# IN CAHOOTZ LIMITED

## Report and Accounts

31 December 2024
Registered No: SC386016
Charity Number SC042575

# Trustees Report

## Directors

B Crossan
P Foley
N McCrone (Resigned 11th July 2024)
E Russell
A Tsang
J Tolland

## Secretary

P Steel (Resigned 11th July 2024)
A Strain (Appointed 11th July 2024)

## Bankers

Co Operative Bank
PO Box 250
Delf House
Southway
Skelmersdale
WN8 6WT

## Registered Office

1 Cadogan Square
51 Cadogan Street
GLASGOW G2 7HF

# Trustees Report

The Trustees, who are also Directors of the charity for the purposes of charity law, have pleasure in presenting their report and the financial statements of the charity for the year ended 31 December 2024.

## STATUS

The organisation is a charitable company limited by guarantee and registered as a charity.

### MAIN ACTIVITIES

In Cahootz provides high quality imaginative activities, creative training and delivery of arts projects for a range of people. Our main targets are people and groups who are marginalised and excluded from accessing a quality provision in personal development and training. We also work with parents, children and young people, teaching staff and arts practitioners. Our approach is people-centred so that individuals achieve their potential with us facilitating their creative skills and imagination using drama and visual art, in the main, and the arts in general.

### ACHIEVEMENTS & FUTURE PLANS

### CREATIVE CITIZENS

In Cahootz Ltd is a part-time organisation working only 3 days a week.
Between January and December 2024 In Cahootz delivered a total of 248 creative workshops with our Creative Citizens participants. This includes our Creative Programme workshops and rehearsals for our main production and an art exhibition. Through our workshops we have engaged with a total of 69 participants.

The Creative Programme workshops were:

| | |
|---|---|
| 38 | Art |
| 32 | Music |
| 47 | Drama |
| 18 | Personal Development Award |
| 10 | Book Group |
| 23 | Cultural Walking Group |
| 1 | Street Theatre |
| 1 | Stage-fighting |
| 12 | Short Film development workshops/rehearsals |
| 6 | Creative Writing |
| 15 | Ceramics |
| 4 | Sewing |
| 4 | Critical Thinking |
| 6 | Photography |
| 1 | A Rerr Terr rehearsal |
| 30 | Production/Rehearsals |

**Theatre/Exhibition Visits**
Our participants took part in 8 external cultural visits to see theatre, music and art. We accompany participants who want to go on the cultural visits which we have organised in partnership with the participants' Culture Club and the Creative Citizens Steering Group.

| | |
|---|---|
| *Aganeza Scrooge*: Tron Theatre | 15 participants |
| Jenny Matthews Sewing Exhibition: Trongate 103 | 11 participants |
| *Don't Make Tea* performed by Birds of Paradise: Tron Theatre | 11 participants |
| Day Care Exhibition by Nicole Wermers: Common Guild Gallery | 5 participants |
| Photo City Exhibition: Dundee V&A and *Maggie & Me:* Dundee Rep | 16 participants |
| *Death(s) at Sea* and *Five Mistakes that Changed History* Edinburgh Fringe Theatre Trip | 11 participants |

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Various exhibitions at Talbot Rice Gallery, RSA and National Galleries of Scotland
Edinburgh Fringe Visual Art/Exhibition Trip 6 participants
*So Long, Wee Moon* performed by Braw Clan: Arts at Loaningdale, Clydesdale 6 participants

2024 was a very successful year with the participants achieving individual and collective goals. Below is more information about Creative Citizens activities, followed by Barrhead Drama activities.

**Main Production 2024**
*The Heckelburnie Hecklers* was our main production in 2024. This is the sixth play written for us by playwright Martin Travers. The play was written from material gathered from workshops with the Creative Citizens participants and from participants from the outreach workshops. We delivered six outreach workshops to four organisations: Bluevale Community Hub, We Are With You (Ruchill and Bridgeton), Say Women, and Phoenix Futures Residential Rehab. A total of 99 people took part in these outreach workshops.

*The Heckelburnie Hecklers* is set in a wee town on the outskirts of Glasgow, and at its centre is the Heckelburnie Community Centre, which is the heart of the community, where generations of families have called home. Between the leaky roofs and freezing cold temperatures, the centre is on its last legs. The community is in danger of losing the centre to big property developers, but they won't go down without a fight. We meet the colourful characters of Heckelburnie, from the power-hungry council caretaker to the diva stage-mother with the temper of a 2-year-old. And who could forget… Heckelburnie's own local star-studded band – *Cauld Sweat*. The play follows their stories as they fall apart, and fumble to get themselves back together again.

