

Charity registration number 1153613

Company registration number 08341045 (England and Wales)

TOMORROW'S WARRIORS TRUST
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022
PAGES FOR FILING WITH REGISTRAR

TOMORROW'S WARRIORS TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	V J Broughton	
	Dr M Y Busby	
	L Malkani	
	S Abbott	
	C Panayi	(Appointed 14 April 2021)
	N S O'Donnell	(Appointed 6 September 2021)
	N Cornforth	(Appointed 17 August 2022)
Charity number	1153613	
Company number	08341045	
Principal office and registered office	1st Floor 73 Canning Road Harrow Middlesex HA3 7SP	
Independent examiner	David Passey ACA Landau Morley LLP 325-327 Oldfield Lane North Greenford Middlesex UB6 0FX	

TOMORROW'S WARRIORS TRUST

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TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The trustees (who are also directors for the purpose of the Companies Act) present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the trust's [governing document], the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019).

Primary activities of the trust

Tomorrow's Warriors Trust exists to ensure opportunities for participation, ownership and leadership in music and the arts are available to all. We aim to inspire, foster and grow a vibrant community of artists, audiences and leaders who together will transform the lives of future generations by increasing opportunity, diversity and excellence in and through jazz.

To achieve our ambition, we support diverse young and emerging artists through an acclaimed talent development programme, increase access through creation of inspirational learning and participation opportunities for communities around the UK, and develop diverse artists and audiences through investment in the commission and production of new music projects to promote and sustain artists developed through our programme.

Tomorrow's Warriors Trust is a national charity with a diverse funding model sourcing income through individual donors, trusts and foundations, corporations and public funds. The charity acts as grant maker to Tomorrow's Warriors Limited (TW), a change-making talent incubator, music educator and creative producer. Tomorrow's Warriors was established in 1991 by inspirational founders: double bassist and Artistic Director, Gary Crosby OBE (recipient of The Queen's Medal for Music 2018) and Chief Executive, Janine Irons MBE. TW, a company limited by guarantee (3598198) delivers activity that further the charitable aims of the Trust [see panel below].

TW has earned its reputation for its pioneering artist development programme, innovative community outreach activities, and critically acclaimed concerts and touring programmes.

Free access to TW's development programme has proved crucial in nurturing the nascent talent and early careers of so many of the most exciting UK artists currently tearing up the international jazz scene.

TW's alumni features many of the leading lights of UK jazz. Award-winning artists such as Moses Boyd, Nubya Garcia, Sheila Maurice-Grey, Cassie Kinoshi and Nèrja, Femi Koleoso and Ezra Collective, Binker Golding, Shabaka Hutchings and Sons of Kemet, Eska, Denys Baptiste, Soweto Kinch, Blue Lab Beats, Mark Crown, David Okumu, Ben Burrell, Zara McFarlane, Mark Kavuma, Camilla George, Cherise, Nathaniel Facey and Empirical, Peter Edwards, Jason Yarde and J-Life, Robert Mitchell, Byron Wallen...the list goes on and on.

W has been a National Portfolio Organisation of ACE since 1999. In 2019 TW was announced as a PRS Foundation (PRSF) Talent Development Partner, and became a signatory to Keychange, the international initiative to promote gender equality across music commissioning and programming.

The work of TW is fully aligned to the charity's aims and objectives. Through funding this work, Tomorrow's Warriors Trust is able to reach, and have real impact on the lives of those the Trustees and donors seek to support, helping to deliver lasting social change.

The core ethos of TW is 'Each One, Teach One', where each generation supports the next, sharing skills, passing on the legacy and building a vibrant, supportive, self-sustaining community of jazz artists and audiences. We and TW have a relentless commitment to diversity and inclusion, and this is reflected across all the activity undertaken by or on behalf of the charity.

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities

The objects of the charity are to promote the arts and, in particular jazz music, and to advance the education of young people aged 8-25, primarily though not exclusively those from Black and Minority Ethnic backgrounds, girls and those of moderate or limited means through provision of quality training, performance and professional development opportunities in the field of jazz music in such ways as to enable them to become self-supporting for the public benefit.

Public benefit

The Trustees confirm their compliance with the duty to have due regard to the Public Benefit guidance published by the Charity Commission when reviewing the charity's aims and objectives and in planning future activities, and are satisfied that the charity's aims are for the Public Benefit, as can be seen from this Report.

