
THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

Annual report and financial statements

for the year ended

31 March 2018

Company number 06652046
Charity number 1129006



THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018

	Pages
Directors and advisers	2
Forward from our Chair of Trustees	3
Operational review	4 - 10
Directors' report	11 – 14
Independent Auditors' report	15 - 16
Statement of financial activities	17
Balance sheet	18
Statement of cashflows	19
Notes to the financial statements	20 - 25

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

CONSTITUTION

The Mighty Creatives ("TMC") is a company limited by guarantee and a registered charity governed by its memorandum and articles of association dated 21 July 2008. In the event of the organisation being wound up each trustee agrees to contribute £1 towards the costs of dissolution. The company is also registered with the Charity Commission for England & Wales. Charity number 1129006. Company number 06652046.

DIRECTORS

The directors of the charitable company are its trustees for the purposes of charity law. The directors serving during the year and since the year end were as follows:

Ms F A Woolf (Chair)
Ms R Amery (appointed 31 January 2018)
Mr E P Boott
Mr A J Butler (appointed 2 August 2017)
Ms H Chavda (resigned 16 January 2018)
Ms A Halls Taylor (appointed 31 January 2018)
Ms K Johnson
Mr V Malhotra (resigned 1 November 2017)
Ms I Nikonova-Lavda
Ms B A G Raisbeck (resigned 6 January 2018)
Mr H A Safdar
Ms M G H Smart

SECRETARY

Dr R N Owen (appointed 13 December 2017)
Ms K Birch (resigned 13 December 2017)

SENIOR LEADERSHIP TEAM (Management positions rather than Directors in company law)

Chief Executive Officer - Dr R N Owen
Deputy Chief Executive Officer - E Bowman

REGISTERED OFFICE AND OPERATIONAL ADDRESS

LCB Depot
31 Rutland Street
Leicester
LE1 1RE

AUDITORS

Guest Wilson Chartered Accountants
8 Wolverton Road
Snitterfield
Stratford upon Avon
Warwickshire
CV37 0HB

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

Forward from our Chair of Trustees

This has been a year of success for The Mighty Creatives. Our achievements in bringing arts and cultural activity to children and young people in the East Midlands, especially through Artsmark and Arts Award, have been recognised by a further four years of funding from Arts Council England as a Sector Support Organisation. This will run from 2018-2022.

In addition to delivering Artsmark and Arts Award, we have given more than 2,000 young people opportunities to take part in festivals and try out ideas as cultural entrepreneurs through our Emerge Youth Arts and Creative Skills programmes funded by Spirit 2012 and the Royal Bank of Scotland.

We have invested £234,580.00 through our Cultural Life Fund in Cultural Education Partnerships with 8 local authority based partnerships. These have extended the reach and depth of our programmes.

We have been successful in leading a regional consortium in an application for further Arts Council funding for an exciting performance-led project, Splash!, which will focus on including children and young people with learning difficulties and their families in creative activities, linked to the region's canals and waterways.

A difficult but necessary partial restructure of our senior staff team has allowed us to consolidate our finances and go forward on a secure footing. I would like to thank the staff who left TMC as a result of the restructure for their hard work and loyalty to the company over many years and wish them well in their future ventures. Welcome to our new Deputy Chief Executive, who is already bringing fresh ideas and new thinking to TMC.

During the year we recruited several new trustees who will strengthen our Board and provide expertise in a number of areas, including museums and looked after children; to them I extend a warm welcome. Finally, I would like to thank everyone who has contributed to TMC this year – our fantastic staff team, our funders and our partners, and of course all the children and young people and their teachers and leaders who have taken part in activities.



Felicity Woolf
Chair of Trustees
Signed on behalf of the Trustees

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

OPERATIONAL REVIEW

Introduction

The Mighty Creatives (TMC) is a charity committed to transforming the personal, educational, cultural and social lives of children and young people through creative and cultural education.

The charity is based in Leicester but has a remit for the East Midlands: a diverse geographical area composed of the nine local authority areas of Derby, Derbyshire, Leicester, Leicestershire, Nottingham, Nottinghamshire, Lincolnshire, Northamptonshire and Rutland. Whilst we are based in Leicester, we are mindful of the regional nature of our responsibilities. We aim to ensure a constant presence across the region in all aspects of our activities and, where appropriate, adjust our programmes and operations to ensure this regional balance is maintained.

Established in 2009, TMC has developed a strong reputation for facilitating innovative cultural education practice which has been recognised, amongst others, by Arts Council of England (ACE), which has invested circa £900,000 annually into TMC as one of its national Sector Support Organisations.

Our nine-year track record of:

- creating inspiring opportunities for children and young people to engage with arts and culture;
- investing in children and young people's own creative skills, knowledge and practice;
- developing models of practice which can be scaled up, demonstrate reach and result in significant and measurable social impact;
- capacity building in the cultural education sectors,

means we are in a prime position to develop the partnerships and collaborations which are needed to deliver the Cultural Education Challenge for the region.

Our Vision, Mission and Theory of Change

Our Vision: transforming the lives of children and young people through creative and cultural education.

Too many children and young people live their lives without access to play, creativity and culture. These inequalities affect other significant challenges in their lives: low educational achievement, poor health, engrained poverty, restricted connectivity and limited financial opportunities.

We believe that by improving their lives through creative and cultural education we will contribute to their educational improvement and ultimately improve their personal, social and economic futures.

