices in Birmingham venues.

MAC's venue continues to enable an increasingly wide range of arts, learning and participation activities and provides a base for substantial outreach activities through touring and community engagement, especially in communities with little access to arts participation. These activities are designed to meet the interests of all, and embrace specific strands for children, young people, families and people with disabilities.

MAC continues to welcome an explicit reporting of public benefit and how it is aligned with the Objects of the Charity and gives expression to the accomplishment of public benefit throughout this Annual Report and especially when reporting below on its performance against objectives and other achievements.

MAC identifies the most significant benefits to the public that arise from its objects are to:

- Provide opportunities for the enjoyment of culture, offering a wide variety of activities for the general public – welcoming an impressive 800,000 visitors - to support the special significance and impact that the arts has on people's lives.
- Provide a range of informal learning programmes and resources for adults, families, children and young people to participate with professional artists and learn more about arts and culture in the region of 50,000 participations in learning at MAC in 2025-26.

- Maintain all-year-round public access to MAC's building, open freely for visitors to attend from 9am to 10pm daily.
- Ensure that MAC's services, activities and building are inclusive and accessible for the benefit of all visitors particularly those with disabilities.
- Provide paid employment opportunities for a diverse and skilled workforce of c.220, in addition to work experience, currently for 25 people.
- Actively strengthen the cultural life of Birmingham and champion its rich identity, to supporting social, community cohesion and sense of place.

2.5.2. Communications & Digital Engagement

We continue to enjoy strong and active engagement with audiences, visitors and artists via social media and other communications channels. We are alert and agile in monitoring and recognising emerging trends, themes and audience behaviours to inform our marketing delivery. Highlights included:

PR
We had 959 articles/items of press coverage in total for 2025-26.

Moving forward, we have reviewed and updated our approach to how we record and evaluate our PR coverage, in line with current PR industry trends, we are now moving away from evaluating our PR impact via AVE and PR 'value'. We are no longer using a press cutting/media monitoring service, instead, we have formulated a new evaluation framework focused on active coverage, reach and sentiment. This new framework will offer improved clarity in terms of eliminating less meaningful coverage and focussing our evaluation on substantial, influential coverage.

Bloomberg Connects
Other new metrics include engagement stats for our Bloomberg Connects exhibition and venue guide. Having launched at the end of March 2025, we gained a total of 1,063 users and 1,519 guide views within the first year.

Not only has the guide increased direct visitor interaction with exhibitions and art trails, but it has also increased the overall accessibility of MAC's visual arts programme. Examples include the creation of audio guides for each exhibition and the Bloomberg Connects app's in-built accessibility features, such as image alt text, audio/video transcripts and automatic 'accessibility suggestions' while building new exhibition tours.

E-Newsletters
We produced 225 e-newsletters covering performances, cinema, exhibitions, courses, family, special event highlights and invites, which generated £53k+ of direct sales via our website. We have sent a total of 776k+ emails to individual customers (resulting in 550k+ opens), with a percentage of unique opens at 44.4%. We gained over 3.3k+ email sign-ups in the last financial year, which account for 18% of our monthly email list.

Automated emails and programs
- Post show emails: We launched new post-show emails including a post-event survey across our performance, cinema, family and visual arts events – alongside our long-standing courses survey. From April 2025 – March 2026, we delivered post-show emails to over 250+ event instances. Over 1.1k+ people received the post-show emails in the

2025-26 financial year, helping to nurture our relationship with customers, to encourage re-engagement and feedback.

- Survey delivery: After producing a comprehensive survey strategy, we have surveyed over 330+ customers and facility users, through a combined mix of digital and in-person surveys (from Q2 in this period). We will use this as a benchmark as we move into the 2026-27 financial year, to measure cross-artform booking, dwell time and brand recognition.
- Reservation Reminders: We launched MAC's reservation reminder programme, which targeted customers using the Save-a-Space scheme for MAC's courses. In the previous financial year, over 886 customers were entered into the programme, with a unique open rate of 79.7%.
- Unused credit reminders: 334 customers entered the program to remind them about their unused credit. This resulted in 712 opens, with an average unique click rate of 15.5%.
- Launch of the Shop e-newsletter: Towards the end of the 2025-26 financial year, we launched a new shop e-newsletter, to target customers with shop-specific comms to push new products, event-related merch and seasonal items. To date, we have nearly 700 sign ups, with a strong CTR of 5.7%. Online store visits are up by 491% compared to the last financial year (2024-25).

Social Media
We have achieved over 7.6+ million impressions (up 25% from 2024-25) across our social media platforms:

- 28.2k Instagram followers (+21% increase from last year)
- 27.7k Facebook followers (+4% increase from last year)
- Direct revenue created by social media is £19k+ (increase of 6.2% from 2024-25)

Website
On MAC's website, we had over 272k+ active users. Over 68k+ items were purchased on our website, resulting in over £800k+ direct revenue.

Print Brochures
We continue to monitor and adjust the production and distribution of print brochures with a focus on maximising reach, brand visibility and return on investment. Decisions are influenced by customer popularity, survey feedback, and anecdotal observations within the building, where brochures continue to demonstrate a high pick-up rate.

Enhanced seat selection
We are thrilled to share that MAC was selected, as part of a national pilot, to trial a new enhanced seat selection function on the website, which offers improvements to bookers with access requirements and bookers on mobile devices. This includes new seating maps, which more clearly flag accessible and companion seating which will be launched in the next reporting period.

Access
Since launching the access self-tags, which unlocks accessible seating for events, we have seen a big rise in users. Now, 604 customers have tagged themselves as requiring specific access needs, a rise of 126.4% since the 2024-25 financial year, showing that this is becoming increasingly embedded in customer behaviour.

Accessible newsletter

In 2025-26, we launched a new seasonal Access Newsletter. This targeted customers who had previously joined us for accessible events or had self-tagged in their accounts, to let them know about our upcoming accessible events (BSL, descriptive subtitles, audio description, captions, subtitles, relaxed). In this reporting period, over 8.3k+ emails were sent to customers with access requirements, with an average unique open rate of 48.1%.

Spektrix Payments
In 2025, marketing initiated a move to Spektrix payments, which enabled our website customers online and at MAC to pay using Apple and Google pay. We processed over £482k+ transactions from Google/Apple pay, which accounts for 28.5% of all card transactions.

2.5.3. Environmental Impact

Rooted in our local economy and communities, we are committed to ensuring our work has a minimal impact on the environment and actively promotes sustainable ways of working. Leading on much of our strategic work are MAC's Green Champions group, our staff volunteers who meet regularly to discuss how to make MAC more sustainable. Throughout the year our Green Champions delivered against our Environmental Policy and Action Plan achieving the following key highlights:

In 2025-26 we achieved a significant reduction in energy use, the building reducing gas by 27% and 10% less electricity compared to 2024-25. This was due to no exhibitions in the First Floor Gallery requiring strict climate control, further adjustments to the Building Management System and installing an air curtain above the automatic Terrace doors, as well as general good housekeeping amongst staff.

Highlights of MAC's Arts programme
An ambition is to discuss the environment with audiences particularly children through our artistic programme. This year we welcomed, Little Bulb's Four Seasons; Women & Theatre's On Ya Bike; a performance and screening for Earth Day; and courses included in Sustainable Fashion Week.

MAC's Big Green Weekender continues to thrive, events included nature walks, bike rides, den building and lots more. The exhibition programme embeds environmental consciousness: The Offbeat Sari reused a large quantity of timber from previous exhibitions, and all timber and the mannequins were rehomed for reuse after the exhibition had finished.

Networks and Peer Learning
Our external networks continued to flourish. MAC staff attend the Theatre Green Book Operations Committee, and we attended the Theatre Green Book event at the National Theatre in November. We have continued our active membership of the Gallery Climate Coalition, and membership of Sustainability West Midlands. The local network which MAC chairs, Sustainable Arts West Midlands, has attracted more members and meets regularly to exchange successes and challenges.

We promoted sustainable travel with our annual staff travel survey, and events for staff during Travelwise week. Transport for West Midlands held stalls in the foyer to highlight their services, and staff were able to access their discounted bus scheme.