Main Activities

There are three distinct, yet interconnected strands of work created and delivered by TW in support of the Trust's aims:

Talent development

"Tomorrow's Warriors' accessible, collaborative and passionate approach gets the most out of young people from all backgrounds and it's most telling that all those who have gone on to secure critical acclaim internationally remain active champions, advocates and friends of Tomorrow's Warriors. What a legacy that continues to grow. "

Joe Frankland, Chief Executive, PRS Foundation

TW offers a comprehensive and immersive Learn & Train programme which comprises of the Young Artist Development Programme (YADP) focusing on entry level workshop training and performance practice for talented musicians primarily aged 11-15; and the Emerging Artist Development Programme (EADP) supporting advanced groups primarily aged 15-25 while focusing additionally on career development and professional performance opportunities. TW delivers 12 weekly learning sessions across the academic year at its creative home at Southbank Centre in London, all of which are free to young people at the point of access. Two of these sessions are devoted to the development of girls and young women, providing a safe, supportive creative space in which female musicians can develop skills, share learning, and build confidence.

Through support of this programme, the Trust is able to:

- Develop the next generation of leading jazz artists and music leaders – provide free, extensive year-round development opportunities through a weekly programme of workshops, masterclasses, mentoring, public performances, cross-artform collaborations, supplemented by industry talks, and concert visits
- Widen participation – remove and avoid creation of barriers that inhibit participation and/or progression by providing free and flexible artist development opportunities within a culturally rich training programme
- Showcase diversity – be actively inclusive and set high standards for commitment, progression and involvement for all
- Inspire future generations of jazz artists and audiences – make young and diverse jazz talent visible and accessible through public workshops and performances to inspire tomorrow's artists and audiences to engage with and get involved in jazz

Outreach

The Trust supports TW to devise and deliver innovative, bespoke educational and participatory outreach programmes around the UK and internationally in partnership with its network of music education hubs, schools, community groups, venues and promoters who, collectively, form the Tomorrow's Warriors Partnership Network (TWPN). This initiative by TW – introduced in 2017 as a mechanism to promote sustainable partnership working across and between organisations, cities and regions – helps to deliver improved outcomes with deeper impact for all partners and participants.

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Developing artists & audiences

As award-winning creative producers, TW works with emerging artists on its development programmes and with professional artists – solo artists and bands, including many of its illustrious alumni, and TW's flagship jazz ensemble, Nu Civilisation Orchestra and Gary Crosby's skazz (reggae, ska, jazz) big band, Jazz Jamaica All Stars – to help realise artistic ambitions, engage audiences that may not typically go to jazz concerts, and provide progression routes for artists 'graduating' the Learn & Train programme.

The trustees lend support to selected artistic projects that chime with the values and aims of the Trust.

TW helps to enrich and contribute to the UK's vibrant jazz scene and wider cultural landscape by facilitating the commission and production of work of outstanding artistic merit in a range of settings – from clubs and private functions to concert halls and major festivals – presented to diverse groups of people of all ages and backgrounds. Projects can be one-off solo gigs or concerts with small ensembles to extensive, multifaceted national and international touring projects involving collaborations of TW's orchestras with large choirs, synchronised film or live dancers.

TW was able to bring its Young Artist Development Programme (YADP) back to the Southbank Centre with in-person development sessions, albeit with masks and restrictions on numbers. They were also able to return

to live performances, also socially distanced with 2 seats empty for every 1 seat sold. The success of the online delivery of the YADP throughout lockdown meant that our student base remained engaged throughout and TW was delighted to welcome back a strong cohort of students to the Southbank Centre from May 2021.

The following pages cover some of the key statistics and indicators over the reporting period.

Achievements and performance

This was another difficult year for the arts and culture sector, with Covid restrictions still in place across the UK for the first quarter of this reporting period (live events were only possible from June 2021) and the industry working hard to adapt and recover.

TW was able to bring its Young Artist Development Programme (YADP) back to the Southbank Centre with in-person development sessions (albeit with restrictions on numbers) and return to live performances. The success of the online delivery of the YADP throughout lockdown meant that our student base remained engaged throughout and TW was delighted to welcome back a full cohort of students to the Southbank Centre from May 2021.

