

## Report of the Trustees & Financial Statements For The Period 17 December 2008 to 31 August 2009

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Registered company number: 06775402 (England and Wales)

Registered charity number: 1130988

### Lancashire office

Curious Minds  
Lodge House  
Cow Lane  
Burnley  
Lancashire  
BB11 1NN

### Merseyside office

Curious Minds  
Suite 1, 5th Floor  
Gostins Building  
32-36 Hanover Street  
Liverpool, Merseyside  
L1 4LN

### Legal status

Curious Minds is a Company Limited by Guarantee and is a registered Charity.

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## Company information

### **Incorporation**

The charitable company was incorporated on 17 December 2008 and commenced trading on 1 April 2009.

### **Registered office**

Lodge House, Cow Lane, Burnley, Lancashire, BB11 1NN

### **Trustees**

Mr F R Wand	Appointed 17.12.08
Ms K R McCormick	Appointed 04.03.09
Mr M M Bobat	Appointed 04.03.09
Mr R J Slater	Appointed 11.03.09
Ms E F Roberts	Appointed 25.09.09
Mr P Garden	Appointed 25.09.09

### **Company Secretary**

Ms L Gregory

### **Chief Executive**

Mr C May

### **Statutory Auditors**

Chittenden Horley Limited  
Chartered Accountants and  
Registered Auditors  
456 Chester Road  
Manchester  
M16 9HD

### **Accountants**

Len Entwistle Chartered Accountants  
290 Blackburn Road  
Lynwood, Darwen  
Lancashire, BB3 0AA

### **Bankers**

The Co-operative Bank  
1 Balloon Street  
Manchester  
M60 4EP

### **Solicitors**

Farleys Solicitors LLP  
Hurstwood Court  
Duttons Way, Shadsworth Business Park  
Blackburn, BB1 2PT

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## Chairman's statement

This year has been a defining time for Curious Minds. Following the establishment by Arts Council England of their flagship body 'Creativity, Culture & Education' (CCE) we in the North West have now created a totally new organisation by bringing together colleagues from both Lancashire and Merseyside to develop the skills and creativity of young people throughout much of the Region. Not only does Curious Minds deliver the Government's key creative learning programme, Creative Partnerships, in over 170 schools, but we have in the last year successfully developed an even wider range of learning related projects with a number of partner organisations including Local Authorities and the Police.

The fact that we live in a period of considerable economic and social uncertainty means that developing the talent of children and young people has never been more important. I know that the Board of Trustees is extremely proud of the way Curious Minds is addressing these difficult issues. However, much remains to be done but I am excited that we have already built an enviable reputation as a practical organisation that both inspires and delivers in equal measure.

An enormous debt is due to Chris May, Chief Executive, and his remarkable staff who have not only had to deal with massive change and upheaval but have managed to do so whilst retaining their humour and enthusiasm. My thanks are also due to the Members of the Board who, together with the staff, have maintained a vision and momentum that in many respects defines the organisation. With their help and expertise there is an exciting future ahead of us.

Frederick Robert Wand  
Chair of the trustees

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## Report of the trustees For the Period 17 December 2008 to 31 August 2009

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the period 17 December 2008 to 31 August 2009. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

### Appointment and induction of trustees

In establishing the new organisation, the first trustees of the Charity were drawn from the existing Local Partnership Boards, who advised on the Creative Partnerships programme when delivery occurred directly through Arts Council England. Moving forward from this, trustees are appointed through a transparent open recruitment process when gaps are identified in the board structure. All newly appointed trustees are given a 'Governance' pack which includes a copy of the Charity Commission document 'The Essential Trustee' and a Trustee Role Description which details their responsibilities as a board member for a Company Limited by Guarantee and a registered Charity.

Trustees are encouraged to attend events and project activity delivered by Curious Minds to gain firsthand knowledge and experience of the Charity. The trustees are also required to attend an annual board away day with the employed management team to develop their skills within the board environment and to discuss key strategic issues for Curious Minds, which in turn informs the business planning process for the organisation.

### Curious Minds' vision, mission and values

#### Vision

- We work towards a vision of society where children and young people have plentiful opportunities to participate actively in creative learning and cultural production, leading to the development of knowledge, skills and attitudes that will enable them to contribute fully to society and lead positive and productive lives
- We work towards a vision of schools where creative and sustainable approaches to teaching and learning lead to the development of 'learning communities', with schools at the heart of a diverse network of partners, working collaboratively to support and enrich learning
- We work towards a vision of Curious Minds as an organisation that has a widely held reputation for acting with integrity, for ensuring the well being of its employees and for working in ways which are exciting, inspiring, inclusive, creative and enabling