We present the East Midlands Grid as the means by which we will deliver our vision and the regional Cultural Education Challenge. The grid is the infrastructure with which we, in partnership with other stakeholders, use cultural and creative education in order to give children and young people access to:

- opportunities to learn and progress;
- knowledge, understanding and skills and
- opportunities for them to engage with and celebrate culturally diverse practice

As the organisation which is responsible for 'firing up' the Grid, this means we work not only to support existing infrastructure, but also to improve on what already exists. We work collaboratively and systemically, i.e. we work in partnership to improve the systems which affect how children and young people engage with cultural and creative education.

Our vision is informed by the following principles:

- To prioritise the impact on beneficiaries over organisations;
- To be citizen centred, from concept to delivery;

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

- To acknowledge issues facing participants are systemic and require collaboration for their solution;
- To be grounded in place but open to new approaches;
- To become a trusted partner which understands and adapts to other partners' values;
- To take a strengths-based approach which utilises the assets of people and place;
- To establish and prioritise models of distributed leadership;
- To be a resilient and risk embracing organisation;
- To act as a platform for innovation.

We are building the East Midlands Grid through a Theory of Change framework which identifies four long term outcomes which will deliver our vision of improving the lives of children and young people through creative and cultural education:

- Improved collaborative practice to sustain cultural education
- Increased engagement with good quality, diverse arts and cultural activity
- Increased investment in cultural education and outcomes for children and young people
- Improved advocacy for cultural education regionally, nationally and internationally

Achievements in 2017 / 2018

- Securing four years' financial support from Arts Council England as Sector Support Organisation for the East Midlands
- Securing financial support from Arts Council England of £536,00 for a two year regional touring programme, Splash! designed to provide high quality arts provision for children and young people with learning disabilities commencing in May 2018
- Undertaking a staffing restructure which resulted in a more cost effective business model which will support the charity's long term sustainability

Key Successes as Arts Council Bridge / Sector Support Organisation:

- **Arts Award Conference** – This was a fantastic team effort. It had some top speakers and a great balance of advocacy and shared learning. It was spoken about as a model of best practice at the national Arts Award meeting led by Trinity and Richard Russell gave TMC a special mention at the ACE Art of Leadership Conference the following day.
- **Growth in Arts Award moderations:** We have continued to see a growth in moderations for Arts Award, achieving 1000 Discover in a Day awards for one event.
- **Cultural Life Fund:** We have delivered well through the Cultural Life Fund supporting 8 Cultural Education Partnerships to develop and five innovation projects.
- **Increase in investment:** We have more than doubled our investment from the Cultural Life Fund with a return on investment to date of: £1,198,942.

Key Successes of Emerge Festivals: funded by Spirit 2012

- 4 youth led arts festivals delivered across the East and West Midlands, involving over 200 participants performing to over 2,000 audience members
- The Emerge model has been replicated by school academy Ormiston Academy chain, Alstom Academy. £15,000 has been made available from ACE funding to deliver this.
- Increased self confidence, achievement, community engagement, understanding of Shakespeare and pride of place in participants
- delivery of high quality artist training programme including an intense two day residential at the start of the programme
- increased involvement and engagement of disabled children, young people and artists in the programme.

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

Key Successes of Emerge Creative Enterprise / funded by RBS

The programme worked with 36 young people to develop their employability and enterprise skills through a range of creative workshops, activities and mentoring support. The programme has achieved the following:

- We've supported 24 new or emerging businesses (60% over target)
- 24 young people have achieved new qualifications
- 100% of the young people engaged in the programme have said that they feel more confident, have developed enterprise skills and strengthened their financial skills and capability.

Plans for the future: 2018 / 19 and beyond

Splash: funded by Arts Council Strategic Regional Touring fund

Splash is a two year programme of high quality, disabled artist led community based research, engagement, production and performance, inspired by the rivers and water side spaces of the East Midlands.

It will culminate in a regional tour of those water side spaces of a new commission devised and produced by Diverse City in collaboration with the Splash Consortium: Attenborough Arts Centre, the Canal and River Trust (East Midlands), Curve Theatre, the British Journal of Learning Disabilities, Lincoln Drill Hall, Graeae Theatre Co, Hubbub Theatre / Deda, NEO Learning, Nottingham Playhouse, Royal & Derngate Theatre and the University of Derby. The consortium is co-ordinated by The Mighty Creatives (TMC). The programme aims to:

- i) provide high quality artistic engagement opportunities for on CYP with learning disabilities and their families
- ii) place a disabled and deaf aesthetic at the heart of the audience development and creative production process
- iii) challenge non-disabled audiences' perceptions of what CYP with learning disabilities can achieve
- iv) increase employment of disabled artists
- v) engage new audiences in civic spaces which are perceived as inaccessible
- vi) provide opportunities for artistic collaboration and skills development between disability arts specialists and theatre companies across the region
- vii) connect with local cultural education partnerships (LCEPs) in order to improve the cultural education for CYP with learning disabilities provision across the region
- viii) increase participation in Artsmark by SEND schools across the East Midlands

The longer view

We are committed to developing and delivering opportunities for all children and young people to ensure they gain greater access to arts and culture no matter their background, geographical environment or socio-economic circumstances. We will do this through:

- The continued development of partnership working,
- Development and delivery of evidence-based programmes that identify key gaps in provision for C&YP across the Midlands;
- and income generation to support the sustainability of the Cultural Life Fund.