We were delighted to welcome two new trustees, Chris Panayi and Nicky O'Donnell to the Trust's Board in April and September 2021 respectively. Both highly respected music industry professionals, they bolster the level of expertise on the board in the areas of strategy, marketing and financial control. In Quarter 3, TW recruited two new full-time members of staff by way of a Production Co-ordinator and Marketing and Communications Manager, building capacity within the organisation to enable it to emerge from a position of strength as TW returned to live and in-person activity.

TW introduced session monitors at Southbank Centre as part of the Covid control measures, providing paid work to young musicians who are paid London Living Wage to support the music leaders and students and manage registers. Whilst these measures have now been lifted, TW has retained the monitors as they help to alleviate the administrative burden on the staff team whilst having the opportunity to extend their learning in the sessions.

International activity

March 2022 saw our CEO, Janine Irons invited to the major international music industry conference, SXSW in Austin, TX as a co-speaker with promoter Jazz Re:freshed's co-founder, Adam Moses on the Dope Black British Jazz panel moderated by Arts Council England representative, Adem Holness. She joined several Warriors alumni who were appearing in Jazz Re:freshed's International Showcase including CHERISE, Cassie Kinoshi (Brown Penny) and Daniel Casimir. TW Trustee, Steve Abbott also attended the conference in his capacity as artist manager of two of the performing artists.

Our US partners, Jazz House Kids in Montclair, NJ were unable to offer an online Summer programme this year (as they did in 2020). Instead they ran short, socially-distanced programmes in Montclair, which made it uneconomic for us to send our students in 2021 on bursaries from the Trust. However, we expect to resume the bursary scheme in 2022/2023 when we hope the pandemic will be over.

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Summer Runnings

Summer Runnings is TW's summer school offering masterclasses that complement the general learning programme and give new musicians and those on our waiting list a chance to engage with the TW community. In 2021, TW could only secure 5 days at Southbank Centre due to the venue's reduced capacity and ongoing Covid restrictions and pressure on space from the various resident groups at the Centre. This limited TW's delivery potential, resulting in TW having to turn down applicants, causing disappointment. TW delivered **29 sessions** in all, taking over the Spirit Level and Clore Ballroom to deliver **24 in-person sessions – 14 development sessions, 5 jams and 5 sessions for composition mentoring drop-ins – and 5 online sessions** as part of TW's **Music Industry Day**. Summer Runnings 2021 welcomed **88 students**, of which **39% were Female** (42% in 2020) and **58% identified as Black, Asian, Mixed or Other** (45% in 2020). In all TW provided **258 learning opportunities** which, like the core programme, were 100% free to access.

Performances & Broadcasts

Despite the difficulties faced recovering from the impact of the pandemic – many venues had to rebuild stage and infrastructure to deliver events and the public showed some signs of a lack of confidence booking tickets – TW had a strong year delivering 85 live events compared to just 9 live events in 2020-21. Of the 2021-22 live events, 9 were streamed live or 'as live' as part of our digital offer to online audiences, made possible with ACE/DCMS Culture Recovery Funding through TW (reflected in TW's accounts).

Performances during the year included some of the shows that were rescheduled due to the pandemic; a new six-date concert hall tour for Nu Civilisation Orchestra presenting **Marvin Gaye's What's Going On**; showcases for our flagship Junior Band, Female Frontline and Soon Come Ensemble; gigs for several of our Emerging Artists at a variety of venues and festivals; and our incredible 30-year anniversary event, **A Great Day In London**, in the Queen Elizabeth Hall at London's Southbank Centre.

The first events of the year were in May, with live stream gigs from **Maddy Coombs** and **XVNGO** for **Cheltenham Jazz Festival**. These shows were produced at **the Albany** in Deptford as a continuation of the live collaboration started last year under lockdown and a stepping stone to full live events returning to the Albany later in the year. Whilst the streaming activity served good purpose throughout the pandemic in maintaining a level of activity for artists, the costs involved were substantial. TW is not able to monetise the streams to a level where it could be viable to continue this strand of activity so, without funding, it is not a strand of work TW envisages taking forward.

The summer saw the return of live 'in person performances' to venues in the UK, although social distancing restrictions remained in place.