#### Mission

- We believe it is everyone's right to have the opportunity to realise their creative potential. Our mission is to build collaborative partnerships to stimulate positive personal and social change through the development of curiosity, creativity and learning
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- Our work is focussed primarily on making a measurable impact on the lives of children and young people, particularly those from the most disadvantaged backgrounds. We do this by increasing opportunities for active participation in creative learning and cultural production
- Maximising curiosity is a key element of our work. Curious minds are engaged, purposeful, imaginative, playful and open. We aim to stimulate the curiosity of children and young people and help adults cultivate a curious attitude
- Through enabling a broad range of creative collaborations we contribute to building thriving and prosperous communities, growing capacity to apply creative solutions to the challenges and opportunities facing society

### **Values and ethos**

Our work is underpinned by a set of core beliefs:

- We believe in the value of working in partnership with a wide range of people to develop improved outcomes for children and young people by optimising their experience of education through creative learning
- We believe in the transformational power of art, culture and creativity in enriching the quality of life of children and young people, their families and communities
- We believe in valuing children and young people's ideas, interests and concerns at the core of our work and we provide rich opportunities for children and young people to develop decision-making and leadership skills
- We believe in developing Curious Minds as an organisation where people can work imaginatively and creatively, enjoy a healthy work-life balance and develop their professional skills within a culture of continuous learning
- We believe in sharing our thinking and learning freely with others, actively participating in learning networks

### **Purposes of Curious Minds**

#### **Strategic context**

The decision to establish Curious Minds as an independent company was based on the recognition of the uniqueness of the range of services that we can provide in two of the key areas of the North West, Lancashire and Merseyside. To our knowledge there are no significant competitors in this field locally who can match the depth of experience, skill and knowledge related to creative learning that the Curious Minds team can demonstrate. Combined with this is the huge range of strategic connections we have developed in the educational and cultural sectors in the North West over the past seven years which we are now well placed to exploit and develop further.

At this time of uncertainty and change in the wider economy, the need has never been greater for organisations and companies to consider the ways in which they work and how they might maximise the creative potential of their members and employees. The breadth of experience we have across both Lancashire and Merseyside will enable us to engage with a broad range of business development opportunities, including the significant resources

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being directed to renewal and regeneration funds including Housing Market Renewal initiatives and the Building Schools for the Future programme, in addition to those opportunities that continue to emerge through the Creative Partnerships programme.

### **Organisation key objectives**

Our key objectives for the period and throughout 2010 are:

1. To continue to deliver the Creative Partnerships programme to an excellent standard across Lancashire, Merseyside, Blackburn with Darwen, Blackpool, Halton and Cheshire and maximise the potential of the programme to demonstrate Curious Minds' key strengths through effective advocacy
2. To contribute to the development of the Find Your Talent programme in the North West through strategic and operational partnership arrangements with the Liverpool City Region and Bolton pathfinders; and through supporting the development of a cultural offer for children and young people in non-pathfinder local authorities
3. To consolidate the establishment of Curious Minds as an independent organisation, merging the former Merseyside and Lancashire Creative Partnerships staff teams into one Curious Minds team, synthesising best practice and demonstrating excellence in service delivery
4. To develop a range of new services, programmes and products that provide a sustainable income stream for Curious Minds and enable the organisation to achieve a solid financial basis for continued development while establishing sufficient reserves
5. To maintain the well being, enthusiasm and commitment of all employees through the development of Curious Minds as an excellent employer and a learning organisation
6. To maintain our positive track record in contributing to the broader work and thinking of Creativity, Culture and Education and the Creative Partnerships programme through dynamic collaborations across networks
7. To develop an increasingly well known and respected brand for Curious Minds, with a growing reputation as innovators and thought leaders in the field of creative learning

A reporting matrix has been developed to demonstrate progress made in realising these objectives, which is presented to trustees at all board meetings throughout the year.

### **Charitable objects**

The charitable objects for Curious Minds were amended from those at the time of incorporation and subsequently approved by the board of trustees on the 25<sup>th</sup> June 2009. They were accepted by the Charity Commission on the 6<sup>th</sup> August 2009 when Curious Minds became a Registered Charity.

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The Charity's objects are; to advance for the public benefit the education of children and young people within England in order to enable them to participate in society as mature and responsible individuals, in particular by:

1. supporting them to become successful learners and responsible citizens by working with others to extend the range, amount, quality and scope of formal and informal learning opportunities in the areas of creativity, arts, media, culture, heritage, humanities and science
2. supporting teachers, practitioners, carers, performers and artists in developing the necessary skills and knowledge to assist them in enabling children and young people both inside and outside formal education to develop and apply their skills and talents and to open up to them cultural and creative activity
3. developing programmes, where appropriate, in partnership with others to deliver positive learning outcomes and encourage the recognition, enjoyment and use of culture, media and heritage
4. empowering them to be involved in the promotion of cultural and learning activities and enhancing their skills, capacities and capabilities
5. encouraging them to visit, experience, participate in, initiate and engage in cultural activities, places and performances.

#### **Public benefit**

The board of trustees have given due regard to the Charity Commission's guidance on public benefit. Curious Minds' activities clearly relate to our charitable purposes of advancing education through creative teaching and learning whilst supporting and enhancing the cultural welfare of our communities and the wider public. Our business plan stresses the importance of ensuring the accessibility of our programmes to a wide range of members of the public; children and young people; parents and families; teachers, carers and creative professionals.