By developing these key areas, we can ensure the need for the work TMC delivers remains relevant, supportive and justifiable, securing the sustainability of the Charity beyond 2022.

Planning for sustainability

Led by our Head of Development and CEO, TMC have created an income generation strategy that will provide us with the support we need to grow and diversify our business, whilst staying committed to our core charitable values to improve the lives of children and young people through creative and cultural education.

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

TMC are committed to driving improvement across all areas of our business and will focus on three pillars of sustainability to ensure we reach our planned outcomes. The three pillars of sustainability will make sure our planning is robust and adaptable, ensuring we take into consideration all areas of development across the business. They are:

- **Social** – Our core mission and vision to improve the lives of C&YP through creative and cultural education. This will focus on the impact, advocacy, access, diversity of work and equality of offer;
- **Environmental** – Resource management, staff development, secure and robust policies & procedures, shared learning & examples of best practice;
- **Economical** – Development & implementation of income generation strategy to diversify income streams and grow and sustain our business model. This will explore engagement with Trusts and Foundations, individual giving, corporate donations and sponsorship, legacy giving and traded services.

Our strategy will:

- **Attract** - more support from Trusts and Foundations, individual giving, corporate donations, corporate sponsorships and legacy giving and increase engagement with schools, cultural organisations and Music Education Hubs East Midlands (MEHEM) to take up the challenge with our compelling universal offer of events, online resources and networks.
- **Improve** – access and the standard of cultural education and engagement by promoting and facilitating the take up of key programmes of work such as Artsmark and Arts Award and improve our relationship with key funders, corporate sponsors and our individual givers within our local communities.
- **Increase** - our networked infrastructure in the region by continuing to support strategically placed LCEPs and establishing other thematic partnerships to identify new areas of growth, increasing needs-led programmes of work for C&YP across the East Midlands.
- **Sustain** - a high quality cultural education infrastructure by increasing investment into our Cultural Life Fund to lever in more investment for the region during this round of funding and beyond 2022.

Overview of strategic plan for 2018-22

Programme		Charity		Partnership	
Activity area	Objective	Activity area	Objective	Activity area	Objective
Bridge Programme	Increase the number of schools engaging in and planning for cultural education, developing better cultural leadership and improved partnership working	Increase resilience	Significantly increase the financial resilience of TMC to provide support services and resources for the cultural education sectors post 2022	Joined up priorities	Increase financial resources for cultural education in the East Midlands, diversifying new sources of investment and better aligning existing funding and resources
Bridge Programme	Increase the arts and cultural sector's capacity to provide quality arts and cultural activity for schools	Development and growth of the Cultural Life Fund	To attract new investment to the CLF to reduce reliance on ACE funding and increase opportunities to fund new work and diversify areas of investment	Increase impact through diversity	Significantly improve impact locally by increasing the diversity of partnerships to work across sectors
Bridge &	Significantly	Individual giving	To increase	Individual	To promote the

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

Emerge Creative Enterprise	improve collaboration and integrated business planning, resulting in better cultural education outcomes in early years, school, and pathways into employment	campaigns	individual investment in TMC through our 'Creative Heroes' and 'Be Mighty Be Creative' campaigns. This will add to the CLF, with a small % going towards TMC's core costs	giving campaigns	work we do as a charity and develop stronger partnership support
Emerge & EmERGE Creative Enterprise	Increase development opportunities for emerging artists and young entrepreneurs, through Pathways into Employment and youth-led festivals	Corporate Sponsorship	A robust sponsorship package encouraging businesses to sponsor an award, event or project.	Innovative collective practice	Improve the quality of the cultural education offer by harnessing innovative practices in place-based planning and digital engagement
Splash!	Support the strategic development and growth of opportunities for disabled artists, through a 2-year artist and audience development programme	Splash!	Lever in additional funding to support growth in activity throughout and beyond this round of funding	Splash!	Develop and improve strategic partnerships across the region with key venues & work collaboratively on a shared vision to improve access and opportunities for disabled artists and young people with special educational needs and their families

Specific examples of growth areas include:

Activity area	Objective
Cultural education awards	To establish a nationally and internationally recognised cultural education practice awards scheme
Creative Heroes Campaign	To establish a local and national fundraising campaign for TMC with creative partners in schools, cultural organisations and business
10 Year Birthday Celebration for TMC	A series of events to raise the profile of the work of the charity and grow partnerships and support across the education, cultural and business sectors, encouraging everyone to 'Be Mighty'