*On 2 July we presented a specially curated version of our show, **Catch A Fire: A tribute to Bob Marley & The Wailers** by **Jazz Jamaica All Stars** for the prestigious **Manchester International Festival**. The day was curated by singer-songwriter and broadcaster, **Cerys Matthews** and, with a scaled down band, TW gave the show a twist by having its alumna, **Zara McFarlane** take the lead vocal role throughout. Poet **Lemn Sissay** made a special appearance performing a sublime, stripped down version of Marley's **Redemption Song**.*

Nu Civilisation Orchestra performed its **Parallel: A Tribute to Joe Harriott** project at Kings Place in London, rescheduled due to the pandemic featuring specially commissioned live visuals from **Catarina Rodrigues**. TW delivered the postponed legs of **The Trojan Story** concerts with Jazz Jamaica playing live to socially-distanced audiences at **The Sage, Gateshead** (also streamed live), and a finale at **Royal Festival Hall**, London that included **The Trojan Story** exhibition in the foyer with additional images captured during our associated outreach project, **The Reggae Ticket**. This outreach activity was delivered as part of **Brent Council's Borough of Culture** activities alongside work with our local partner, **Harrow Music Education Hub**, and included 2 inspiration sessions and reggae-jazz workshops delivered by Jazz Jamaica, and open-air performances at Southbank Centre by **2 school bands** from Brent and Harrow in The Reggae Ticket grand finale in July.

In August TW re-established its relationship with **Gilles Peterson's We Out Here Festival**, programming **12 bands** featuring **53 musicians**, and running a merchandise/information stand to drive awareness of TW, and a raffle featuring prizes from Ronnie Scott's and Premises Studios.

TW's collaboration with **the Albany** in Deptford – through which they showcased Emerging Artists – was paused over the summer due to audiences displaying a degree of trepidation in returning to live shows, but resumed in September with **Maddy Coombs** performing in person to a live audience, and further shows in October and November from **Donovan Haner** and **Loucin**.

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Presentation of the annual *I AM WARRIOR* show at London's **Jazz Café** in October was in doubt until 5 weeks before the event while the team awaited news of the imminent imposition of new Covid restrictions. Amazingly, in this short space of time, TW managed to commission **5 brand new compositions** from the alumni – **Denys Baptiste, Nathaniel Facey, Sheila Maurice-Grey, Rosie Turton, and Benjamin Burrell** – for the **11 rising stars** of our **Soon Come Ensemble**, who performed the works brilliantly with special guest appearances from three of the composers.

The first quarter of 2022 saw TW Junior Band opening Jez Nelson's **Jazz In The Round 10th Anniversary** gig at **The Cockpit**, London, their first public show since blowing away audiences with their stunning performance at TW's 30th Anniversary celebration on stage with **Sons of Kemet** (more on this below). We were also very happy to see TW's founder, **Gary Crosby** making his much-anticipated return to live performance, leading his trio at **PizzaExpress Jazz Club** in Soho, featuring long-time collaborator **Denys Baptiste** as guest on a special Valentine's Day gig.

Nu Civilisation Orchestra - What's Going On Tour

In October, NCO embarked on a 6-date tour in England supported by Arts Council England through TW, taking audiences on a musical exploration of Marvin Gaye's iconic album *What's Going On*, alongside music from the soundtrack to *Trouble Man*. The 24-piece orchestra featuring UK RnB/Soul legend, Noel McKoy on vocals and conducted by Peter Edwards, reflected on current times through the lens of Marvin Gaye's incredible catalogue and, in each city, they invited a local performance poet to give their take on what's going on in their city as part of the show. TW worked with some outstanding artists on this project including the actor Colin Salmon, and performance poets Malik Al Nasir, Malakai Kegode, AFLO and Casey Bailey. We were also delighted to present an orchestra that had a majority women line-up, with female section leaders heading up the brass and strings sections.

The tour visited **The Brighton Dome, Bristol St George's, Queen Elizabeth Hall in London** (part of the EFG London Jazz Festival), **Birmingham Town Hall, Liverpool Philharmonic Hall and Canterbury's Gulbenkian Theatre**, providing 237 days' paid employment for the musicians on tour. A stunning project, NCO received standing ovations and roars of approval at every show.