Specific confirmation is also provided that trustees received no remuneration or benefits for our contribution to Curious Minds and that no trustee was connected to any partner professionally engaged by the charity.

#### **Establishment of the organisation**

##### **Background**

Curious Minds has evolved from the successful delivery of Arts Council England's Creative Partnerships programme, which was established in Merseyside in 2003 and East Lancashire in December 2005. Since inception both delivery teams have built a solid reputation for the efficient and effective delivery of the Creative Partnerships programme, developing strategic and operational alliances and partnerships with a range of individuals and organisations across the educational, cultural and regeneration sectors.

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In 2009 Arts Council England transferred the management of Creative Partnerships to Creativity, Culture and Education and 25 area delivery organisations are now responsible for delivering the programme across England.

After a period of consultation and planning carried out in 2008, it was decided to establish Curious Minds as an area delivery organisation, an independent Charity and Company Limited by Guarantee established to deliver Creative Partnerships across Lancashire and Merseyside.

Leading up to and following the demerger from Arts Council England in April 2009, including the period covered in this report, considerable progress has been made in building one team out of the previous two area offices and in establishing the systems and processes necessary to ensure the smooth operation of our programmes. This demonstrates a remarkable willingness of the whole team to manage change, apply themselves to the challenges ahead and develop the quality of our work.

#### **Staff skills audit and establishment of task teams**

In April 2009 an independent consultant, Susanne Burns, was contracted to carry out a thorough staff skills audit, investigating the overt and hidden talents, skills and experiences of each staff member in order that Curious Minds could enhance and utilise this collection of individuals' knowledge to develop the organisation.

Following the audit, a series of recommendations and actions were taken, developing a staffing structure that is both vertical (line management based and hierarchal) and horizontal (task team based). The organisation now has eleven task teams whose individual remits cover various aspects of our work, such as 'Children and Young People', 'Finance, Contracting and Grants', 'Schools', 'Creative Agents' and 'Evaluation'. Each task team is led by a member of staff (designated by both interest, experience and job role) and consists of team members from both offices, both internal departments (Programmes and Finance and Resources) and a range of job roles.

#### **Brand and website development**

Since incorporation we have invested appropriate time and resources in our brand and website development. Working with a design company based in Blackburn, Source Creative, we have established a strong recognisable brand that sits well with the range of partners with whom we are engaged.

Our website was launched in the Autumn of 2009 and includes sections on the various programmes of work that are currently or have been delivered by Curious Minds, we also have a clear contacts section and are building a significant bank of resources available for our partners, of particular importance is our Creative Practitioner Directory which is an online list of our approved practitioners that our partner schools can search to find the ideal practitioner to deliver projects in their schools.

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### **Creative Practitioners**

In addition to the core team, Curious Minds works with a large numbers of Creative Practitioners. Artists, designers, chefs, landscape designers, and a range of other creative professionals are contracted on a project-by-project basis to fulfil the specific requirements of project briefs. Practitioners are carefully selected for inclusion in our practitioner directory which currently lists over 230 approved practitioners from across Lancashire and Merseyside. Creative Practitioners benefit from access to regular professional development opportunities provided by Curious Minds, including up to date child safeguarding training.

### **Creative Agents**

Curious Minds works with a core team of 42 Creative Agents. These are specialist practitioners who are highly skilled and experienced in working in educational settings. They work as key critical friends in schools involved in our long-term developmental programmes, brokering relationships between schools and Creative Practitioners and acting in an advisory capacity to the school. Considerable resources are invested by the company in developing the competencies of Creative Agents.

### **Overview of the year: 17th December 2008 to 31st August 2009**

#### **Creative Partnerships ([www.creative-partnerships.com](http://www.creative-partnerships.com))**

Curious Minds delivers the Creative Partnerships programme across Lancashire, Merseyside and West Cheshire. Creative Partnerships is the Government's flagship creative learning programme, designed to develop the skills of young people across England, raising their aspirations and equipping them for their futures, through fostering innovative, long-term partnerships between schools and creative professionals, including artists, performers, architects, multimedia developers and scientists.

Curious Minds works with 56 Change Schools (a three year programme designed to support schools in bringing about sustainable change in approaches to teaching and learning) and 84 Enquiry Schools (a one year creative learning programme targeted at a specific group of pupils and teachers).

Evidence from our evaluations reveals that creative approaches to teaching and learning raise standards and the schools we work in report notable improvements in levels of achievement as well as in measurable aspects of personal development, such as attendance and pupil motivation. Our schools recognise that creative approaches can make a particular difference in core subjects such as maths and science, particularly for pupils who have previously had difficulty in these areas. Evidence gathered during visits to Creative Partnerships schools from schemes of work, pupils' portfolios and discussion also indicates improvements both in the delivery of the curriculum and in the breadth of pupils' learning.