*The Heckelburnie Hecklers* was performed at the Brian Cox Theatre at The Boardwalk in Glasgow city centre on Thursday 29th February – Saturday 2nd March 2024. Over the three days we had four performances and one open dress rehearsal. Total audience over the three days was 370. Twenty one participants performed onstage to a capacity audience at each performance. One participant worked backstage as Deputy Stage Manager.

Many of the audience gave feedback on postcards at the end of each performance. Here is a taste of the feedback given:

> *"Moved me to tears, gave me faith in humanity and made me laugh. Divine characters, dynamic, very talented actors and musicians. Togetherness and love played out – What a show!"*
>
> *"Excellent best thing I've seen in so long, wish I could watch it again and bring everyone I know- totally life affirming and brilliant well done!!! XXXXX five stars"*
>
> *"What a beautiful cast – could feel the confidence they have in themselves and the love they have for each other."*

Our participants were also asked to complete the post-production questionnaire and a sample of feedback is as follows:

> *"My confidence has improved, I have started to set my boundaries - sober rave alone. It also helped me get through my Grandads passing. My brother seeing my performance brought us closer. :)"*
>
> *"I had a lot going on at home. I loved being able to come to InCahootz and switch off. I got support in here and then was able to put my energy into something productive. I'm never here in a bad mood. My confidence has grown and the support of others in here has helped me to be able to deal with situations at home. The production gave me purpose, confidence and made me feel like a boss."*

The production, as shown in the above quotes, was a huge success. We received two very good reviews:

https://corrblimey.uk/2024/03/03/review-the-heckelburnie-hecklers-brian-cox-theatre-the-boardwalk-glasgow/

https://glasgowtheatreblog.com/2024/03/02/the-heckelburnie-hecklers-brian-cox-theatre-glasgow/

Kate Black (Creative Director), Martin Travers (playwright), and Kellymarie Lindsay (performer) featured on Radio Scotland's Afternoon Show on 23rd February. Kate and Andy Lannigan (performer) were also interviewed by Radio Clyde 1 which featured in their news bulletins. The production was mentioned in the Glasgow Evening Times. Therefore, we received good coverage by the media for the show. The production was also filmed by Lonnie Wright, solely for the use of participants, however Lonnie interviewed

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some participant testimonials which will be used as part of our evaluation. Please see link: https://vimeo.com/incahootzscot/testimonials2024

Total Audience = 370 [Dress Rehearsal Audience – 50, 4 x 80 Public Audience]

**Main Production 2025**
In May 2024, the playwright Linda Duncan McLaughlin was commissioned to write our 2025 play. Outreach workshops and Creative Citizens (CC) participants created material which was passed onto Linda to inspire ideas and content for the next production. The result is *The People's Place* which will celebrate Glasgow's 850th birthday next year. Nine outreach workshops were delivered by different members of the team, assisted by one of our CC participant volunteers. Ninety Nine people in recovery of substance misuse attended the outreach workshops. The outreach workshops were delivered to the following organisations:

With You - North West Women's Group and Men's Group
Quarriers' Family Centre
North West Recovery Volunteers
Bluevale Community Hub
Men Matter Scotland

Rehearsals for *The People's Place* started at the beginning of October with forty one people participating in rehearsals until the end of 2024.

**Outreach Workshops**
In May and June, the team delivered a drama outreach programme to the six groups mentioned above as part of the consultation workshops for the main production *The People's Place*. Three of the groups asked us back to deliver another workshop, therefore three more outreach workshops were delivered in September and October 2024. In total, we engaged ninety nine people in nine workshops. There seems to be a real desire from organisations to have more drama workshops, therefore, in 2025 we will endeavour to work with those organisations to source funding to deliver more outreach workshops, and to create an established outreach programme.

**Creative Programme 2024**

**Music**
The Music Group created a band to perform in *The Heckelburnie Hecklers*. They performed two original songs and two cover versions. The progress of each band members skills and development was quite astonishing considering that only one band member played the guitar regularly. The success of the band resulted in an increase in participation at the music workshops. Some participants were new to playing a musical instrument and went onto learn to play the guitar, with one person buying her own guitar. The music group performed a few songs to the rest of Creative Citizens on Friday 21st June as a wee celebration and to mark the end of the workshops for a summer break.

The Music Group worked towards performing some songs at the Creative Citizens Christmas lunch on Friday 20th December. This gave the group a goal whilst also developing the skills of all, and utilising the skills of the more experienced members of the group who helped the beginners.

**Art**
In January and February the ArtClub worked with Visual Artist and Set Designer Rachel Mimiec on designing and creating posters and banners for the set of *The Heckelburnie Hecklers* production. Some ArtClub participants who were not otherwise involved with the production assisted Rachel with the making of the banners.

In July 2024 the ArtClub presented their work at an exhibition, *Walking the City,* at Glasgow City College (17th-23rd July). The exhibition was inspired by the Cultural Walking Group. Participants created work that was an artistic response to the walks. The ArtClub workshops extended to a Thursday afternoon as well as a Friday morning, in order to give participants time and space to create and develop their work. The quality and quantity of work produced exceeded expectations with more CC participants attending the art workshops in the hope of submitting work for the exhibition.