We started to focus on digital sustainability, messaging all staff with tips on Digital Cleanup Day. Mailbox sizes are now regularly sent to staff to encourage people to delete unneeded emails. Job descriptions were reviewed in 2025 which means that environmental responsibility is now included in all staff's job descriptions.

2.6. Our Plans for Next Year – 2026-27

The key priorities for MAC in 2026-27 include:

- further developing our new business plans for the arts centre;
- progress with the digital and technological development as planned;
- track progress and improve communications across arts and commercial;
- implementation of high quality, popular arts programme

We begin the second year of MAC's new three-year business plan, *Inspiring Growth 2025–28*. We have set ourselves ambitious income targets against commercial and fundraising, necessary to meet our needs. Progress will be closely monitored by Trustees and senior management through clear KPI reporting. This year, we are sharpening our communications with audiences to ensure MAC remains irresistible and that our services are accessible, popular and diverse.

We have begun an ambitious programme of investment in MAC's digital and technical infrastructure to ensure it is fit for the future and capable of supporting our artistic, commercial and environmental ambitions. Sustainability and our commitment to achieving net zero are embedded within this work, informing how we modernise our buildings, technology and systems. A specialist consultant is working closely with managers to deliver these critical improvements.

Capital investment remains essential to the long-term sustainability of our estate. This summer, we will apply to Arts Council England for funding to deliver vital improvements, including replacing RAAC in the main theatre roof and refurbishing the outdoor terrace to resolve long-standing drainage issues. These works are critical to safeguarding the future of MAC and ensuring our facilities remain safe, resilient and fit for the communities we serve.

Workforce development remains a key focus. The forthcoming changes to UK employment legislation will bring new responsibilities for employers. At MAC, we are taking a proactive approach to ensure we are fully prepared. Over the coming year, we will review and update our policies and recruitment practices and provide training for managers. Only by investing in our managers and embedding best practice across the organisation, will we be well placed to respond confidently to the evolving employment landscape.

Artistically, we look forward to an exciting year of ambitious commissions and exhibitions that reflect our commitment to championing outstanding artists and bringing new perspectives to our audiences. A particular highlight will be *Many Stories*, the most comprehensive survey to date of contemporary painting by seventeen UK-based South Asian women figurative painters. Curated by artists and MAC's senior curator, the exhibition celebrates a group whose work has too often been overlooked and, following its premiere at MAC, will tour to the Walker Art Gallery and Pitzhanger Manor & Gallery, extending its national reach and enhancing MAC's reputation for creating important and relevant work.

Alongside this, we will present *Faith*, in January 2027, a major new MAC commission by Walsall-based artist Andrew Tift. Developed over the past two years, the exhibition features more than 30 original portraits of religious leaders and people from a wide range of backgrounds for whom faith plays an important role in everyday life. Together, these works offer a thoughtful exploration of belief, identity and community, reflecting the diversity of contemporary Birmingham. A full programme of music and talks are planned with a range of partners.

2.7. Our People and Organisation

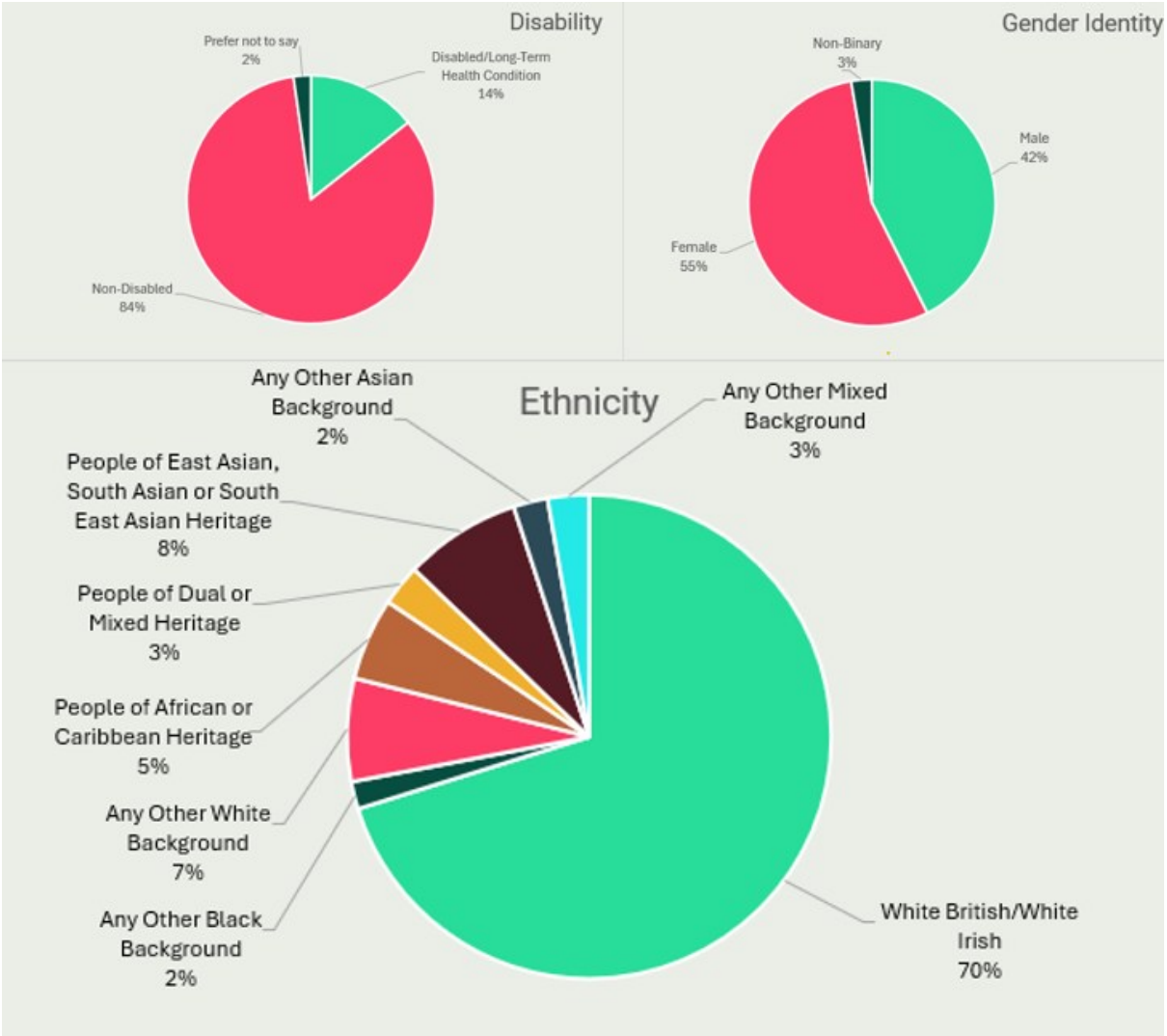
Our people are central to the achievement of MAC's charitable objectives. Their expertise, creativity and commitment enable us to deliver high-quality artistic, learning and community programmes while creating an inclusive and welcoming environment for audiences, participants, artists and partners.

During 2025-26, we continued to invest in our people and organisational culture, with a focus on inclusion, wellbeing, learning & development, and fair reward. This work supports our ambition to build a workforce that reflects the communities we serve and ensures that MAC remains a place where people feel valued, supported and able to do their best work.

2.7.1. Equality, Diversity and Inclusion

MAC is committed to creating an equitable, diverse and inclusive workplace where everyone is treated with dignity and respect and where barriers to participation are actively addressed. We recognise that a diverse workforce strengthens our ability to deliver our charitable purpose and enriches the range of perspectives, experiences and skills that shape our work.

The workforce profile at 31 March 2026 is shown below.



Workforce Inclusion and Accessibility

During the year, we completed *All Of Us*, a workforce inclusion project focused on improving accessibility and strengthening support for disabled and neurodivergent colleagues.

The project involved extensive consultation with employees, freelancers, community stakeholders and specialist organisations, helping us to better understand both what we do well and where we can improve. As a result, we introduced:

- A new workplace adjustments process supported by a dedicated budget;
- Disability awareness training for staff;
- Enhanced accessibility resources and guidance;
- Improvements to recruitment communications and processes; and
- The development of MAC Team Promises, co-created with colleagues to establish shared expectations around empathy, communication, inclusion and mutual support.