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**Find Your Talent ([www.findyourtalent.org](http://www.findyourtalent.org))**

Curious Minds works with local authorities and other agencies in the North West to develop the Find Your Talent programme. We are a key partner in the Liverpool City Region and the Bolton pathfinder programmes. Find Your Talent gives children and young people the chance to try out different cultural and creative activities. It's about helping them to discover new things, to express themselves, to develop a passion and to make the most of their talent. Whether it is music, art, film, theatre, dance, digital media, exploring libraries, museums or heritage, Find Your Talent is for every child and young person, whatever their age and whatever their ability.

**Shine ([www.shineweek.co.uk](http://www.shineweek.co.uk))**

Shine is a national celebration of the talent in all young people. Curious Minds supports Shine week in all Creative Partnerships schools as well as encouraging the wider network of schools across Lancashire and Merseyside to participate.

Shine week 2009 took place from the 6<sup>th</sup>-10<sup>th</sup> July and created a real buzz in schools across the country and in the media. The week-long celebration of talent pays tribute to the performing arts, technology, science, community work and so much more. Shine is an opportunity to recognise the many talents and achievements of young people and the very positive contribution they make to our society and our future.

**Prevent**

Curious Minds was commissioned to develop a programme of activity during 2009 to address the objectives of the Prevent strategy and the Department for Children, Schools and Families' 'Learning Together To Be Safe' toolkit on the prevention of violent extremism. Curious Minds supported six secondary schools across Lancashire to develop a creative programme of work that would seek to undermine extremist ideology and strengthen the resilience of schools to challenge extremism. Each of the schools developed very different projects, working with experienced project managers and creative practitioners from a variety of artistic and creative backgrounds including film, theatre, sound art and visual art.

The projects demonstrated that creative arts based approaches to learning as a vehicle for addressing complex issues increases learning and understanding and the capacity to hold open dialogue both within the classroom and beyond. The projects enabled controversial issues to be addressed within a safe environment so that attitudes and prejudices were challenged, and violent acts were condemned. Embedding the programme within the curriculum has ensured a sustainable long-term approach to be available to the school and schools reported significant improvements in pupils' understanding of current world issues and their capacity to articulate, challenge and debate complicated ideas appropriately with one another.

Curious Minds is now developing a training programme for teachers on issues around violent extremism, funded by Creativity, Culture & Education.

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### **Practitioner development**

Through Arts Council England funding, Curious Minds in Lancashire commissioned and developed with Proper Job Theatre Company a professional learning programme for Creative Practitioners which focused on developing their competencies in working in school settings within the core Creative Partnerships programme. The training also gave practitioners a background in:

- the educational contexts within which Creative Partnerships operates and the need to align programme activity with educational priorities
- the co-planning and co-delivery of creative learning programmes alongside teaching staff and children and young people
- developing skills in observing learning in action and recording evidence of impacts on learning

### **Building schools for the future**

Curious Minds in Liverpool is working with Liverpool Children's Services to develop a programme of activity which builds awareness of creativity as a transferable skill set essential to young people leading successful and fulfilling lives and contributing dynamically to the workforce of the future. Through working with a wide range of stakeholders this learning will connect to the vision for teaching and learning for creativity in BSF Wave 6 schools once established.

### **Childcare for children and young people**

Curious Minds in Liverpool is working with Liverpool Children's Services to consult with young people on their perceptions of childcare, gather their views on existing provision and generate ideas on what an ideal childcare service would look like, so that this information can feed into the local authority's development of extended services for young people.

### **Youth engagement in regeneration**

The Creative Youth Engagement in Regeneration Project aims to increase the practical engagement of young people in community based regeneration projects. The project is funded by Lancashire County Council, Blackburn with Darwen Borough Council, Elevate and Curious Minds.

The majority of funding is used to pay for 50 days of a project worker's time to facilitate the development of activity with young people and a range of partners involved in regeneration. There are also costs associated with website development, a launch event and external evaluation. The development of a website which will act as a focus for programme development and provide resources for people who wish to develop greater involvement of young people in regeneration is a key element of this project.

Key outcomes and impacts are:

- Website live and user-tested by end January 2010
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- The website will act as a portal to a range of individuals, professionals, volunteers, groups & organisations and will feature policies, legislation and case studies of expertise in Creative Youth Engagement in Regeneration
- Increase in skills and confidence of young people to work in partnership with a range of professionals. Evidence of learning and development in individuals
- Growth in membership of the Network. Members demonstrating the involvement of young people in events and consultations during a series of events taking place October-February
- A series of case studies presented on the website
- Funding will soon be secured for a 2-3 year programme of activity involving each Local Authority, and reaching 11-24 year olds in and out of formal education across Pennine Lancashire

#### **Lancashire cultural offer**

This project aims to research how schools can act as ‘cultural hubs ‘ in their local community and act in an outward facing manner to enable children and young people to increase their involvement in arts and culture.

Project funding of 10k which has been secured from Lancashire County Council and from Curious Minds is used to fund project consultants Paul Hartley & Rob Howell to work in two Lancashire schools to develop original models of capacity building across the school community.