On Friday 19th July there was a spoken word event in the exhibition space, performed by Creative Citizen participants.

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The ArtClub started back at the beginning of September which was kicked off with a drawing workshop. The studio operated as before, with individuals working on self-directed projects till the end of the year, with some participants creating pieces of art work in the Artclub as part of the Personal Development Award. There was also an open call for those interested in designing an image for the new play's publicity material. The group then focussed on work related to the play, with the ambition of perhaps creating a pop-up exhibition that will be installed at The Boardwalk for the run of *'The Peoples Place'* (main production 2025). One participant, a talented maker, helped to make props.

The ArtClub also combined a Cultural Walking Group day with gallery visits to GoMA, The Modern Institute and the Common Guild (CG). The Director of CG, Katrina Brown, opened especially for us and gave us a guided tour of their current exhibition. Common Guild is a new creative friendship. The other art organisations we have built connections with include Street Level Photoworks, and the Glasgow Ceramic Studio. These arts organisations allow our Creative Citizens participants to access dedicated art spaces with professional support.

From September onwards the ArtClub explored ideas for the 2025 exhibition based on the practice of Sister Corita Kent https://www.corita.org and the Arte Povera movement https://www.tate.org.uk/art/art-terms/a/arte-povera for inspiration.

**Cultural Walking Group**
The Cultural Walking Group walked to different cultural or arts landmarks/events/exhibitions in the city with the aim of improving mental and physical health whilst building knowledge of our city, its heritage and culture and to increase participants' confidence in being citizens of Glasgow.

Murals on the expressway at SWG3
The Tramway – 'Idols of Mud and Water' exhibition by Ramesh Mario Nithiyendran / visit to The Hidden Garden
The People's Palace, Glasgow Green
The University of Glasgow & Hunterian Gallery
Glasgow Necropolis
The John McLean statue, Pollokshaws
Mary Barbour statue, Govan
The Stockingfield Junction (Maryhill) & the Sighthill Rusty Bridge
The Burrell Collection
The Revelator, Whiteinch
Glasgow Green & Album Walk
Glasgow International – Visual Arts Festival, venues in the east end of Glasgow
Buffalo Bill statue in the East End
The new Partick to Govan bridge (the swivelly bridge!)
Gallery of Modern Art
Glasgow Green - washing poles
Sonica Walk visiting - The Lighthouse, Glasgow City Chambers, Mercat Cross and Centre for Contemporary Art

Feedback from the Cultural Walking Group is that it gives our participants the opportunity to walk to and through parts of Glasgow that they have never been to before. The effects on mental and physical health have been noticed by participants. Furthermore, participants have enjoyed the cultural input of the walks, learning about the art, culture and history of their city.

In 2024, the walking group walked a total of 91.59 miles.

**Book Group**
In 2024 the Book Group read and discussed two books with Scottish narratives: *Ginger and Me* by Elissa Soave, and *Paper Cup* by Karen Campbell. Participation in the Book Group increased in 2024 compared with 2023, with an increase in people attending who do not normally read. The Book Group gives participants the opportunity to enter into a new world, the world of reading. Something they can take home with them and something they can discuss with fellow Book Group participants, thinking critically about the issues in the books.

**Creative Writing**
Writer Linda Duncan McLaughlin delivered a six-week block of Creative Writing workshops in April 2024. This was a follow-on from sessions in 2023. The group worked on building stories around characters, and

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looked at different forms of writing. The block of workshops ended with the group sharing their writing with their peers and staff. Feedback from the workshops has been very positive with participants requesting more workshops in the future.

**Drama**
In March 2024 we had guest workshop leaders: Jack Tully (Citizens Theatre), Stan Smith (Mischief La-Bas) and Daniel Hamilton (physical theatre facilitator). This allowed participants to experience different facilitators and approaches, and to give staff the opportunity for some professional development. The drama workshops in April and May focussed on skills development, fun, and beginning to explore potential themes/issues for the production in 2025. April – August is a time when the drama workshops develop participants' performance skills and confidence, beginning preparation for being involved in the main production. Some participants have never performed before, and some have been in all of our productions, so this period is used to allow a sharing of skills. The drama workshops from September onwards are used for rehearsing the main production.

**Critical Thinking**
A total of four Critical Thinking sessions were delivered in June and July 2024. These sessions aim to challenge how we think on current issues. The question is *'What do we think about that ?'*.

For example, as a result of our visit to Dundee Rep to see *Maggie and Me* in June the group explored what is deemed *'wrong'* and *'right'*, who it is that determines this and where our '*common sense'* notions come from.