A Great Day in London Celebrating 30 Years of Tomorrow's Warriors

2021 marked 30 amazing years of Tomorrow's Warriors and of course TW and the Trustees wanted to celebrate this milestone with something extraordinarily special! Inspired by Art Kane's iconic 1957 photograph,

A Great Day In Harlem, which featured 57 of New York's now legendary jazz artists, on 4 December 2021 TW assembled **114 Warriors**, past and present, on the steps of London's Southbank Centre for what was billed as both **'the largest gathering of Warriors ever'** and **'the biggest London jazz happening in a generation'**. Photographer **Suki Dhanda** captured this **seismic moment in British jazz history** capturing a unique Warriors 'family photo', along with a select group of photographers who had been invited to document the day. With just a 6-week window in which to produce this astonishing extravaganza, jam packed with the leading lights of the UK jazz scene, the TW team swept into action to deliver **2 free foyer performances** featuring musicians from the YADP followed by the main event, **a breathtaking concert** in the Queen Elizabeth Hall featuring TW's high-profile alumni across the generations - Denys Baptiste, Shabaka Hutchings, Nubya Garcia, Jason Yarde, Zara McFarlane, Cherise Adams-Burnett, and so many more – performing alongside junior and senior members of the Warriors family. Two anthemic songs on the night came from Zara (*I Am Warrior*) and Denys (*Warriors Rise As One*), both pieces commissioned by TW as part of the *I AM WARRIOR* series. In total, **80 musicians took part in the performances** with even more joining in the after-party jam.

Around **150 Warriors** came through on the day to mark this momentous occasion, which lived up to its pre-event billing. The audience response was incredible, but the overriding emotion was one of joy, watching the alumni give their time and work so closely with the next generation of young talent. This really was the embodiment of the TW ethos: **'Each One, Teach One'**. The event generated proceeds of £8,000 through ticket and merchandise sales and ensured the Warriors community ended 2021 on a high.

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Partnerships

Following an introduction by TW Trustee, Steve Abbott, TW launched the first edition of the **TW/Decca Records Mentoring Scheme**, with **12 Emerging Artists** receiving a year of monthly mentoring from senior executives of one of the most prestigious jazz record labels in the world.

TW strengthened their existing **Partnership Network** with a range of venues, music hubs and community groups in London, Brighton, Bristol, Birmingham, Bristol, Liverpool and Gateshead, delivering quality professional and outreach music projects to each of these cities and beyond.

TW also partnered with **Folded Wing** and **WorldWide FM** (see Broadcasts) to produce original internet radio and podcast content, while providing development opportunities to budding young Black/Mixed Heritage radio producers. Of the **40 applicants** who applied for this training opportunity, just **8 bright young people from diverse backgrounds** were selected to move forward with broadcast production training from Folded Wing, one of whom went on to work on the TW podcast.

TW continued its successful **Jazz Hang** education partnership with **Trinity Laban Conservatoire of Music and Dance**, offering weekly development opportunities for musicians from diverse backgrounds aged 11-15. Four of these young musicians were subsequently enrolled onto our YADP at Southbank Centre.

We were happy to be announced as the **AIM Awards Charity Partner** in 2021, through which Tomorrow's Warriors will receive membership bursaries, giving them access to a network of professionals and suppliers who can provide industry-related advice and support.

Awards and recognition

In June 2021, Janine Irons and Gary Crosby were honoured to receive the prestigious Inspiration Award from the Music Producers Guild in association with Audio Note (UK) Ltd. Our founders graced the cover of the July 2021 issue of Jazzwise Magazine, with a 4-page feature on TW acknowledging the organisation's indelible impact on the UK jazz scene.

In August, Janine delivered a keynote speech (via Zoom) on diversity and inclusion to Jazz Academy students and education staff at the Elbphilharmonie Concert Hall in Hamburg.

In October, TW was honoured to receive the Impact Award at the 2021 Jazz FM Award, presented by TW alum Femi Koleoso and with a wonderful congratulatory video message from passionate TW supporter, the novelist Nick Hornby. This truly is an award for the entire Tomorrow's Warriors family, past and present, and reflects the love and community ethos central to everything we do, values that are carried by everyone involved in our 30-year journey.

In December, Gary Crosby was awarded an honorary doctorate, Doctor of Music honoris causa from University of London Institute in Paris.