The project reinforced the importance of listening to colleagues and demonstrated how inclusive practices can strengthen workplace culture, belonging and employee experience.

Workforce Development, Wellbeing and Reward
Supporting our people to thrive at work remained a key priority throughout the year.

We undertook our first Wellbeing at Work survey to better understand colleagues experience and identify opportunities to improve how people feel supported, connected and recognised at work. The findings informed a Wellbeing Action Plan focussed on communication, recognition, learning & development, and opportunities for social connection.

Our Wellbeing Champions continued to play an important role in encouraging engagement and fostering positive relationships across the organisation.

During the year, we also completed a comprehensive Pay and Grading Review to ensure that our approach to reward remains fair, transparent and sustainable. The review was undertaken with independent support from Croner Reward using recognised job evaluation and market benchmarking methodologies. Following Board approval, MAC introduced a clear job banding structure and adopted a formal Pay Philosophy.

2.7.2. Remuneration Policy

The Board of Trustees has overall responsibility for MAC's remuneration policy and for determining the remuneration of executive directors. The HR Committee oversees the annual pay review process within the framework agreed by the Board.

MAC's approach to remuneration is guided by the principles of fairness, transparency and financial sustainability. Salaries are determined according to the responsibilities of each role and are informed by benchmarking against comparable organisations within the charity and cultural sectors.

The Pay and Grading Review completed during the year established a formal job banding structure and Pay Philosophy, providing a clear and consistent framework for remuneration decisions while ensuring that reward remains affordable and sustainable within the charity's resources.

2.7.3. Safeguarding

Safeguarding is fundamental to MAC's work and applies to everyone who engages with the organisation, including participants, audiences, staff, volunteers and freelancers.

The Board of Trustees oversees safeguarding arrangements, supported by policies, procedures, designated safeguarding responsibilities, training and regular review. We are committed to maintaining a safe, respectful and inclusive environment and to continuously strengthening our safeguarding practice through monitoring, learning and improvement.

No safeguarding incidents requiring notification to regulators occurred during the year.

2.7.4. Looking Ahead

In 2026-27, we will continue to build on the progress made through the *All Of Us* project, the Wellbeing Action Plan and the Pay and Grading Review as part of our commitment to developing a workforce for the future.

Our priorities include:

- Widening recruitment activity to attract candidates from communities currently underrepresented in our workforce
- Strengthening onboarding and induction processes to help new colleagues feel welcomed, informed and connected
- Investing in learning, development and management capability across the organisation
- Continuing to improve internal systems, communication and the overall employee experience.

Through these actions, we aim to ensure that MAC remains an inclusive, supportive and ambitious organisation that attracts and retains talented people while delivering lasting benefit to the communities we serve.

2.8. Financial Review

FY25-26 was financially challenging resulting in a deficit for the year of £540,111 (2025 – deficit of £451,271). We planned that spend on restricted funded arts activity would exceed related grants, donations and other income received in year (reflecting investment in our excellent arts programme). As well, a restating of our depreciation on some building assets utilised the restricted funds donated for these assets. However, we hoped not to incur a deficit on unrestricted funds. Unfortunately, a poor Trading year due to a move away from event catering bookings, along with increased staffing costs across the business left us unable to achieve a surplus. The budgeting for FY 26-27 has taken account of these difficulties.

2.8.1. Investment Policy

In formulating an investment policy, MAC has historically recognised that whilst it may have surplus funds to invest, these are likely to be called upon in the short to medium term. The policy has to date been to hold investments in liquid funds, so they are available to meet predicted cash-flow needs. In selecting suitable cash deposits, the policy is to maximise the return and maintain low transaction costs, whilst ensuring high levels of capital security by minimising credit and interest rate risk.

Deposits and interest rates are reviewed regularly by the Finance and Governance Sub-Committee. The MAC utilises Flagstone cash management platform and, to date, £1.4m has been invested in a variety of short to medium term investments. The Finance and Governance Committee approves investment choices, with criteria that no investments are made for longer than 12 months, and the banks/investment choices are set as bbb+ rating or above, and no more than £200k is to be invested in each fund.

2.8.2. Reserves Policy

The reserves of the charity are divided into restricted funds and unrestricted funds in accordance with charity legislation.

The restricted fund represents money given to MAC for specific capital and project work within the overall aims of the organisation. The funds are analysed between capital and projects, as set out in notes 15 and 16 to the accounts. Grants and donations received for capital purposes are accounted for as restricted funds and depreciation of the underlying fixed assets is charged to these funds over their lifetime. Project funds will usually be spent in full within 5 years. The balance on the long-term capital funds represents funds received from donors towards the MAC/Sampad Building Project and for the purchase of fixed assets, less the depreciation charged on an annual basis. Over time these reserves will reduce to zero as the assets are fully depreciated.

The balance on restricted funds as of 31 March 2026 of £3,140,732 includes a balance of £1,760,222 in respect of the capital redevelopment project and other capital projects and £825,189 of grants and donations received in respect of specific arts projects. These grants and donations include sums from a range of supporters towards future commissions, productions, co-productions, exhibitions, and events as part of MAC's longer-range artistic programme.

The MAC sustainability fund continues to hold £555,321 at year end for the purpose of ensuring the long-term continuation of the charity. This fund is earmarked to support MAC going forwards by underpinning both MAC's operational needs and future capital projects.

Unrestricted Funds
The unrestricted reserves figure of £635,684 has been reviewed by the Trustees. They have determined, on the basis of detailed budget and financial planning through to the end of financial year 2026-27 that this level is adequate to maintain financial stability.

MAC's policy is to hold an amount equivalent to at least two months of budgeted expenditure in unrestricted reserves. This recognises that significant risks remain around cost of goods and services rising and the economic environment. £300,000 has been designated from the above balance for this reserve.

2.8.3. Going Concern

The Board of Trustees are required to consider whether Midlands Arts Centre has sufficient current and forecast cash resources to cover the working capital requirements of the company for at least 12 months from the date of signing this report and financial statements. The Trustees have considered the effect external pressures such as the cost-of-living crisis, salaries and inflation. Having assessed how these factors impact the going concern position, they believe the charity will continue to operate for a period of at least 12 months from the date of signing these accounts.

In coming to this opinion, they have considered:

- Given the level of reserves and cash holdings the Board considers that there are sufficient resources available to the Charity to sustain the operation in all likely scenarios and the Charity will be able meet all the requirements of our obligations;
- The strong level of funding already confirmed until end of financial year 2026-27 with key partners; Arts Council England, Players of the People's Postcode Lottery;
- MAC has a strong reliance on Arts Council England revenue grant (13%). At our most recent risk assessment review (February 2026) the organisation has been rated as having moderate risk, with overall comment "organisation demonstrates strong leadership and governance in Board papers/reports" "with strong activity and investment plans reflecting growth";
- The continued financial support from longstanding major trusts and foundations through 2026 into 2027 and the investment of new grant-givers;
- The strong cash balances and good level of reserves, enough of which are unrestricted and available to absorb short-term deficits, if required;
- The charitable company's renewed business plans and operating basis.

All these factors allow the Trustees to be satisfied that the charitable company remains a going concern, and as such, the financial statements have been prepared on a going concern basis.

2.9. Managing Our Risks

The Trustees have overall responsibility for ensuring that effective systems of risk management and internal control are in place across MAC. Risk management is embedded

within our governance framework and supports the delivery of our charitable objectives, artistic programme and long-term sustainability.

The Board regularly reviews the strategic, financial, operational and reputational risks facing the organisation. A comprehensive risk management framework is maintained by the Senior Management Team and overseen by the Board and its committees. Risks are assessed according to their likelihood and potential impact, with mitigating actions, responsibilities and review arrangements identified for each significant risk.

During 2025–26, the Board reviewed and strengthened MAC's approach to risk management by introducing a clearer distinction between strategic and operational risks. This approach provides greater clarity around risk ownership, strengthens Board oversight of key risks and ensures that emerging operational issues are identified and escalated appropriately.