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

'Go-To' Campaign	<p>To position the East Midlands as the 'Go-To' region for 2022 onwards: an open, welcoming place where excellent cultural education practice is shared and exchanged.</p> <p>The campaign will:</p> <ul style="list-style-type: none"> - Engage cultural providers and schools in an ongoing programme of promotional activity which emphasizes the best of cultural education practice in the region - Share and improve good practice - Offer support and guidance on how to improve practice - Highlight fantastic practice across: Early Years; Primary; Secondary; Further; Higher; and Vocational / Enterprise - Highlight expertise across the region and demonstrate different approaches in for example urban, rural and coastal settings. - Establish opportunities for sharing and learning from national and international partners
Membership offer	To grow engagement with both the education and cultural sectors and provide support and shared learning opportunities to develop stronger knowledge of the impact arts and culture has on the lives of C&YP, while upskilling the sector to use creativity in all areas of learning.
Marketing and promotional campaign including a web portal	To grow the East Midlands' profile as a centre for cultural education practice nationally and internationally: the 'Go-To' region for cultural education
Research	To grow research and evidence about the unique forms of cultural education in the East Midlands, underpinning our credibility as the 'Go-To' region
Evaluation	Explore key learning from collective work delivered by TMC to ensure all our work remains community-led and co-produced. Providing the right offers at the right time
Continuing Professional Development programmes	To strengthen the region's cultural education CPD offer, to attract and develop education and cultural sector professionals
Exchange: learning, development and exchange programme: conferences, exhibitions and events, go-to visits, residencies, sharing and study visits	To offer a suite of learning, development and exchange opportunities which grow regional practice and which have national and international appeal
Publishing	To publish research, books, case studies, project summaries, essays, exhibition catalogues, and audio visual material which document practice, evidence of impact, and examples of young people's cultural creativity
Merchandise and sales	To develop and offer for sale a range of merchandise relating to cultural education practice and projects in the East Midlands

THE MIGHTY CREATIVES

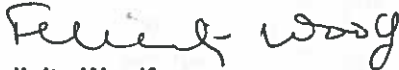
(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

Conclusion

Despite challenging conditions in our external environment, TMC has had a successful year and made progress in delivering towards the company's core aims with a strong financial basis.

The company has managed significant staffing changes and appointed a new Deputy Chief Executive and I would like to extend special thanks to senior staff who contributed so much to the organisation in recent years.

Signed on behalf of the Trustees



Felicity Woolf

Chair of the Board of Trustees

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

DIRECTORS' REPORT

The directors, who are also the trustees, present their report and accounts for the year ended 31 March 2018.

LEGAL AND ADMINISTRATIVE INFORMATION

TMC is a company limited by guarantee, without share capital and incorporated on 21st July 2008. We were also granted charitable status on 3rd April 2009 as an educational charity registered in England and Wales. Our governing documents are included within our Memorandum and Articles of Association.

The company is led by a strong group of Trustees who have extensive experience and expertise in the cultural, education and commercial sectors and together bring a wide range of governance skills to bear: leadership, fundraising and financial control, marketing, pedagogy and innovation. They also reflect the geographical diversity of the region which the company aims to serve. The Trustees are led by the Chair, Felicity Woolf, and Vice Chair and Chair of Finance, Alison Halls Taylor.

We are grateful to all the Trustees, listed on page 2, who held office during the year.

Our Trustees meet quarterly to agree strategic direction, receive reports from staff, approve budgets and finance reports and endorse and review policies.

The Operations and Finance Committee, a sub-committee of the Board, meets at least four times a year. Its function is to scrutinise budgets and finance reports in detail to safeguard the finances of the organisation, manage and review risks. The Committee also deals with issues such as pay levels and child protection. The Committee reports to, and makes recommendations to, the Board of Trustees.

At the end of March 2018, there were 9 serving Trustees on the Board. Under the terms of the Articles of Association, one third of Trustees will retire at the Annual General Meeting. Trustees who retire are eligible for re-appointment.

Trustees regularly address skills and knowledge gaps with appointments open to any suitably qualified member of the public. Trustees are appointed through Board recommendation or a formal recruitment process comprising advertising and awareness through social media, similar to that used for the recruitment of staff. All newly appointed Trustees receive instruction on the activities of the charity and their responsibilities as a Trustee. They also have opportunities to see work in the field and we have proactively built this into the meetings structure.

All Trustees give of their time freely and no Trustee remuneration was paid in the year. Details of Trustee expenses are disclosed in note 8 of the annual accounts. Trustees are required to disclose all relevant interests and register them with the Company Secretary and, in accordance with our policy, withdraw from decisions where a conflict of interest arises.

STATEMENT OF PUBLIC BENEFIT

Our Trustees and senior staff are responsible for making sure everything we do is focused on achieving lasting public benefit, as defined by the Charity Commission. Our governing documents define our core objectives as

To promote such charitable objects and purposes for the public benefit as the Trustees think fit, in particular and without limitation, to the generality of the forgoing words to advance the education of children and young people and those who work with them through creative and cultural activities.

We review our public benefit and charitable purpose on an annual basis.

RESERVES POLICY

Our Trustees review our reserves policy and levels on an annual basis, in the context of an ever-changing organisation and its working capital requirements. The policy states that a minimum of three month's staffing and infrastructure costs should be held in reserve, with the sum being made up over a five-year period.

We have limited scope to put money to reserves, with most of our income coming from restricted funding. This year TMC surpassed its minimum reserves target and at 31 March 2018 holds £149,055 in unrestricted reserves (2017 - £201,061)

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

GRANT MAKING POLICY

TMC makes grants to schools and other organisations working in the field of culture, creativity and enterprise. The nature and size of the grant is solely dependent on the size and nature of the funding that TMC received from funding bodies to distribute.

MANAGEMENT AND ORGANISATION

The daily responsibility for leadership of The Mighty Creatives rests with our Chief Executive and Deputy Chief Executive. Senior staffing of the organisation stabilised during 2017/18 following some significant changes in the previous two years.