Alumni successes

The TW alumni continue to achieve success, acting like beacons for the next generation to follow. Tenor saxophonist Nubya Garcia was nominated for the 2021 Mercury Music Prize, becoming the 8th TW artist to be shortlisted for the UK music industry's most prestigious award.

Bassist Daniel Casimir was a fellow award winner at the Jazz FM awards, winning Instrumentalist Of The Year. Cherise Adams-Burnett featured with Gregory Porter on the 2021 Disney Christmas Charity track, Love Runs Deeper, an opportunity that came as a direct result of our Emerging Artist Mentoring Programme with Decca Records. Daniel Smithson secured a 1st with Distinction for his PCGE, supported by bursary funding from two of the Trust's generous donors.

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TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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Case Study: Kezia Pollendine (18) - Piano

Joined 09.21

When I joined TW, I was expecting a class that would teach me the basics of jazz performance and improvisation, as I had little to no experience of playing jazz beforehand. My expectations were definitely exceeded. The standard of musicianship was really high which motivated me to practise a lot more, and I was surprised by how much playing and performance opportunity we received rather than just being spoon fed information. I was also surprised to become part of such a vibrant community of musicians.

Playing with other musicians every week definitely improved my confidence, built my resilience and made me less afraid of taking risks and making mistakes in a group. I also have had a huge confidence boost from the performance opportunities I've been given in **Female Frontline**.

I've learnt a lot more about jazz harmony and improvisation from the development sessions. Going to Warriors has also given my practice much more intention, direction and purpose which has helped improve my technique massively. After a year of going to Warriors, I am now applying to study jazz at conservatoire which seemed impossible this time last year

I've found the process of learning tunes in a group, guided by a teacher has been really helpful as opposed to trying to do this process alone as I benefit from being able to ask questions and observe how my peers approach playing over different tunes. I also think the opportunity to play regularly with others is very important as it has taught me how to support other musicians in the rhythm section and how to contribute generously to the music and listen to others whilst playing, this is especially important to me as TW is the only opportunity I have to do this.

I have made many great friends from being part of Warriors and have gained access to an amazingly supportive community of talented musicians. Being able to attend the one-to-one sessions such as the Summer Runnings has also been really special and has given me the opportunity to meet some musicians that I really admire.

The diversity and open-mindedness of Tomorrow's Warriors is definitely unique. As a black woman in jazz, Warriors is the environment I definitely feel most recognised and uplifted in. I also think the sense of community is unique at Warriors in that it is very strong, there is much less social division between age/ability/experience than in other jazz environments.

Warriors has given me a way in to playing jazz that I definitely wouldn't have had otherwise, to now belong to a community.

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Financial review

The Statement of Financial Activities on page 11 discloses total income to March 2022 of £137,897 (2021: £205,568). Total expenditure of £58,353 (2021: £31,895) decreased substantially and this resulted in a surplus for the year of £79,545 (2021 surplus: £173,673).

The restricted fund surplus is £66,322 (2021: £193,280). These funds have been generated through a successful fundraising campaign, to be expended on the Talent Development programme.

The unrestricted fund surplus is £50,853 (2021: - deficit £19,607) which increased our general reserves to £57,759 (2021: £44,537).

Voluntary income raised is £137,897 and included within this are restricted funds to the value of £137,897. Of this, £6,800 was raised from charitable trusts, £30,034 from 5 corporate donations, and 9 gifts ranging from £1,000- £25,000 from exceptionally generous individuals amounting to £43,850.

£7,500 was paid as bursaries to talented individuals: one black male musician and one black female musician, in support of their higher education/living costs during the pandemic, generously supported by private donors.

During the year, the Trust was not required to make grants to TW as the company successfully applied for Culture Recovery Funds from Arts Council England/Department for Digital, Culture, Media & Sport. These funds were used to help fund the Talent Development programmes and ensured the company was well placed to resume the inperson education programme and live performances post-Covid.

We are grateful to our donors and funders for their ongoing support of the young, emerging and established artists through the Learn & Train and Concert & Touring opportunities offered by TW and, of course, supporting the immensely hardworking, committed team at TW that delivers the activity on behalf of the Trust and continues consistently to produce outstanding results not only in creative terms but in the artists themselves. The trustees deeply appreciate each of the individual donors and companies who have supported the Trust over the year.

The Statement of Financial Position on page 12 details the financial position of the charity and show net assets of £319,195 (2021: £239,651).