The Finance & Governance Sub-Committee provides detailed oversight of financial planning, budgetary control, reserves and organisational resilience, advising the Board on measures required to maintain financial sustainability and respond to changes in the operating environment.

The principal strategic risks currently facing the organisation are:

Financial Sustainability
MAC operates within a challenging economic environment characterised by inflationary pressures, rising employment costs and ongoing uncertainty in public funding and consumer spending. To mitigate these risks, the organisation maintains robust financial planning and forecasting processes, regular budget monitoring, salary benchmarking, active reserves management and a diversified income base across charitable and trading activities.

Trading Performance and Earned Income
The charity relies on successful trading activities to generate unrestricted income that supports its charitable work. Economic conditions, changes in customer behaviour and inflationary pressures may affect venue hire, catering, ticket sales and other commercial income streams. Trading performance is closely monitored through detailed financial reporting, market analysis and operational controls to ensure commercial activities remain sustainable and contribute positively to MAC's objectives.

People and Leadership
The ability to attract, retain and develop skilled and diverse staff is critical to the delivery of MAC's mission. Risks include increased competition for talent, rising employment costs and the loss of key personnel. Mitigations include workforce planning, succession planning, investment in staff wellbeing and development, regular pay benchmarking and the implementation of a transparent pay and grading framework.

Safeguarding and Reputation
Maintaining the trust and confidence of audiences, participants, staff, volunteers, funders and partners is essential. A serious safeguarding incident or failure to uphold organisational values could have significant reputational consequences. MAC maintains robust safeguarding policies, training, reporting procedures and governance oversight to support a strong safeguarding culture across the organisation.

Digital and Information Security
As reliance on digital systems continues to grow, cyber security, data protection and system

resilience remain important areas of focus. Appropriate technical controls, security policies, staff awareness training and external support arrangements are in place to reduce the risk of cyber incidents and minimise potential disruption. While threats to digital security are constantly evolving and can never be assured, the Trustees are satisfied that appropriate systems and controls are in place to identify, assess and manage the principal risks facing the organisation and that these arrangements are regularly reviewed to ensure they remain effective and proportionate.

3. Governance, Reference and Administrative Information

Midlands Arts Centre is a registered charity constituted as a company limited by guarantee (registered charity number 528979 and registered company number 00718349).

MAC is governed by a Memorandum and Articles of Association which sets out its charitable object: the promotion of, education in, and appreciation of, the arts.

MAC's mission is to promote innovative and creative arts activities in ways that establish them as an important part of people's lives. In pursuing this mission, the charity seeks to encourage as many people as possible to:

- explore, experience and enjoy the arts; and
- participate in and create their own artistic and cultural activities.

3.1. Governance Priorities

During 2025-26, the Board focussed on strengthening governance arrangements to ensure MAC remains well positioned to deliver its charitable objectives and respond effectively to a changing operating environment. Key areas of focus included:

- Strengthening Board effectiveness and strategic oversight through trustee appraisal, skills audit and the continued development of Board agendas to provide greater focus on strategic discussion, organisational performance and long-term planning
- Enhancing risk management and performance monitoring, including the review of MAC's risk management framework, and consideration of how key performance indicators can provide stronger assurance to Trustees
- Trustee development and support, including the delivery of trustee training, the introduction of a comprehensive Trustee Handbook and the continued development of induction and buddying arrangements to support new Trustees
- Board succession planning and recruitment, ensuring the organisation maintains an appropriate balance of skills, experience and diversity as several long-serving Trustees approach the end of their terms of office.
- Governance of MAC Trading Ltd, including succession planning for key leadership roles within the Trading Board and ensuring appropriate oversight of trading activities that generate unrestricted income to support MAC's charitable work.

These priorities reflect the Board's ongoing commitment to maintaining high standards of governance, accountability and stewardship in support of MAC's mission and long-term sustainability.

3.2. Board of Trustees

The Board of Trustees, who are also Directors of the Company for the purposes of the Companies Act, has overall responsibility for the governance, strategic direction and financial sustainability of MAC. Trustees are non-executive and serve in a voluntary capacity. Responsibility for the day-to-day management of the organisation is delegated to the Chief

Executive and Executive Team, who implement the strategy and policies approved by the Board.

As at 31 March 2026, the Board comprised 12 Trustees. Under MAC's Articles of Association, the Board may consist of between four and fifteen Trustees, with Birmingham City Council also able to appoint up to three local government nominees.

The Board is committed to maintaining an appropriate balance of skills, knowledge, experience and diversity to support effective governance and decision-making. Trustee recruitment is led by the Nominations Committee, which reviews Board composition, succession planning and skills requirements and makes recommendations to the Board on appointments. Trustees are recruited through an open and transparent process and are appointed initially for a three-year term, with the possibility of reappointment for up to two further terms, subject to review and Board approval.

All new Trustees receive a structured induction programme designed to support their understanding of MAC's activities, governance arrangements, finances and strategic objectives. Trustees also participate in regular appraisal, training and development opportunities throughout their term of office.

The Board meets regularly throughout the year and is supported by its sub-committees, which undertake detailed scrutiny in key areas and provide assurance to the Board. In addition, the Board holds an annual development session to support strategic planning and Trustee effectiveness.

Provision for Directors' and Officers' liability insurance is maintained by the Company.

3.3. Charity Governance Code

MAC is committed to the principles of the Charity Governance Code and uses the Code as a framework to support effective governance, accountability and continuous improvement.

The Board regularly reviews its governance against the Code's seven principles and maintains a Governance Review Action Plan to identify development priorities and monitor progress. This process helps ensure that governance arrangements remain proportionate, effective and aligned with the organisation's strategic objectives.

The Chair leads the Board's governance improvement programme, supported by the Chairs of the Board's sub-committees and the Deputy Chair. Progress is reviewed regularly throughout the year as part of the Board's commitment to maintaining high standards of governance and stewardship.

3.4. Board Committees

The Board has established a number of standing committees to consider matters in greater depth and provide assurance and recommendations to Trustees. All committees are accountable to, and report regularly to, the Board.

Finance & Governance Sub-Committee
Members: 4 Trustees plus Chair ex officio
Role: To provide detailed scrutiny and oversight in relation to financial performance, budgeting, risk management, governance and internal control.

HR Committee
Members: 3 Trustees plus Chair ex officio
Role: To oversee matters relating to remuneration, workforce strategy and key employment policies requiring Trustee approval.

Nominations Committee
Members: Chairs of Boards, deputy chairs and sub-committee chairs.
Role: To oversee Board composition, succession planning, recruitment, induction and trustee development.

Capital Committee
Members: Board Members, with a representative from MAC's Trading Board and MAC's Finance & Governance Sub Committee.
Role: To oversee the strategic rationale for capital expenditure (planned and projected).

3.5. MAC Trading, our subsidiary company

The Charity's wholly owned subsidiary, Midlands Arts Centre Trading Limited was established to provide catering services, event sales, venue hires and retail activities and operates from the site of its parent company, Midlands Arts Centre.

Directors	Mike Williams (Chair) Martin Leppard Margaret O'Sullivan
Company Registration Number	03261120
Registered Office	Cannon Hill Park Birmingham B12 9QH

3.6. Trustees and Professional Advisers

The following table illustrates the individuals who have served on the Board of Trustees during 2025-26 and key movements in 2026-27 to the date of this report.

Trustee	Changes	Committee and Other Responsibilities
Cllr Matt Bennett		Birmingham City Council nominee
Gurdip Bhangoo		Safeguarding Lead
Selina Brown		
Letha Charles	Resigned 3 November 2025	
Stephanie Dale		Environmental Lead
Owen Dutton	Retired 2 July 2026	Deputy Chair and Capital Lead
Linda Jones		Chair HR Committee and Vice Chair
Michael Jones		Chair F&G Committee
Cllr Mary Locke	Retired 23 June 2026	Birmingham City Council nominee
Haseena Lockhat		EDI Lead, HR Committee member
Neil McGowan		F&G & Capital Committee member
Ros Robins		Chair
Arfa Ruhee		Capital Committee member
Michael (Mike) Williams		Chair Trading, F&G Committee member
Michelle Williams		HR Committee member

Selina Brown, Neil McGowan, Ros Robins and Michelle Williams will retire by rotation and, being eligible will offer themselves for re-election at the forthcoming AGM.