2017/18 began with the following senior leadership team in place:

- Chief Executive: Nick Owen
- Programme Director: Karen Birch
- Commercial Director: Danny Myers

The year finished with the following executive team in place:

- Chief Executive: Nick Owen, started in July 2016
- Deputy Chief Executive: Emily Bowman, started in February 2018

Key management personnel remuneration is determined with reference to the market place and what is recognised as acceptable practice by our core funder, Arts Council England. It is also determined by assessing the overall salary costs of the company and ensuring that salaries reflect the nature of the work, the company structure, and sectoral expectations. Remuneration is agreed at Board level.

RISK MANAGEMENT

The Trustees have a risk register in place which addresses the major governance, operational, financial, reputational, legal and regulatory risks that might impact up the core purposes and key objectives. These risks are managed by a comprehensive set of policies (subject to review) and long standing practices, set out in our Employee Handbook.

The most significant risks we faced in 2017 / 2018 were of a financial or operational nature. They are summarised, along with the relevant mitigation measures, below:

RISK	MITIGATION MEASURES
Decisions/ developments being made with inaccurate and/or out of date management accounts information.	<ul style="list-style-type: none">• Information strictly controlled by Resources team.• Limited access to Sage accounting software and restricted access of users.• Management accounts seen quarterly by Board, scrutinised by OF Committee and monitored monthly by CEO, Deputy CEO and Business Manager
Failure to attract investment or management of new programmes of work post 2017	<ul style="list-style-type: none">• Bid for ACE new Bridge contract secured in June 17.• Revised Business Plan agreed by trustees and implemented.• New opportunities aligned to existing programmes to avoid resources being stretched.• Targets set and agreed.• Funding secured from Creative Europe until 2020 for Risk Change programme.• Spirit of 2012 funding secured until 2018/19.

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

	<ul style="list-style-type: none"> • Increase focus on revenue creation rather than funding. • More systematic review of match funding requirements by new funding sources.
Adequate resources and staffing not applied to key pieces of work	<ul style="list-style-type: none"> • Resources and staffing considerations factored into planning discussions and costed appropriately using cost recovery tool. • Income tracker regularly used by Business Development Team. • Ethical fundraising policy approved by Trustees. • CEO and Directors to check project plans for new schemes of work before the work is sought. • Identify tools required to manage capacity when appropriate.
Reputational damage to organisation as a result of the actions of external partners or previous staff	<ul style="list-style-type: none"> • Rigorous recruitment processes with procurement policy to help attract best talent. • Contracts with reference to reputation. • Regular review meetings to check on progress of partners, and other freelance contracts. • Monitor press and media content as appropriate. • Training sessions on media relations provided.. • Legal advice sought to protect against reputational damage.

STRATEGIC REPORT

TMC receives income through grants and contracts for services which are based on funding agreements for variable lengths of time. Activities are planned over the life of the individual project which ensure that all anticipated income is spent, except for retaining a prudent amount in reserves if the grant permits this. We currently have no permanent endowment although our income generation strategy aims to generate a £1.0m Endowment fund by 2022.

In order to preserve the liquidity of the organisation we do not currently invest income for more than one year. The strategy therefore is to retain funds as cash and place them in bonds or other bank deposits at the best rate obtainable.

Our financial ambition for 2018 onwards is to achieve the following goals:

- i) Maintenance of levels of provision delivered in 2017 /2018;
- ii) Reduction of our dependence on one main investor i.e. ACE;
- iii) Achievable, realistic diversification of investment base;
- iv) Maintain our reserves policy at 3 months running costs.

Income will be generated from the following sources:

- i) Grants and charitable trust giving;
- ii) Corporate, individual and philanthropic giving;
- iii) Events, consultancies and traded income.

In seeking to increase our income, we will:

- Consider our charitable beneficiaries first when it comes to managing activities and resources which maximise income;
- Work in an open and collaborative style, sharing information and experience with colleagues, partners and stakeholders;

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

- Continue to consider financial return on investment as one indicator of success amongst other critical returns on investment i.e. social and cultural;
- Seek to keep costs down, while acknowledging the need to invest for the longer term;
- Coordinate activities to minimise cost and time and maximise impact;
- Work with colleagues, volunteers and partners to ensure that we maximise income potential
- Be aware of and test new technologies, fundraising initiatives and trends as appropriate;
- Adhere to an ethical prospecting and fundraising policy which is monitored regularly by the trustees of the charity.

DIRECTORS' RESPONSIBILITIES FOR THE ACCOUNTS

The Directors are required to prepare accounts for each financial year which give a true and fair view of the state of affairs of the charity and of the surplus or deficit for that period. In preparing those accounts the Directors are required to:

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

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities Act 2011 and other applicable law and regulations. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 financial statements may differ from legislation in other jurisdictions.

GOING CONCERN

After making enquiries, the directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in note 1 of the financial statements.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Signed on behalf of the Directors on 31 October 2018.



Director

INDEPENDENT AUDITOR'S REPORT to the members of The Mighty Creatives

Opinion

We have audited the financial statements of The Mighty Creatives (the 'company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, Balance Sheet, and Statement of Cashflows 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 Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice)*.