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its activities for the year and have satisfied themselves that the charity's aims are for the public benefit, as can be seen from this Report.

Plans for future periods

As we emerge from the pandemic, it is clear that we still have some way to go to encourage audiences back to the concert hall/gig venues. This time, however, it's not solely the threat of Covid but also the cost of living crisis which will have a significant cooling effect on ticket sales, even for concerts with major artists, and will start to impact.

TW will prioritise five key areas:

1. Re-establish TW's in-person Learn & Train programme to pre-pandemic levels, ensuring student retention and increasing outreach activity.
2. Work with partners to develop the live events calendar, re-engage with audiences, and provide paid employment for emerging and established artists
3. Align TW's use of technology with the organisation's mission statement through Digital Transformation. Use technology to drive engagement with internal and external stakeholders and enable TW to capture and unlock data to inform strategic decisions
4. Increase the capacity of the team through recruitment in key areas covering development, talent development, production and digital transformation.
5. The Trustees will move forward plan to secure, through a capital project, a permanent home for TW, giving the organisation security and the potential to develop revenue

TOMORROW'S WARRIORS TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

Tomorrow's Warriors Trust is a company incorporated in England and Wales under the Companies Acts and limited by guarantee (company registration number 08341045).

The company is registered charity (charity registration number 1153613) and is governed by its Memorandum and Articles of Association.

Its directors, who operate in a similar fashion to trustees of unincorporated charities, are elected by its members. The current directors are as set out below.

The directors undergo training either through courses or functional experience. Arrangements have been made for the induction of new trustees.

The charity does not employ any staff. Decisions of the charity are taken by the directors at board meetings.

The directors have examined the major strategic business and operational risks which the charity faces and confirm that systems have been established to enable regular reports to be made so that necessary steps can be taken to manage these risks.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

V J Broughton

Dr M Y Busby

L Malkani

S Abbott

C Panayi

N S O'Donnell

N Cornforth

(Appointed 14 April 2021)

(Appointed 6 September 2021)

(Appointed 17 August 2022)

Trustees will be able to demonstrate an ability to support, promote and lead development of the charity. They will have an area of expertise that will enhance the work of the Trustees and contribute to the achievement of the charity's objectives.

New Trustees undergo induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the objectives and financial performance of the charity. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

The Trustees report was approved by the Board of Trustees.

V J Broughton

Director and Trustee

29 December 2022

TOMORROW'S WARRIORS TRUST

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF TOMORROW'S WARRIORS TRUST

I report to the trustees on my examination of the financial statements of Tomorrow's Warriors Trust (the trust) for the year ended 31 March 2022.

Responsibilities and basis of report

As the trustees of the trust (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the trust are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the trust's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the trust as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

David Passey ACA
Landau Morley LLP
325-327 Oldfield Lane North
Greenford
Middlesex
UB6 0FX

Dated: 29 December 2022

TOMORROW'S WARRIORS TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes						
Income from:							
Donations and legacies	3	-	137,897	137,897	-	205,568	205,568
Expenditure on:							
Charitable activities	4	3,553	54,800	58,353	19,607	12,288	31,895
Net (outgoing)/incoming resources before transfers		(3,553)	83,097	79,544	(19,607)	193,280	173,673
Gross transfers between funds		16,775	(16,775)	-	-	-	-
Net income for the year/ Net movement in funds		13,222	66,322	79,544	(19,607)	193,280	173,673
Fund balances at 1 April 2021		44,537	195,114	239,651	64,144	1,834	65,978
Fund balances at 31 March 2022		57,759	261,436	319,195	44,537	195,114	239,651

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

All income and expenditure derive from continuing activities.

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

TOMORROW'S WARRIORS TRUST

BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Current assets					
Debtors	9	178		268	
Cash at bank and in hand		381,986		297,012	
		<u>382,164</u>		<u>297,280</u>	
Creditors: amounts falling due within one year	10	<u>(23,895)</u>		<u>(14,524)</u>	
Net current assets			358,269		282,756
Creditors: amounts falling due after more than one year	11		(39,074)		(43,105)
Net assets			<u>319,195</u>		<u>239,651</u>
Income funds					
Restricted funds	12		261,436		195,114
Unrestricted funds			57,759		44,537
			<u>319,195</u>		<u>239,651</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2022.