3.6.1. Senior Management Team

Deborah Kermode	Chief Executive and Artistic Director
Nicola Rowe	Deputy CEO & Director of Commercial & Operations
Barbara Clements	Head of Finance
Sally Ann Pennington	Director of Development
Holly Mulhern	Director of Governance and HR & Company Secretary

3.6.2. Registered Office

Charity Name:	Midlands Arts Centre
Charity Registration Number:	528979
Company Registration Number:	00718349
Registered and Principal Office	Cannon Hill Park, Birmingham B12 9QH

3.6.3. Professional Advisers

Bankers
HSBC Plc
130 New Street
Birmingham
B2 4JU

Auditors
Forvis Mazars LLP
3 Chamberlain Square
Birmingham
B3 3AX

3.7. Statement of Trustees' Responsibilities

The directors (who are also Trustees of Midlands Arts Centre for the purpose of Charity Law) are responsible for preparing the Annual Report, including the Strategic 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 directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The directors are responsible for keeping adequate and proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

3.8. Disclosure of Information to Auditors

As far as we are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- We have taken all steps that we ought to have taken to make ourselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By Order of the Board

R Robins
Chair

H Mulhern
Secretary

28 September 2026

4. Independent Auditor's Report on the Financial Statements to the Members of Midlands Arts Centre

Opinion
We have audited the financial statements of Midlands Arts Centre (the 'parent charity') and its subsidiary ('the group') for the year ended 31 March 2026 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow Statement and 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 FRS 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 group and the parent charity's affairs as at 31 March 2026 and of the group's 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 group's or 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 Trustees' Report including Strategic 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 the audit:

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

Matters on which we are required to report by exception
In light of the knowledge and understanding of the group and the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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.

Responsibilities of Trustees
As explained more fully in the trustees' responsibilities statement set out on page 36, the trustees (who are also directors of the charity for the purposes 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 group's and the parent 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 charity 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charity and its sector, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation, health and safety regulation, anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the charity is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, Charities Act 2011 and the Companies Act 2006.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates,, income recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing amongst the engagement team the risks of fraud; and

- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report
This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

Signed by:
David Hoose
C86E5ED349AC40D...

David Hoose (Senior Statutory Auditor)

for and on behalf of Forvis Mazars LLP
Chartered Accountants and Statutory Auditor
First Floor
3 Chamberlain Square
Birmingham
B3 3AX

Date: 08 October 2026

5. Financial Statements

5.1. Consolidated Statement of Financial Activities

Midlands Arts Centre
(including consolidated Income and Expenditure Account)
for the year ended 31 March 2026

	Notes	Unrestricted funds £	Restricted building project £	MAC Sustainability Fund £	Other restricted projects £	2026 Total £	2025 Total £
INCOME							
Donations and legacies	2	53,783	55,000	-	-	108,783	144,200
Income from charitable activities							
Grants, donations and other income	3	887,688	-	-	841,428	1,729,116	2,084,548
Arts activities	4	1,685,860	-	-	-	1,685,860	1,463,240
Income from other trading activities							
Commercial trading operations	5	2,038,563	-	-	-	2,038,563	1,990,443
Office lettings, hire and recharges		158,768	-	-	-	158,768	81,837
Investment income	2	50,597	-	-	-	50,597	47,601
Total income		4,875,259	55,000	-	841,428	5,771,687	5,811,868
EXPENDITURE							
Expenditure of raising funds							
Commercial trading operations	6	2,055,538	-	-	-	2,055,538	1,821,244
Expenditure on charitable activities							
Small Scale Building Project Cost	15	-	147,251	-	-	147,251	16,928
Arts activities	6	2,897,520	-	-	1,211,489	4,109,009	4,424,967
Total expenditure		4,953,058	147,251	-	1,211,489	6,311,798	6,263,139
Net income for the year		(77,799)	(92,251)	-	(370,061)	(540,111)	(451,271)
Transfers between funds		-	-	-	-	-	-
Net movement in funds for the year		(77,799)	(92,251)	-	(370,061)	(540,111)	(451,271)
Reconciliation of funds							
Total Fund brought forward		713,483	1,852,473	555,321	1,195,250	4,316,527	4,767,797
Total funds carried forward		635,684	1,760,222	555,321	825,189	3,776,416	4,316,526

All activities of the Group are continuing and there is no difference between the reported result for the year stated above and that on a historical cost basis.

The Group has no recognised gains and losses other than those included in the Consolidated Statement of Financial Activities.

The notes on pages 46 to 65 form part of these financial statements.

5.2. Consolidated and Company Balance Sheets

Midlands Arts Centre
Company Number 00718349
as at 31 March 2026

		Consolidated		Company	
	Notes	2026 £	2025 £	2026 £	2025 £
FIXED ASSETS					
Tangible fixed assets	9a	2,157,585	2,256,371	2,157,585	2,256,371
Intangible fixed assets	9b	28,473	40,855	28,473	40,855
Investment in subsidiary undertaking	10	-	-	100	100
Total Fixed Assets		2,186,058	2,297,226	2,186,158	2,297,326
CURRENT ASSETS					
Stocks	11	105,112	72,101	-	-
Debtors	12	623,519	451,572	596,163	467,843
Cash at bank and in hand:					
- unrestricted		400,134	630,194	315,475	494,326
- restricted – projects		825,189	1,195,250	825,189	1,195,250
- restricted – MAC Sustainability Fund		555,321	555,321	555,321	555,321
Total Current Assets		2,509,275	2,904,438	2,292,148	2,712,740
LIABILITIES					
Creditors falling due within one year	13	(918,917)	(885,137)	(701,890)	(693,539)
NET CURRENT ASSETS		1,590,358	2,019,301	1,590,258	2,019,201
TOTAL ASSETS LESS CURRENT LIABILITIES		3,776,416	4,316,527	3,776,416	4,316,527
NET ASSETS		3,776,416	4,316,527	3,776,416	4,316,527
Represented by:					
RESTRICTED FUNDS					
Building Projects	15	1,760,222	1,852,473	1,760,222	1,852,473
MAC Sustainability Fund	15	555,321	555,321	555,321	555,321
Other	15	825,189	1,195,250	825,189	1,195,250
UNRESTRICTED FUNDS					
General Funds	17	335,684	413,483	335,684	413,483
Designated Funds	17	300,000	300,000	300,000	300,000
		3,776,416	4,316,527	3,776,416	4,316,527

The notes on pages 46 to 65 form part of these financial statements.

The financial statements were approved by the Board of Directors on 28 September 2026 and signed on its behalf by:

R Robins

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R Robins – Chair

5.3. Consolidated Cashflow Statements

Midlands Arts Centre
for the year ended 31 March 2026

	Notes	2026 £	2025 £
Reconciliation of net (outgoing) resources to net cash flow from operating activities			
Net (outgoing) resources		(540,111)	(451,270)
Depreciation and amortisation charges	9a, 9b	226,985	120,884
Net interest	2	(50,597)	(47,601)
(Increase) in stocks	11	(33,011)	(3,882)
(Increase)/decrease in debtors	12	(171,947)	407,061
(Increase)/Decrease in creditors	13	33,780	190,093
Net cash (outflow) from operating activities		(534,902)	215,284
CASH FLOW STATEMENT			
Net cash (outflow)/inflow from operating activities		(534,902)	215,284
Returns on investments and servicing of finance	(a)	50,597	47,601
Capital expenditure	9a, 9b	(115,816)	(38,094)
Fixed assets written off	7	0	-
(Decrease)/increase in cash	(b)	(600,121)	224,791

The notes on pages 46 to 65 form part of these financial statements.