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2018 and of its deficit 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 company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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 strategic report and the directors' report 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 have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 14, the directors 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 directors 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities 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 our report

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



NEIL WILSON (SENIOR STATUTORY AUDITOR)

FOR AND BEHALF OF GUEST WILSON LIMITED, STATUTORY AUDITOR
8 Wolverton Road, Snitterfield, Stratford upon Avon, CV37 0HB
31 October 2018

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT for the year ended 31 March 2018

	Notes	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
INCOME					
Income from charitable activities					
Grants and contracts	3	12,183	1,394,755	1,406,938	1,309,998
Income from other trading activities					
Investment income		131	-	131	834
Other income		3,160	-	3,160	3,764
Total income		15,474	1,394,755	1,410,229	1,314,596
EXPENDITURE					
Charitable activities	5				
Grants made & activities undertaken directly		67,774	1,488,951	1,556,725	1,332,413
Support costs		7,933	85,826	93,759	133,141
Governance		10,029	-	10,029	13,451
Total expenditure		85,736	1,574,777	1,660,513	1,479,005
Net income/(expenditure)		(70,262)	(180,022)	(250,284)	(164,409)
Net transfers between funds		18,256	(18,256)	-	-
NET MOVEMENT IN FUNDS		(52,006)	(198,278)	(250,284)	(164,409)
Fund balances brought forward	14	201,061	293,518	494,579	658,988
FUND BALANCES CARRIED FORWARD	14	149,055	95,240	£ 244,295	£ 494,579

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET as at 31 March 2018

	Notes	2018 £	2017 £
FIXED ASSETS			
Tangible assets	9	4,423	12,273
CURRENT ASSETS			
Debtors	10	104,400	97,069
Bank and cash balances		329,325	469,013
		433,725	566,082
CREDITORS: amounts falling due within one year	11	(193,853)	(83,776)
NET CURRENT ASSETS		239,872	482,306
TOTAL ASSETS LESS CURRENT LIABILITIES		244,295	494,579
CREDITORS: amounts falling due after more than one year	12	-	-
		£ 244,295	£ 494,579
INCOME FUNDS			
Unrestricted general funds	14	149,055	201,061
Restricted funds	14	95,240	293,518
		£ 244,295	£ 494,579

The Directors have acknowledged their responsibilities for: selecting suitable accounting policies and then applying them consistently; observing the methods and principles in the Charities SORP; making judgements and estimates that are reasonable and prudent; stating whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and preparing the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The financial statements were approved by the Directors on 31 October 2018 and signed on their behalf by:

Felicity Woog

Director

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

STATEMENT OF CASHFLOWS for the year ended 31 March 2018

	2018 £	2017 £
Reconciliation of net movement in funds to net cashflow from operating activities		
Net movement in funds	(250,284)	(164,409)
Depreciation	7,850	11,185
Profit on disposal of fixed assets	-	556
Interest received	(131)	(834)
(Increase)/decrease in debtors	(7,331)	(29,656)
Increase/(decrease) in creditors	110,077	38,222
Net cash outflow from operating activities	(139,819)	(144,936)
Cashflows from investing activities		
Purchase of tangible fixed assets	-	(10,098)
Interest received	131	834
Net cash inflow/(outflow) from investing activities	131	(9,264)
Decrease in cash in the year	(139,688)	(154,200)
Cash at the beginning of the year	469,013	623,213
Cash at the end of the year	329,325	469,013

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

at 31 March 2018

1 ACCOUNTING POLICIES

Company and charitable status

The Mighty Creatives, a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on page 2.

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2015)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the UK and Republic of Ireland (FRS 102), effective 1 January 2015 and the Companies Act 2006.

The Directors consider that there are no material uncertainties about the Charity's ability to continue as a going concern. Free unrestricted reserves of TMC at the year-end amount to £149,055. After consideration of the current business plan to 2018/19 and with a balanced budget planned for the next two financial years, the Trustees consider there is a reasonable expectation that TMC has adequate resources to continue in operational existence for the foreseeable future. The Trustees are also satisfied with the controls in place for monitoring and flexing the budget throughout the year. There are no material uncertainties that would impact on the charity's ability to continue. Accordingly we continue to adopt the going concern basis in preparing this annual report and financial statements.

Funds

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds set aside by the Directors out of unrestricted general funds for specific future purposes or projects. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund.

Incoming resources

Incoming resources are included in the Statement of Financial Activities when receivable and when the amount can be quantified with reasonable accuracy. Grants received for specific purposes are accounted for as restricted funds.

Resources expended

Resources expended are recognised in the period in which they are incurred under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they are allocated to activities on a basis consistent with use of the resources. Resources expended include attributable VAT which cannot be recovered.

Taxation

TMC is a registered charity and is not subject to taxation on its income so long as this is used for its charitable activities.

Fixed assets and depreciation

All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost, less estimated residual value based on prices prevailing at the date of acquisition, of each asset evenly over its expected useful life as follows:

Office equipment - 3 years straight line

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

2 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the charity's accounting policies, which are described in note 1, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The Directors do not consider there are any critical judgements or sources of estimation uncertainty requiring disclosure beyond the accounting policies listed above.