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

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 29 December 2022

V J Broughton
Trustee

Company registration number 08341045

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Charity information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 1st Floor, 73 Canning Road, Harrow, Middlesex, HA3 7SP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the trust's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The trust has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention, [modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value]. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to support the current level of expenditure and to continue in operational existence for the foreseeable future. The trustees have, however, recognised that, due to the impact of COVID-19, there has been a significant impact on the activities of the charity. The trustees are committed to supporting the charity and will continue to evaluate the situation on an ongoing basis and to develop plans for the charity to manage the financial impact going forward.

1.3 Charitable funds

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

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

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the trust.

1.4 Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. Income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

(Continued)

1.5 Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of the financial activities to which it relates.

Expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods. Expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries.

1.6 Cash and cash equivalents

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

1.7 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

2 Critical accounting estimates and judgements

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

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

3 Donations and legacies

	2022	2021
	£	£
Donations	131,097	202,368
Grants	6,800	3,200
	<u>137,897</u>	<u>205,568</u>
Donations and legacies comprised:		
Donations received from Individuals	71,452	177,978
Gift Aid	29,288	9,951
Other donations received	30,357	14,439
	<u>131,097</u>	<u>202,368</u>
Grants from trusts and foundations:		
The Fellfoot Charitable Trust	2,000	2,000
The Premises Music Education Programme	800	1,200
The GC Gibson Charitable Trust	4,000	-
	<u>6,800</u>	<u>3,200</u>

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	Charitable Expenditure 2022 £	Charitable Expenditure 2021 £
Talent Development and Support costs	47,300	16,775
Grant funding of activities (see note 5)	7,500	12,288
Share of support costs (see note 6)	2,653	1,932
Share of governance costs (see note 6)	900	900
	<u>58,353</u>	<u>31,895</u>
Analysis by fund		
Unrestricted funds	3,553	19,607
Restricted funds	54,800	12,288
	<u>58,353</u>	<u>31,895</u>

5 Grants payable

	Charitable Expenditure 2022 £	Charitable Expenditure 2021 £
Grants to individuals	7,500	12,288
	<u>7,500</u>	<u>12,288</u>

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

6 Support costs

	Support costs £	Governance costs £	2022 £	2021 £
Support costs - Governance	513	900	1,413	1,400
Support costs - Finance	1,272	-	1,272	702
Support costs - General	371	-	371	386
Support costs - Sundry	497	-	497	344
	<u>2,653</u>	<u>900</u>	<u>3,553</u>	<u>2,832</u>
Analysed between Charitable activities	<u>2,653</u>	<u>900</u>	<u>3,553</u>	<u>2,832</u>

Governance costs include payments to the independent examiner of £900 (2021- £900).

7 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the trust during the year.

8 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Total	<u>-</u>	<u>-</u>

There were no employees whose annual remuneration was more than £60,000.

9 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Prepayments and accrued income	<u>178</u>	<u>268</u>

10 Creditors: amounts falling due within one year

	2022 £	2021 £
Bank loans	4,788	3,895
Other borrowings	16,832	6,275
Creditors and accruals	<u>2,275</u>	<u>4,354</u>
	<u>23,895</u>	<u>14,524</u>

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

11 Creditors: amounts falling due after more than one year

	2022	2021
	£	£
Bank loans	39,074	43,105
	<u> </u>	<u> </u>

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

12 Restricted funds

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

	Movement in funds			Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers 31 March 2022
	£	£	£	£	£	£	£
Restricted funds - Talent Development Programme	1,834	205,568	(12,288)	195,114	137,897	(54,800)	(16,775)
	=====	=====	=====	=====	=====	=====	=====
							261,436

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

13 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Current assets	96,833	261,436	358,269	87,642	195,114	282,756
Long term liabilities	(39,074)	-	(39,074)	(43,105)	-	(43,105)
	<u>57,759</u>	<u>261,436</u>	<u>319,195</u>	<u>44,537</u>	<u>195,114</u>	<u>239,651</u>

TOMORROW'S WARRIORS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

14 Related party transactions

Transactions with related parties

During the year the trust entered into the following transactions with related parties:

Donations received included £600 (2021: £600) from Mr V J Broughton, a trustee of the charity.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.