5.4. Notes to the Financial Statements

Midlands Arts Centre
for the year ended 31 March 2026

	Returns on investment and servicing of finance	2026	2025
		£	£
(a)			
	Interest received	50,597	47,601

(b)	Decrease in cash	2026	2025
		£	£
	Balance at beginning of period	2,380,765	2,155,975
	Net cash flow (note c)	(600,121)	224,791
	Balance at end of period	1,780,644	2,380,765

(c)	Reconciliation of net cash flow to movements in net funds	
		£
	Decrease in cash during year being change in net funds	(600,121)
	Net funds at 1 April 2025	2,380,765
	Net funds at 31 March 2026	1,780,644

(d)	Analysis of changes in net funds	At 1 April 2025	Cash flows	At 31 March 2026
		£	£	£
	Cash at bank	2,380,765	(600,121)	1,780,644

1. Accounting Policies

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

a Basis of preparation

Midlands Arts Centre is a charitable company limited by guarantee and incorporated in England and Wales under company number 00718349. It is also registered with the Charity Commission for England and Wales under registration number 528979. The registered office is Cannon Hill Park, Birmingham, B12 9QH.

Midlands Arts Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

b Basis of Consolidation

The consolidated financial statements consolidate the results of the parent company and of the subsidiary on a line-by-line basis. A separate Statement of Financial Activities and income and expenditure account for the charitable company itself are not presented because advantage has been taken of the exemptions afforded by section 408 of the Companies Act 2006.

c Income

Income from arts activities is included in incoming resources in the period in which the relevant activity takes place. Income is deferred when admission fees are received in advance of the performances or events to which they relate.

Income from donations and grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.

- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

When donors specify that donations and grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Income from commercial trading operations is recognised as earned.

Investment income is included in the financial statements as and when receivable and the amounts shown include taxation recoverable thereon, where applicable.

d Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the Trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Charity's work or for specific artistic projects being undertaken by the Charity.

e Donated services

Where services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included as an estimate based on the value of the contribution to the charity.

f Expenditure and irrecoverable VAT

Expenditure is included in the Consolidated Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

Expenditure is recognised once there is a legal or constructive obligation to make a 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:

- Costs of raising funds comprise the costs of commercial trading including the café, bar, room hires and their associated support costs.

- Expenditure on charitable activities includes the costs of performances, exhibitions and other educational activities undertaken to further the purposes of the charity and their associated support costs.

- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

All costs are allocated between the expenditure categories of the Consolidated Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity comprise both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

g Fixed Assets, Depreciation, and impairment

All assets that are considered to have a useful economic life (UEL) are capitalised and held as tangible fixed assets. All tangible fixed assets are held at cost less accumulated depreciation.

Depreciation is provided at rates calculated to write off the costs of the asset, less its estimated residual value, over its UEL as follows:

Buildings
The new lease arrangements with Birmingham City Council were agreed in March 2022 and finalised in April 2022. The lease is for 99 years, and the intention is to write off the lease premium over the period of the lease.

Short-term leasehold improvements and fixtures, fittings and equipment
Depreciation is being provided on short-term leasehold improvements and fixtures, fittings and equipment other than computers in equal annual instalments over their estimated working life of between 3 to 25 years.

Computers
Depreciation on computers is being provided in equal instalments over an estimated working life of between 3 to 5 years.

Impairment
All long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable. In such circumstances the charitable group estimates the future cash flows expected to result from the use of the asset and its disposal and where those are less than the carrying amount an impairment loss is recognised.

h Intangible Assets and amortisation
Intangible assets are capitalised and recognised when future economic benefits are probable and the asset can be measured reliably.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life. The MAC amortises the costs of the website over the expected useful life of 7 years.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

i Capital grants
Grants and donations received for capital purposes are accounted for as restricted funds and depreciation of the underlying fixed assets is charged to these funds.

j Stock
Stock is valued at the lower of cost and estimated realisable value.

k Lease rentals
Rentals on operating leases are recognised in the Statement of Financial Activities on a straight-line basis as incurred.

l Pre-production costs
Any costs which are not able to be recycled or resold are written off and are not carried forward to match against production income.

m Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

n Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o Pension costs

To meet the requirements of auto-enrolment of staff into a pension scheme, the company offers the NEST pension scheme.

p Going concern

The Board of Trustees are required to consider whether Midlands Arts Centre has sufficient current and forecast cash resources to cover the working capital requirements of the company for at least 12 months from the date of signing this report and financial statements. The Trustees have considered the effect external pressures such as the cost-of-living crisis, salaries and inflation. Having assessed how these factors impact the going concern position, they believe the charity will continue to operate for a period of at least 12 months from the date of signing these accounts.

In coming to this opinion, they have considered:

- Given the level of reserves and cash holdings the Board considers that there are sufficient resources available to the Charity to sustain the operation in all likely scenarios and the Charity will be able meet all the requirements of our obligations;
- The strong level of funding already confirmed until end of financial year 2026-27 with key partners; Arts Council England, Players of the People's Postcode Lottery and Youth Music;
- MAC has a strong reliance on Arts Council England revenue grant (13%). At our most recent risk assessment review (February 2026) the organisation has been rated as having moderate risk, with overall comment "organisation demonstrates strong leadership and governance in Board papers/reports" "with strong activity and investment plans reflecting growth";
- The continued financial support from longstanding major trusts and foundations through 2026 into 2027 and the investment of new grant-givers;
- The strong cash balances and good level of reserves, enough of which are unrestricted and available to absorb short-term deficits, if required;
- The charitable company's renewed business plans and operating basis.

All these factors allow the Trustees to be satisfied that the charitable company remains a going concern, and as such, the financial statements have been prepared on a going concern basis.

q Financial Instruments

MAC only holds basic financial instruments as defined in FRS102. The financial assets and financial liabilities of the Trust and their measurement bases are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in note 12. Prepayments are not financial instruments.

Amounts due from MAC's wholly owned subsidiary are held at face value less any impairment.

Cash at bank is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in note 13. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

r Critical estimates and significant judgements

The Trustees consider that there are no significant areas of judgement or key assumptions that affect items in the financial statements other than those included within the accounting policies described above.

s Redundancy Policy

Employees with two years' continuous employment made redundant will be entitled to a statutory redundancy payment. The amount of a statutory redundancy payment is calculated according to a formula based on the employee's age, length of service and week's pay.

t Cash and cash equivalents

Cash is represented by cash in hand. Cash equivalents represent deposits with financial institutions repayable at maturity. These are liquid investments that mature no more than 12 months from the year-end and with an insignificant risk of change in value.

2. Income from grants and donations

		2026 £	2025 £
(a)	**Grants, Donations and other income - unrestricted**		
	Pinsent Masons pro-bono fees	-	2,600
	Fundraising and gift aid donations	53,783	141,600
		53,783	144,200
(b)	**Small Scale Capital Development - restricted**		
	PPL	30,000	-
	Anonymous Donor	25,000	-
		55,000	-
(c)	**Investment Income**		
	Unrestricted	50,597	47,601
	Restricted	-	-
		50,597	47,601

3. Income from Charitable Activities

(a)	Grants, Donations and other income - unrestricted	2026	2025
		£	£
	Arts Council England	764,867	752,748
	Other Income	122,821	85,373
		887,688	838,121

(b)	Grants, Donations and other income - restricted		
	General Projects	**2026**	**2025**
		£	£
	Arts Council England - Exceptional Grant	-	96,377
	Birmingham City Council	-	67,262
		-	163,639

	General Projects - other restricted	**2026**	**2025**
		£	£
	National Foundation for Youth Music/Million Hours	86,025	93,751
	Roughley Trust	-	5,000
	People's Postcode Lottery	645,000	825,000
	Nottingham Media	28,292	19,084
	Henry Moore Foundation	2,500	27,740
	National Collection Fund	3,550	-
	Southbank Centre	26,500	12,500
	Edward Cadbury ECCT Grant	4,000	-
	Oakley Charitable Trust	1,000	-
	MK Rose	5,000	5,000
	Barings Foundation	25,000	25,000
	New Work Trust	-	30,000
	Saintbury	-	4,000
	Eversheds	7,500	7,500
	Turner Trust Grant	-	3,000
	The Rowlands Trust	-	3,500
	Cinema Funding	-	10,000
	Other Projects	7,061	11,713
		841,428	1,082,788

4. Income from Arts Activities

	2026	2025
	£	£
Cinema	273,888	276,220
Learning and Participation	829,035	752,471
Visual Arts	14,221	22,984
Productions and Performances	286,611	279,986
Other Income	282,105	131,579
	1,685,860	1,463,240

All income generated from Arts Activities for the 2026 and 2025 year relates to unrestricted funds.