Progress so far:

- Groups have been established in each school made up of young people, teachers, governors and other members of the school community
- Consultation has begun with young people to explore the barriers to participation in culture and how information about activities for young people is best distributed

#### **Future plans**

##### **Demand for involvement in partnership activity – strategic and delivery**

We have a strong track record for participating in joint strategic initiatives including sitting on Lancashire Children’s Trust Partnership Board, Lancashire’s ECM Workforce Development Groups, The Creativity Works steering group, Burnley’s Cultural Partnership, Liverpool City Region Find Your Talent Pathfinder Board and programme group, St Helen’s Extended Services disadvantage subsidy pathfinder board and project team, Liverpool’s BSF programme stakeholder group and Lancashire’s Cultural Offer Steering Group. We plan to extend our range of influence through representation on similar groups across our geographical area and receive regular invitations to become involved in committee work.

##### **Our distinctive specialism**

Developing and brokering creative and effective delivery partnerships is our key strength and distinctive specialism, and our track record for performance in this area is well respected

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locally and nationally. We have a detailed understanding of the factors necessary for partnerships to thrive and for change to be enabled and will be proactively developing the range of delivery partnerships we manage over the next twelve months. We are committed to developing innovative practice and in working in a highly creative manner ourselves.

**Our strapline – Enabling Creative Collaboration**, encapsulates what we do, and we intend to become increasingly recognised as the obvious first choice for anyone seeking support, advice and assistance in developing collaborative partnership activity.

### **Programme development**

We deliver a wide range of high quality programmes and services to partners and clients concerned with education and learning, regeneration and cohesion, and the development of social and emotional well being. Our programmes focus on improving the lives of children and young people by putting learner voice at the core of the process and by providing opportunities for the growth of their decision-making and leadership skills.

Every project is unique and designed in response to a detailed analysis of local contexts and partners' needs. We will work within education, regeneration or any other service that connects with children and young people, and will develop creative programmes that will enable partners to work and engage with children and young people more effectively.

Through our programme development and delivery:

1. We enable schools to become more creative, culturally rich and effective
2. We enable children and young people to engage actively in culture
3. We enable partners to engage children and young people as active learners and citizens
4. We enable the development of creativity in individuals and organisations
5. We enable the development of improved collaborative practice, between individuals and across organisations, within and beyond projects
6. We enable in-depth evaluation of programmes and projects using creative methods
7. We enable people to develop and share knowledge creatively

### **Working with business and the voluntary sector**

Our services are not limited to the educational and cultural sectors and we are keen to widen our portfolio of clients to the business and voluntary sectors. We believe the skills and expertise we can demonstrate has huge relevance to a broad range of companies and will be actively marketing a range of services to new partners who may not previously engaged with the 'creativity agenda'.

### **Training and development**

Challenging times require creative solutions and Curious Minds is experienced in providing high quality training for organisations that want to increase the creativity of their employees and develop innovative practice.

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## Structure, governance and management

### **Governing document**

The charity is controlled by its governing document, approved by the Charity Commission on 6<sup>th</sup> August 2009, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

### **Decision making**

The board of trustees have delegated the day to day management and decision making of Curious Minds to the Chief Executive. Significant decisions that impact on, for example, staff employment, business planning, financial stability and the sustainability of the Charity are brought to the board quarterly for approval prior to action taking place.

### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The employed management team monitor the risks associated with the charity on a monthly basis and the current risk register is presented to the board of trustees at each quarterly board meeting for discussion, assessment and approval.

### **Financial control and audit**

The full board of trustees currently monitors and reviews the financial performance and financial reporting arrangements, supported by the Company Secretary/Director of Finance and Resources.

The full board of trustees also take responsibility for audit issues, financial processes including the consideration of the accounting policies, risk management policies and compliance with statutory requirements. The full board considers the appointment of external auditors and approves their remuneration and terms of engagement and subsequently will respond to any relevant matters relating to annual financial statements raised by the external auditors as a result of their audit work.

It is expected that in the subsequent financial year (Sept 09 – August 10) a Finance and Audit sub-committee will be established led by a newly recruited board member with significant financial experience to advise the trustees and the management team on many of the above responsibilities on behalf of the full board of trustees.

### **Staff and internal policies**

The Charity has a suit of internal policies including the employee handbook, health and safety policy and child safeguarding policy. All of the policies are reviewed by the board of trustees annually and more frequently if required as a result of changes in legislation.

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## Financial review

### **Introduction**

Curious Minds has a Finance and Resources team led by the Director of Finance and Resources. The Team is split equally across the two office sites with all hard copy financial information being stored in the Liverpool office. The team use Sage 50 Accounts and Sage Payroll and operate within the organization using a Finance Systems and Controls Manual which was developed in partnership with the Charity's accountant.

### **Core funding**

The Charity receives core funding from Creativity, Culture and Education (CCE) through delivering the Creative Partnerships programme across Lancashire, Merseyside, West Cheshire, Blackburn with Darwen, Blackpool and Halton.