3 INCOME – GRANTS AND CONTRACTS

	General Unrestricted £	Restricted £	2018 £	2017 £
Contracts	12,183	-	12,183	21,697
Grants received (see note 4)	-	1,394,755	1,394,755	1,288,301
	12,183	1,394,755	1,406,938	1,309,998

4 GRANTS RECEIVED – ALL RESTRICTED

	2018 £	2017 £
ACE Bridge Extension	55,009	55,009
ACE National Portfolio Funding	862,477	862,477
RBS Creative Enterprises	16,490	16,490
Spirit of 2012 - Emerge	431,989	207,017
Artsmark Delivery & School Support	40,930	51,975
Artsmark Small & Rural Schools Consultation	1,000	9,000
Creative Europe (Risk Change)	(23,140)	45,638
Children In Need	10,000	-
CEP Apprentices	-	(15,367)
Traineeships	-	12,560
TMC Apprenticeships	-	150
Act 4 Change – social project 2015-18	-	30,000
Apprenticeship grants	-	1,500
Shared Enterprise – NEXT	-	5,000
Sports & Business in Slovenia	-	560
Internships Extension	-	3,051
Creative Apprenticeships	-	3,241
	1,394,755	1,288,301

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

5 EXPENDITURE

Charitable activities	Unrestricted Funds £	Restricted Funds £	2018 £	2017 £
Grants made & activities undertaken directly <i>(note relates expenditure to source of funds as noted below)</i>				
ACE National Portfolio funding	-	558,679	558,679	484,761
Bridge Extension	-	29,050	29,050	33,001
RBS Creative Enterprise	-	5,714	5,714	-
Sports & Business in Slovenia	-	-	-	560
Creative Europe (RISK Change)	-	15,453	15,453	2,647
Spirit of 2012 - Emerge	-	322,470	322,470	149,545
ACE Artsmark Delivery & School Support	-	52,608	52,608	16,883
ACE Artsmark Small & Rural Schools	-	1,181	1,181	3,000
Emerge 2012 (Joyce Carr Doughty Charitable Trust)	-	-	-	10,000
Leicester Music Hub Arts Awards	-	-	-	2,695
Traineeships	-	378	378	15,051
Act 4 Change – social action project	-	12,872	12,872	14,054
Internships	-	433	433	15,668
Trinity Arts Award	-	-	-	30
Artsmark Introductory Days	-	-	-	10,287
Mighty Schools	48	-	48	408
Creative Apprenticeships (ACE)	-	-	-	25,539
Creative Employment	-	270	270	-
Arts Council (CEP) Apprenticeships	-	3,200	3,200	7,108
	48	1,002,308	1,002,356	791,237
Staff costs associated with above expenditure	67,726	486,643	554,369	541,176
	67,774	1,488,951	1,556,725	1,332,413
Support costs				
Staff costs	-	-	-	12,744
Training	-	4,078	4,078	9,501
Staff welfare	1,602	-	1,602	2,467
Recruitment	1,044	-	1,044	5,177
Travel	-	717	717	2,847
Telephones & IT	485	21,023	21,508	25,212
Legal & professional	-	4,651	4,651	3,812
Bank charges	1,125	-	1,125	934
Depreciation	-	7,850	7,850	11,185
Loss on sale of assets	-	-	-	556
Website hosting	-	-	-	6,759
Events & hospitality	-	-	-	167
Rent	-	27,023	27,023	27,504
PR and communications	-	20,484	20,484	19,283
Local office administration	1,347	-	1,347	1,777
Insurance	2,330	-	2,330	3,216
	7,933	85,826	93,759	133,141
Governance				
Trustee travel costs	-	-	-	1,354
Trustee meeting costs	1,636	-	1,636	1,854
Trustee hospitality	-	-	-	210
Audit & accountancy	8,393	-	8,393	10,033
	10,029	-	10,029	13,451
Total expenditure	85,736	1,574,777	1,660,513	1,479,005

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

6 STAFF COSTS	2018 £	2017 £
Wages and salaries	496,881	477,376
Social security costs	39,200	45,200
Other pension costs	18,288	18,600
	554,369	541,176

The average number of employees, including part-time, during the year was 16.5 (2017: 20).

No employee earned in excess of £60,000 (2017 - Nil).

The company operates a defined contribution pension scheme. The charge for the period was £18,288 (2017 – £18,600). There were outstanding contributions of £Nil at the year end (2017 - £Nil).

7 NET INCOME FOR THE YEAR	2018 £	2017 £
This is stated after charging:		
Operating lease costs - property	24,850	24,785
Auditors' remuneration		
As auditors	3,000	8,500
Other services	5,400	1,533
Depreciation	7,850	11,185
Loss on disposal	-	556

8 DIRECTORS' REMUNERATION

No remuneration was paid to Directors for their services, but £970.85 was paid as reimbursement of travel and other expenses.

9 TANGIBLE FIXED ASSETS

	Office equipment £
Cost or valuation:	
At 1 April 2017	53,103
Additions	-
Disposals	(2,947)
At 31 March 2018	50,156
Depreciation:	
At 1 April 2017	40,830
Charge for the year	7,850
Eliminated on disposals	(2,947)
At 31 March 2018	45,733
Net book value	
At 31 March 2018	4,423
At 1 April 2017	12,273

10 DEBTORS	2018 £	2017 £
Amounts falling due within one year		
Trade debtors	87,519	84,610
Prepayments and accrued income	15,396	10,974
Other debtors	1,485	1,485
	104,400	97,069

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	2018 £	2017 £
Trade creditors	112,519	47,881
Other taxes and social security	9,417	12,409
Other creditors	-	5,099
Deferred income® (see also Note 12)	-	-
Accrued expenses	71,917	18,387
	193,853	83,776

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	2018 £	2017 £
Deferred income	-	-

DEFERRED INCOME	£
At 1 April 2017	-
Income deferred in year – for release within one year	-
Income deferred in year – for release after more than one year	-
Amount released in year	-
At 31 March 2018	-