5. Income from Trading Operations

The charitable company owns 100% of the share capital of Midland Arts Centre Trading Limited which provides catering services, event sales, venue hires and retail activities. The trading results and net asset position of the company for the year ended 31 March 2026 are as follows.

	2026	2025
	£	£
Turnover	2,055,538	2,022,499
Cost of sales	(445,436)	(408,777)
Gross profit	1,610,102	1,613,722
Interest received	2	674
Administrative costs	(1,606,551)	(1,504,893)
Operating profit/(loss) before taxation	3,553	109,503
Tax on profit on ordinary activities		(4,990)
Profit/(loss) for the financial year	3,553	109,503
Gift aid payment	(3,553)	(109,503)
Retained in subsidiary	-	-
The assets and liabilities of the subsidiary at 31 March were:		
Net current assets	100	100
Total net assets	100	100
Aggregate share capital and reserves	100	100

During the year, Midlands Arts Centre Trading Limited made sales of £16,975 (2025: £32,057) to the parent charity.

6. Total Expenditure

	Cinema	Learning and participation	Visual Arts	Performing Arts	Other Restricted Projects	Restricted Building Projects	Trading operations	Exceptional Items	2025/26 Total	2024/25 Total
	£	£	£	£	£	£	£	£	£	£
Costs directly allocated to activities										
Staff costs, travel and subsistence	175,493	769,443	70,491	202,824	493,318	-	966,059	-	2,677,628	2,514,544
Payments relating to artists	187,082	54,972	331	207,084	333,666	-	-	-	783,135	1,223,641
Materials and consumables	3,790	69,860	236	4,022	64,715	-	473,569	-	616,192	657,834
Communications	13,288	37,279	2,572	15,025	32,954	-	-	-	101,118	79,987
Administration	-	-	-	-	-	-	-	-	-	-
Small Scale Building Project Cost	12,600	31,754	2,293	14,581	43,206	-	81,095	-	185,529	317,533
Total direct costs	392,253	963,308	75,923	443,536	967,859	-	1,520,723	-	4,363,602	4,793,539
Support costs allocated to activities										
Premises and services costs	39,357	104,506	8,237	48,118	43,131	18,022	102,074	-	363,445	344,616
Building running costs	42,159	120,305	9,482	55,392	59,500	-	75,608	-	362,446	378,995
HR and administration	25,948	63,724	5,022	29,341	31,516	-	116,034	-	271,585	125,585
IT & Finance	65,521	160,909	12,682	74,087	79,581	129,229	113,616	-	635,625	396,813
Governance	17,269	43,163	3,402	19,874	16,848	-	3,500	-	104,056	51,429
Operations and planning	15,481	38,020	2,996	17,505	13,054	-	123,983	-	211,039	172,163
Total support costs	205,735	530,627	41,821	244,317	243,630	147,251	534,815	-	1,948,196	1,469,600
Total costs - 2025-26	597,988	1,493,935	117,744	687,853	1,211,489	147,251	2,055,538	-	6,311,798	-
Total costs - 2024-25	423,852	1,211,860	545,648	899,447	1,344,160	16,928	1,821,244	-	-	6,263,139

£1,358,740 (2025: £1,361,088) of the above costs were attributable to restricted funds. £4,953,058 (2025: £4,902,051) of the above costs were attributable to unrestricted funds.

Except for where costs can be directly allocated to activity headings, the method of apportionment of costs to activity headings is based, mostly, on activity levels. Actual income generated in the year has been used to indicate levels of activity.

7. Charitable Expenditure

Expenditure includes:	2026 £	2025 £
Auditors' remuneration		
- in respect of audit of the Charity FY 25-26	35,833	
- in respect of audit of the Charity FY 24-25	16,142	23,500
- in respect of audit of the Charity's subsidiary company	3,500	3,500
- for specialist advice (all parent Charity)	3,650	11,780
Depreciation and amortisation – owned assets	226,985	120,884
Fixed assets written off	-	3

8. Staff Costs

The aggregate staff costs of the charitable group were:

	2026 £	2025 £
Wages and salaries	3,000,592	2,992,331
Social security costs	309,595	203,820
Pension costs	61,200	53,690
	3,371,387	3,249,841

Redundancy and termination payments amounting to £3,117 (2025: £6,500) were paid during the year.

Holiday pay of £21,000 (2025: £15,000) is included in provisions.

The company has also established a defined contributed scheme with NEST.

Higher Paid Staff

	2026 Number	2025 Number
The number of employees whose remuneration fell within the band £80,000 to £89,999	**1**	**1**
The number of employees whose remuneration fell within the band £70,000 to £79,999	**0**	**0**
The number of employees whose remuneration fell within the band £60,000 to £69,999	**1**	**1**

No other employees were paid remuneration of more than £60,000 in current or previous year.

Trustees' and key management personnel remuneration and expenses
No trustees received remuneration or reimbursed expenses during the year (2025: one trustee received £101)

The total amount of employee benefits received by key management personnel is £353,425 (2025: £342,601). Key management personnel are set out on page 36 of this report.

Average number of employees
The average number of employees paid through the payroll in the year was as follows:

	2026 Number	2025 Number
Business and administration staff – Full time	20	18
Business and administration staff – Part time	52	42
Arts team – Full time	21	22
Arts team – Part time	61	59
Catering, bar and events staff - Full Time	7	15
Catering, bar and events staff - Part Time	38	33
	199	189

9a. Tangible Fixed Assets

Consolidated and Company	Leasehold land and buildings £	Leasehold Improvements £	Fixtures and fittings £	Computers £	Total £
Cost					
At 1 April 2025	973,000	1,463,532	472,619	125,431	3,034,582
Additions	-	94,595	11,419	9,802	115,816
Disposals	-	-	-	-	-
At 31 March 2026	973,000	1,558,127	484,038	135,233	3,150,398
Depreciation					
At 1 April 2025	30,397	267,019	370,451	110,343	778,210
Charge for year	9,828	175,215	24,898	4,662	214,603
Disposals	-	-	-	-	-
At 31 March 2026	40,225	442,234	395,349	115,005	992,813
Net book values					
At 31 March 2026	932,775	1,115,893	88,689	20,228	2,157,585
At 31 March 2025	942,603	1,196,513	102,168	15,088	2,256,372

During the year, depreciation rates were reviewed and it was agreed to amend the depreciation rates for certain assets included in leasehold improvements. This change in accounting estimate has resulted in additional depreciation of £118k being charged in the financial statements for the year ended 31st March 2026.

9b. Intangible Assets

Consolidated and Company

	Intangibles £	Total £
Cost		
At 1 April 2025	52,797	52,797
Additions	-	-
Disposals	-	-
At 31 March 2026	52,797	52,797
Amortisation		
At 1 April 2025	11,942	11,942
Charge for year	12,382	12,382
Disposals	-	-
At 31 March 2026	24,324	24,324
Net book values		
At 31 March 2026	28,473	28,473
At 31 March 2025	40,855	40,855

10. Investment in Subsidiary Undertaking

The company owns 100% of the issued share capital of Midlands Arts Centre Trading Limited, a company registered in England and Wales, and whose principal activity is the provision of catering services, event sales and hire. The results and financial position of the subsidiary undertaking are set out in note 5.

11. Stock

	2026 £	2025 £	2026 £	2025 £
Catering and bar stocks	15,150	15,266	-	-
Retail Stock	89,962	56,835	-	-
	105,112	72,101	-	-

12. Debtors

	Consolidated		Company	
	2026	2025	2026	2025
	£	£	£	£
Amounts falling due within one year				
Due from subsidiary undertaking	-	-	65,375	106,168
Other debtors	171,234	138,138	81,318	59,101
Taxation	28,724	22,153	28,724	22,153
Prepayments	144,008	183,965	143,279	182,382
Accrued income	279,553	107,316	277,467	98,040
	623,519	451,572	596,163	467,843

13. Creditors

	Consolidated		Company	
	2026	2025	2026	2025
	£	£	£	£
Amounts falling due within one year				
Trade creditors	102,149	87,703	54,339	63,875
Taxation and social security	148,438	144,202	59,093	51,356
Other creditors	81,911	81,061	58,922	46,414
Accruals	262,716	338,476	234,605	311,844
Deferred income	323,703	233,695	294,931	220,050
	918,917	885,137	701,890	693,539

Deferred Income has arisen where events and courses are sold ahead of the actual date of the event. This is deferred in the accounts balance sheet to be released in the correct accounting period.