### **Project funding**

Curious Minds undertakes a wide range of activities through project funding, including the Prevent programme, Find Your Talent, Creative Youth Engagement in Regeneration to name a few. The funding for these projects is obtained from a range of sources, principally these include further funding from CCE, funding directly from Arts Council England, and funding from a range of both local authorities and other area specific regeneration partners.

### **Grant making policy**

Curious Minds distributes grants in accordance with the requirements and objectives laid out within the various funding agreements we receive. The Charity does not have its own funds for grant making purposes.

### **Reserve policy**

Any Curious Minds reserves are to be used to temporarily cover core running costs of the organisation and staff liabilities such as maternity pay and redundancy costs should project funding temporarily cease or these mentioned liabilities occur. It is the intention of the board to build unrestricted reserves equal to 6 months administration and direct salary costs of the organisation which total c£200k. This target will be achieved over a five year period. Currently Curious Minds holds £46,541 as reserves. This reserves policy will be comprehensively reviewed on an annual basis by the board.

### **Financial risk management**

Within the wider risk management process the board monitor and assess the financial risks to which Curious Minds may be exposed to and assesses their potential impact on the Charity.

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### Statement of Trustee's responsibilities

The trustees (who are also the directors of Curious Minds for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity SORP
- 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.

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

### Statement as to disclosure of information to auditors

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's auditors are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any audit information establish that the charitable company's auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

#### **On behalf of the board:**

Trustee \_\_\_\_\_  
Signature \_\_\_\_\_  
Date \_\_\_\_\_

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## Independent auditors' report to the members of Curious minds for the period ended August 31 2009

We have audited the financial statements of Curious Minds for the period ended August 31 2009 which comprise the Statement of Financial Activities (including the income and expenditure account), the Balance Sheet, and the related notes. The financial statements have been prepared under the accounting policies set out therein.

### Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of the company for the purposes of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). We report to you our opinion as to whether the financial statements give a true and fair view, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006.

We also report to you whether, in our opinion, the information given in the Trustees' Annual Report is consistent with those financial statements. In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Trustees' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

### Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

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### Opinion

In our opinion

- the financial statements give a true and fair view of the state of the charity's affairs as at August 31 2009 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Trustees' Annual Report is consistent with the financial statements.

**Geoffrey Horley – Senior Statutory auditor**

For and on behalf of:  
Chittenden Horley Limited  
Chartered Accountants and Statutory Auditors  
456 Chester Road  
Old Trafford  
Manchester  
M16 9HD



Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## Statement of financial activities

	Notes	Unrestricted funds £	Restricted funds £	Total funds £
<b><u>Incoming resources</u></b>				
Incoming resources from generated funds				
Voluntary income	2	245,919	-	245,919
Incoming resources from charitable activities	3	44,887	831,582	876,469
<b>Total incoming resources</b>		<b>290,806</b>	<b>831,582</b>	<b>1,122,388</b>
<b><u>Resources expended</u></b>				
Charitable activities:				
Charitable expenditure – grants payable	4	-	55,203	55,203
Charitable expenditure – project delivery		261,668	57,380	319,048
Governance costs	7	5,687	-	5,687
<b>Total resources expended</b>		<b>267,355</b>	<b>112,583</b>	<b>379,938</b>
<b>NET INCOMING RESOURCES BEFORE TRANSFERS</b>		<b>23,451</b>	<b>718,999</b>	<b>742,450</b>
<b>TRANSFERS</b>		<b>23,090</b>	<b>(23,090)</b>	<b>-</b>
<b>NET INCOMING RESOURCES AFTER TRANSFERS/FUNDS CARRIED FORWARD</b>		<b>46,541</b>	<b>695,909</b>	<b>742,450</b>

The notes on pages 21 – 27 form part of these accounts

## Balance sheet

	Notes	£
<b><u>Fixed assets</u></b>		
Tangible assets	11	14,689
<b><u>Current assets</u></b>		
Debtors: amounts falling due within one year	12	43,323
Cash in hand		<u>752,174</u>
		<u>795,497</u>
<b><u>Creditors</u></b>		
Amounts falling due within one year	13	(67,736)
<b>NET CURRENT ASSETS</b>		<u><u>727,761</u></u>
<b>NET ASSETS</b>		<u><u>742,450</u></u>
<b><u>Funds</u></b>	17	
Unrestricted funds		46,541
Restricted funds		<u>695,909</u>
<b>TOTAL FUNDS</b>		<u><u>742,450</u></u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on their behalf by:

.....

Frederick R Wand  
Chairman, Board of Trustees  
Company registration number: 06775402

The notes on pages 21 – 27 form part of these accounts

## Notes to the financial statements

### 1. Accounting policies

#### Accounting convention

The financial statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities issued March 2005.