13 FUNDS ANALYSIS	General Unrestricted fund £	Restricted fund £	2018 £	2017 £
Tangible fixed assets	4,423	-	4,423	12,273
Current assets	289,948	143,777	433,725	566,082
Liabilities	(145,316)	(48,537)	(193,853)	(83,776)
Net assets	149,055	95,240	244,295	494,579

14 MOVEMENT IN FUNDS	At 1 April 2017 £	Incoming resources £	Outgoing resources £	Transfers £	At 31 March 2018 £
Restricted funds					
ACE National Portfolio Funding	158,852	862,477	(1,015,698)	(5,631)	-
ACE Bridge Extension	-	55,009	(53,939)	-	1,070
ACE Artsmark Delivery & School Support	25,889	40,930	(61,700)	(1,467)	3,652
CEP Traineeships	6,775	-	(378)	(6,397)	-
Creative Apprenticeships (CC Skills)	2,655	-	-	(2,655)	-
Internships	434	-	(433)	(1)	-
Trinity Arts Award	499	-	-	(499)	-
Act 4 Change	17,170	-	(23,656)	6,486	-
Leicester Music Hub arts award	705	-	-	(705)	-
Creative Apprenticeships (ACE)	4,343	-	(3,200)	(1,143)	-
Artsmark Introductory Days	1,250	-	-	(1,250)	-
Small & Rural Schools Consultation	1,500	1,000	(2,365)	(135)	-
Spirit of 2012 – Emerge	17,056	431,989	(372,993)	-	76,052
Creative Europe (RISK Change)	39,750	(23,140)	(18,119)	1,509	-
Creative employment	-	-	(268)	268	-
RBS – Creative Enterprise	16,490	16,490	(22,028)	-	10,952
Children in Need	-	10,000	-	(6,486)	3,514
Apprenticeship Grants	150	-	-	(150)	-
	293,518	1,394,755	(1,574,777)	(18,256)	95,240
Unrestricted funds					
General	201,061	15,474	(85,736)	18,256	149,055
	494,579	1,410,229	(1,660,513)	-	244,295

THE MIGHTY CREATIVES

(A CHARITABLE COMPANY LIMITED BY GUARANTEE)

15 DESCRIPTION OF FUNDS

ACE National Portfolio Funding: investment to promote and deliver a demand-led cultural offer for schools, children and young people across the East Midlands. Focussed on the Cultural Education Challenge, strategic partnerships, new investment and quality provision to engage every child and young person in arts and culture.

ACE Bridge Extension (DfE): investment to improve and increase cultural education through networked schools and a diverse cultural offer.

ACE Artsmark Delivery & School Support: funding to deliver Artsmark Development Days and support in the test phase of the new Artsmark Award, an accreditation and planning tool for schools to improve cultural education and the cultural offer in school.

Traineeships: funding to establish networks across the cultural, education and youth sectors to build capacity to deliver high quality traineeships for England's most disadvantaged and vulnerable 16-18 year olds, targeting those who are, or are at risk of becoming, Not in Education, Employment or Training.

Creative Apprenticeships (CC Skills): funding to deliver a support programme for employers in the arts and cultural sector, building capacity to deliver apprenticeship placements in the cultural and creative sector for young people.

Internships: funding to support the creation of paid internship opportunities for 16 – 24 year old unemployed people wishing to pursue a career in the arts and cultural sector.

Trinity Arts Award: funding to support young people up to 25 years old to develop as artists and arts leaders.

Esmée Fairbairn - Act 4 Change: funding to engage young people in social action in their communities, building sustainability through partnership working and co-production, leading to positive changes in local communities.

Leicester Music Hub Arts Award: targeted promotion and support programme for schools in Leicester and Leicestershire, building capacity to deliver Arts Award. In partnership with Leicestershire Music Education Hub.

Creative Apprenticeships (Arts Council England): funding to co-ordinate and distribute wage subsidy for creative apprenticeships, securing 12 month placements for young people in the arts and cultural sector.

Artsmark Introductory Days: funding to manage and deliver a series of 'Introductory' days to schools starting their Artsmark journey.

Small & Rural Schools Consultation: funding to deliver research looking at the demand and viability to provide a suite of services and products to Artsmark schools, potential Artsmark schools and the arts and cultural sector.

Spirit of 2012 – Emerge: Funding to manage 24 young people led, young artist directed arts festivals across the Midlands between 2017-19. Inspired by Shakespeare, these festivals are programmed to take place in some of the most culturally disengaged parts of the region.

Creative Europe (Risk Change): Risk Change a 4-year programme with 10 partners from across Europe funded by the EU Creative Europe programme. It aims to design, develop and implement artistic and cultural programmes which connect new migrants and our host communities in order to improve cross community understanding, enhance community cohesion and develop solutions which can be scaled up.

Creative Employment: funding to support our Act 4 Change programme which engages young people in social action in their communities, building sustainability through partnership working and co-production, leading to positive changes in local communities.

RBS – Creative Enterprise: funding to support 36 young participants – 16-25 - and help them follow up on this inspiration with a program of training, mentoring and support to kick-start their creative careers.

Children in Need: funding to engage young people in social action in their communities, building sustainability through partnership working and co-production, leading to positive changes in local communities.

Apprenticeship Grants: funding to deliver a support programme for employers who deliver apprenticeship placements in the cultural and creative sector for young people.