14. Operating Lease Commitments

The total minimum lease payments due by the charitable company at 31 March 2026 in respect of non-cancellable operating leases are as follows:

	Consolidated		Company	
	Other operating leases		Other operating leases	
	2026	2025	2026	2025
Within one year	1,031	2,415	1,031	2,415
Within one and two years	344	1,031	344	1,031
Within two to five years	0	344	0	344
	1,375	3,790	1,375	3,790

Other Lease Commitments

The charitable company has the commitment to pay a peppercorn rent expiring after more than 5 years on the leasehold, land, and buildings at Cannon Hill Park.

15. Restricted Funds (Charity and Group)

	Capital Development £	Small Scale Capital Development Project £	New Fund £	Projects (note 16) £	Total £
At 1 April 2024 b/f	952,431	916,970	555,321	1,292,983	3,717,705
Incoming resources					
Incoming resources (note 2,3)	-	-	-	1,246,427	1,246,427
Resources expended					
Income from other trading activities	(9,107)	(7,821)	-	-	(16,928)
Arts activities	-	-	-	(1,344,160)	(1,344,160)
Transfers	-	-	-	-	-
At 31 March 2025 c/f	943,324	909,149	555,321	1,195,250	3,603,044
At 1 April 2025 b/f	943,324	909,149	555,321	1,195,250	3,603,044
Incoming resources					
Incoming resources (note 2,3)	-	55,000	-	841,428	896,428
Resources expended					
Small Scale Building Project Cost	(9,829)	(137,422)	-	-	(147,251)
Arts activities	-	-	-	(1,211,489)	(1,211,489)
Transfers	-	-	-	-	-
At 31 March 2026 c/f	933,495	826,727	555,321	825,189	3,140,732

The Capital Development Fund matches the lease premium (notional value) of the 99 year lease currently held by MAC from Birmingham City Council.

The Small Scale Capital Development Project represents capital grants received for minor capital works.

The MAC Sustainability Fund is available to support MAC in financing any costs of an exceptional nature.

The Restricted Projects comprise restricted funds provided by a large number of donors and funders. They are utilised in accordance with their specific purposes throughout the year.

16. Analysis of Restricted Project Funds (Charity and Group)

	1 April 2025 £	Incoming resources £	Resources expended £	31 March 2026 £
National Foundation for Youth Music Youth music inclusion programme working with children and young people in challenging circumstances	-	86,025	(78,961)	7,064
Other Projects**	1,195,250	755,403	(1,132,528)	818,125
Total	1,195,250	841,428	(1,211,489)	825,189

* Refer to note 3 for list of supporters

** Includes sums from a range of supports including Nottingham Media, Southbank Centre, Barings Foundation, Edward Cadbury ECCT, and Henry Moore Foundation towards commissions, productions, exhibitions and events as part of MAC's longer range artistic programme.

Comparison to financial year ended 31 March 2025

	1 April 2024 £	Incoming resources £	Resources expended £	31 March 2025 £
National Foundation for Youth Music Youth music inclusion programme working with children and young people in challenging circumstances	(13,521)	93,751	(80,230)	-
Other Projects**	1,306,504	1,152,676	(1,263,930)	1,195,250
Total	1,292,983	1,246,427	(1,344,160)	1,195,250

17. Unrestricted Funds (Consolidated and Company)

	General Funds £	Designated Funds £	Total £
At 1 April 2024 b/f	750,093	300,000	1,050,093
Net incoming resources before transfers	(336,610)	-	(336,610)
Transfer of funds	-	-	-
At 31 March 2025 c/f	413,483	300,000	713,483
At 1 April 2025 b/f	413,483	300,000	713,483
Net incoming resources before transfers	(77,799)	-	(77,799)
Transfer of funds	-	-	-
At 31 March 2026 c/f	335,684	300,000	635,684

UNRESTRICTED FUNDS (Charity)

	General Funds £	Designated Funds £	Total £
At 1 April 2025	413,483	300,000	713,483
Net incoming resources before transfers	(77,799)	-	(77,799)
Transfer of funds	-	-	-
At 31 March 2026	335,684	300,000	635,684

18. Analysis of Group Net Assets Between Funds

	Unrestricted Funds Consolidated £	Restricted Funds Consolidated £	MAC Sustainability Funds Consolidated £	Total Funds £
Fund balances at 31 March 2026 are represented by:				
Fixed assets	425,836	1,760,222	-	2,186,058
Stock	105,112	-	-	105,112
Debtors	623,519	-	-	623,519
Cash at bank and in hand	400,134	825,189	555,321	1,780,644
Creditors	(918,917)	-	-	(918,917)
	635,684	2,585,411	555,321	3,776,416

Comparison to financial year ended 31 March 2025

	Unrestricted Funds Consolidated £	Restricted Funds Consolidated £	MAC Sustainability Funds Consolidated £	Total Funds £
Fund balances at 31 March 2024 are represented by:				
Fixed assets	444,753	1,852,472	-	2,297,226
Stock	72,101	-	-	72,101
Debtors	451,572	-	-	451,572
Cash at bank and in hand	630,194	1,195,250	555,321	2,380,765
Creditors	(885,137)	-	-	(885,137)
	713,483	3,047,722	555,321	4,316,527

The designated funds within unrestricted funds are represented by cash at bank.

19. Financial Activities of the Charitable Company

The financial activities shown in the consolidated statement of financial activities includes those of the company's wholly owned subsidiary.

A summary of the financial activities undertaken by the parent charitable company is set out below.

	2026 £	2025 £
Gross incoming resources	3,716,149	3,990,625
Total expenditure on charitable activities	(4,152,204)	(4,390,468)
Governance costs	(104,056)	(51,429)
Exceptional Items	-	-
Net (outgoing) resources for the year	(540,111)	(451,272)
Total funds brought forward	4,316,527	4,767,799
Total funds carried forward	3,776,416	4,316,527
Represented by:		
Unrestricted funds	335,684	413,483
Designated funds	300,000	300,000
Restricted funds	3,140,732	3,603,044
	3,776,416	4,316,527

20. Contingent Liabilities

The charitable company is the representative member of a VAT registration group with its subsidiary company. The parent and subsidiary are jointly and severally liable for any VAT due from the representative member.

21. Tax Status

As a charitable company, Midlands Arts Centre is exempt from tax on income and gains falling within 481 to 489 of the Corporation Taxes Act 2010 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen within the charitable company. The Trading subsidiary has no profits which are subject to taxation under the Income and Corporation Taxes Act 2010.

22. Pensions

Nest Pension

The Company offers the NEST pension scheme to meet the requirements of auto-enrolment of staff into a pension scheme.

23. Members

The charity is incorporated as a company limited by guarantee, and in accordance with the memorandum of association of the company, every member of the company undertakes to contribute to the assets of the company in the event of its being wound up while they are a member, or within one year after they cease to be a member, for the payment of the debts and

liabilities of the company contracted before they cease to be a member and the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves such amount as may be required, not exceeding £1.

The number of members at 31 March 2026 was 12 (2025:15).

24. Related Parties Transactions

A number of trustees of Midlands Arts Centre have interests in organisations which have provided support and funding to the charity in the year. The trustees have considered the disclosure requirements of Accounting and Reporting by Charities: Statement of Recommended Practice (FRS102), and of Financial Reporting Standard 102, and consider that the transactions requiring disclosure are as follows:

a. Owen Dutton, Trustee is a Legal Director of Eversheds Sutherland, a firm the Charity has a corporate sponsorship arrangement with, amounting to £7,500 pa.

Transactions with the charity's totally owned subsidiary, Midlands Arts Centre Trading Ltd, are disclosed in note 5 to the accounts, and the balances owed to or due from the company are disclosed in note 12.

25. Ultimate Controlling Party

MAC is controlled by its Board of Trustees.