#### Incoming resources

Income is recognised in the accounting period in which it is receivable, except in the following circumstances, when the income is deferred and included in creditors:

- The income relates to a future accounting period
- A sales invoice has been raised ahead of work being carried out and there is no contractual entitlement to the income until the work has been done
- Not all the terms and conditions of the grant have been met, including the incurring of expenditure and the grant conditions are such that unspent grant must be refunded.

Income includes grants in respect of revenue and capital items.

#### Resources expended

Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources. Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

#### Allocation and apportionment of costs

Support costs have been directly allocated between the four cost centres of:

- Salaries
- Travel, Subsistence & Entertaining
- Premises Related Costs
- Office & Sundry

#### Tangible fixed assets

Single asset purchases, not forming part of a related series of transactions, costing less than £200 are not capitalised, but are written off as a revenue expense in the year of acquisition.

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Office Equipment	-20% on cost
Furniture & Fixtures	-10% on cost

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### **Taxation**

The charity is exempt from corporation tax on its charitable activities.  
The charity is not registered for VAT and therefore all its input VAT is irrecoverable.  
Expenditure is analysed inclusive of VAT where this has been incurred.

### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees. Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme which pays 6% of gross salary. Contributions payable to the employee's personal pension schemes are charged to the Statement of Financial Activities in the period to which they relate.

### **Operating leases**

Payments under operating leases are charged to the Statement of Financial Activities in the period to which they relate

## **2. Voluntary income**

Voluntary income is received through grants and contract for services to deliver programmes of work which will impact on the lives and well being of young people across the North West of England.

<b>Funder</b>	<b>Programme</b>	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
Creativity, Culture & Education	Administration & Salaries	244,974		244,974
Sundry income		945		945
		<b>245,919</b>		<b>245,919</b>

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### 3. Incoming resources from charitable activities

Funder	Programme	Unrestricted	Restricted	Total
Lancashire Constabulary	Preventing Violent extremism	44,887	-	44,887
Arts Council England (ACE)	Transition costs for Cp delivery	-	32,000	32,000
ACE	Professional learning fund	-	7,881	7,881
Lancashire County Council (LCC)	Pendle Vale visioning project	-	4,000	4,000
LCC	Creative Youth Engagement in Regeneration	-	6,000	6,000
Creativity, Culture & Education (CCE)	Transitional costs	-	45,014	45,014
CCE	Database Training for Creative Agents	-	29,725	29,725
LCC	Cultural offer programme	-	5,000	5,000
LCC	Imagining raindrops	-	2,000	2,000
CCE	Shine 09/10	-	8,000	8,000
CCE	Deferred commitments 08/09 Merseyside	-	13,100	13,100
National Museums Liverpool	Find Your Talent	-	30,683	30,683
Liverpool Childrens Services	Creativity for BSF wave 6	-	2,338	2,338
CCE	Main programme delivery	-	645,841	645,841
		<b>44,887</b>	<b>831,582</b>	<b>876,469</b>

#### 4. Charitable activities costs

	Grant funding of activities (see note 5)	Support costs (see note 6)	Totals
	£	£	£
Charitable expenditure - grants payable	55,203	-	55,203
Charitable expenditure – project delivery	183,375	135,673	319,048

#### 5. Grants payable

Charitable expenditure - grants payable

Programme	No. of grants to individuals	No. of grants to institutions	Total value of grants (£)
Find Your Talent		3	22,000
Prevent	1	3	19,800
CCE Creative Agent Database Training		2	13,403
	1	8	55,203

#### Examples of institutions in receipt of grants

Institution	Programme	No. of grants	Total grant (£)
Proper Job Theatre Company	Prevent	2	7,973.00
Centre for Urban Education	CCE Creative Agent Database Training	1	7,000.00
St Cuthbert's Catholic Community College	Find Your Talent	1	10,000

#### 6. Support costs

	Salaries	Travel, subsist & entertaining	Premises related costs	Office & sundry	Totals
	£	£	£	£	£
Governance costs	-	-	-	748	748
Charitable expenditure – project delivery	94,692	9,395	14,968	164,245	283,300
	94,692	9,395	14,968	164,993	284,048

## 7. Governance costs

Audit and accountancy fees	4,939
Support costs	748
	5,687

## 8. Net incoming/(outgoing) resources

Net resources are stated after charging/(crediting):

Depreciation - owned assets	3,566
Audit fees	2,936
Directors remuneration and Trustees expenses	-

## 9. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the period ended 31 August 2009.

There were no trustees' expenses paid for the period ended 31 August 2009.

## 10. Staff costs and staff numbers

Salaries and wages	82,549
National insurance contributions	8,422
Pension contributions	3,721
	94,692

The average number of employees at 31<sup>st</sup> August 2009 was 6.5 FTE.

No employee earned more than the equivalent of £60,000 p.a. during the period.

## 11. Tangible fixed assets

	Office Equipment £	Furniture & Fixtures £	Totals £
<u>Cost</u>			
Additions	17,411	844	18,255
<u>Depreciation</u>			
Charge for year	3,482	84	3,566
<u>Net book value</u>			
At 31 August 2009	13,929	760	14,689

## 12. Debtors: amounts falling due within one year

	£
Trade debtors	445
Other debtors	37,949
Prepayments	4,929
	43,323

### 13. Creditors: amounts falling due within one year

	£
Trade creditors	5,905
Other creditors	7,392
Pension fund	665
Accruals and deferred income	53,774
	<u>67,736</u>

### 14. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Fixed assets	-	14,689	14,689
Current assets	79,277	681,220	760,497
Current liabilities	(32,736)	-	(32,736)
	<u>46,541</u>	<u>695,909</u>	<u>777,450</u>

### 15. Operating lease commitments

The charity has a £28,504 annual commitment under a non-cancellable operating lease which will expire in 2 years.

### 16. Controlling party

The Charity is controlled by its Trustees and by the members in general meeting.

## 17. Movement in funds

		Income	Expenditure	Transfers	c/f
<b>Unrestricted funds</b>					
General fund		290,806	-267,355	23,090	46,541
<b>Restricted funds</b>					
Arts Council England (ACE)	Transitional costs for Cp delivery	32,000	(14,560)	(11,419)	6,021
ACE	Professional learning fund	7,881	(7,881)	0	0
Lancashire County Council (LCC)	Pendle vale Visioning project	4,000	(2,500)	0	1,500
LCC	Creative Youth Engagement in Regeneration	6,000	(3,574)	0	2,426
Creativity, Culture & Education (CCE)	Transitional costs	45,014	(11,062)	(29,191)	4,761
CCE	Database Training for Creative Agents	29,725	(22,120)	(600)	7,005
LCC	Cultural offer programme	5,000	0	0	5,000
LCC	Imagining raindrops	2,000	0	0	2,000
CCE	Shine 0910 - 32k is conditional on outcome	8,000	(8,000)	0	0
CCE	deferred Commitments 2008/09 Merseyside	13,100	(4,975)	0	8,125
National Museums Liverpool	Find Your Talent	30,683	(30,548)	(135)	0
Liverpool Childrens Services	Creativity for BSF wave 6	2,338	(2,338)	0	0
University of Chester	teaching outside the classroom	0	(370)	0	(370)
CCE	main programme delivery	645,841	(1,089)	0	644,752
	Capital grants expended *	0	(3,566)	18,255	14,689
<b>Total restricted funds</b>		<b>831,582</b>	<b>(112,583)</b>	<b>(23,090)</b>	<b>695,909</b>
<b>Total funds</b>		<b>1,122,388</b>	<b>(379,938)</b>		<b>742,450</b>

Restricted funds will be applied in the next twelve months.

\* This records the expenditure on capital assets funded by restricted grants, and provides a fund against which depreciation can be charged in future periods

## Detailed statement of financial activities

	£
<b>Incoming resources</b>	
<u>Voluntary income</u>	
Donated services and facilities	1,126,558
Other income	945
<b>Total incoming resources</b>	<u>1,127,503</u>
<b>Resources expended</b>	
<u>Charitable activities</u>	
Grants	58,163
<u>Governance costs</u>	
Audit and accountancy fees	4,939
<u>Other resources expended</u>	
Contracts	21,983
Creative agents - Lancs school	1,575
Creative agents - non cp	8,825
Creative practitioners - CPD	4,800
Facilitators	15,292
Project materials	83
Depreciation of tangible fixed assets	3,567
	<u>56,125</u>
<u>Support costs</u>	
- Salaries	
Wages	94,693
CCE Seconded Staff	53,999
Agency temporary staff costs	1,514
	<u>150,206</u>
- Travel, subsistence & entertaining	
Travel costs	3,555
Taxis (staff)	199
Parking fees	780
Mileage - essential (staff)	2,055
Mileage - casual (staff)	602
Hotels (Staff)	546
UK Entertainment (Staff)	116
Subsistence (Staff)	187
Tickets - work related	93
Tickets - benefit	344
Conference fees	374
	<u>8,851</u>

<b>- Premises related costs</b>	
Rates and water	1,534
Insurance	1,096
Light and heat	1,254
Rent	23,624
Premises services charge	664
Premises parking fees	921
Security	10
Cleaning	275
	<u>29,378</u>
<b>- Office &amp; sundry</b>	
Postage and stationery	2,008
Consultants - HR	857
Misc contracts	1,200
Design costs	694
Books and publications	345
Professional bodies membership	68
Welfare, Health & Safety	38
Catering - events	159
Catering - office & meetings	1,100
Room hire - events	3,399
Room hire - meetings	1,995
Telephone	2,946
Mobile Telephones	1,472
Internet	390
Recycling	93
Office equip charges & repairs	1,031
IT support costs	5,744
IT Licences	10,215
Removal charges	518
Misc labour costs	175
CRB costs (staff)	670
CRB costs (trustees)	78
Learn & develop fees (staff)	1,000
Learn & develop fees(trustees)	1,150
Bank charges	14
	<u>37,359</u>
<b>Total resources expended</b>	<u>345,021</u>
<b>Net income</b>	<u>782,482</u>