On average 4 people attended each workshop with participants giving very positive feedback, particularly regarding having the opportunity to think about things they have never thought about before or even been asked about before.

**Sewing**
The Sewing Workshops were designed, planned and delivered by Ruby, our Trainee Arts Worker in June and July. The aim of the Sewing Workshops was to bring something new to the Creative Programme and facilitate workshops that allowed people to learn new skills and develop them. Overall, we had a total of nine participants in these workshops. The workshops were once a week for four weeks and lasted two hours and with an average of six participants each week. In these workshops participants learned how to use a sewing machine and practised techniques like threading the machine and using different stitching styles. They then went on to make cushions, resulting in all participants making more than one cushion which they took home. Participants then took photos of their cushions in situ in their homes. To conclude the workshops, participants each made a peg bag.

The Sewing Workshops were positively received by participants who requested future Sewing Workshops as part of the Creative Programme.

**Photography**
Six participants completed a 6-week block of Photography Workshops with Street Level Photoworks. In these workshops our participants had an introduction to photography and how to use the camera equipment as well as learning how to use creative lighting within a studio setting. They had the opportunity to photograph portraits, objects, and the outdoors as well as the opportunity to develop these images within a dark room experience.

**Ceramics**
A total of 5 participants attended a 10-week block of Ceramic Workshops with The Glasgow Ceramic Studio ending in December. Each participant worked on their own dedicated projects, including making Christmas gnomes, plates and some larger ornaments. They also had the opportunity to do some Wheel Throwing, which involves using a potter's wheel to shape clay, as well as learning centring and trimming techniques. On the last couple of sessions they had the opportunity to paint and decorate their finished pieces.

**Cultural Visits**

**V&A Museum Dundee Trip**
In June 2024 sixteen participants and two members of staff visited a photo exhibition at the V&A Museum in Dundee and then went on to see a theatre production, *Maggie and Me*, at Dundee Rep. We received

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funding from the William Syson Foundation for Cultural Visits to Dundee and Edinburgh, therefore, we will be organising further cultural visits to these two cities and possibly Greenock in 2025.

Creative Citizens at the V&A in Dundee 2024

**Edinburgh Fringe Trips**

We attended two theatre performances (*Death(s) at Sea*, and 5 *Mistakes That Changed History*) at the Edinburgh Fringe on 15th August 2024 with eleven participants. Moreover, six participants attended an art visit to Edinburgh on 29th August 2024, visiting: Scottish Mission Book Depot Keta at the Talbott Rice

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Gallery, 'Frontiers: Painting in Scotland Now' at the Royal Scottish Academy and The National Galleries of Scotland.

Creative Citizens Art trip to the Edinburgh Fringe 2024

**Personal Development Award [PDA]**
**Jan – June 2024**
Participants from Creative Citizens and Barrhead Youth Theatre worked their way through the PDA at Level 4 and Level 5. 6 participants completed Level 4 and 5 participants completed Level 5. All participants completed the full award by June.

**August – December 2024**
A total of 9 Creative Citizens enrolled in August for the PDA. 4 Barrhead Youth Theatre participants also enrolled for the PDA in September.

The four units; Self-Awareness, Practical Abilities, Self in Community and Self in Work will be completed between August 2024 and June 2025.

Next steps for PDA – Annmarie and Shannon will continue to deliver and assess the rest of the course. They will continue to engage with participants to enrol in the next level of learning, engage with new participants to begin their journey with the PDA and explore delivery of new volunteers' courses, Volunteering Investigative Project (SCQF level 4), Volunteering Experience (SCQF level 5) and Preparing to Volunteer (SCQF level 5). They will work out a programme and costings to deliver the PDA in an outreach setting.

**Short Film Project - *Paths***

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*Paths* was filmed over 6 days in August, with an extra scene filmed in September. It was filmed between Barrhead, Pollok, Paisley and Glasgow. The film had a cast of 10 participants and 2 participants working behind the scenes. The final edit of *Paths* was screened at the GMac cinema on Friday 29th November, attended by all involved in making the film, along with other Creative Citizens participants and friends.

**BARRHEAD DRAMA**

**January – March 2024**
There were 9 weekly workshops for each of the 3 groups. Each facilitator took the lead on one of the groups each week, and were responsible for planning and delivering the workshops to that group, with Annmarie overseeing them all. The themes of the workshops were *reconnecting* and *team work*, with a focus on vocal and movement skills.

Two participants from the Youth Theatre were completing the PDA and were working their way through the 4 units.

Ruby (Trainee Arts Worker) started working on the Barrhead Projects, and Caitlin from Creative Citizens started volunteering each week.

Adult Drama was a bit of a challenge. On average the highest number of participants was 6 with the lowest number being 2. There were10 weekly workshops. Annmarie found it difficult to take the participants forward, due to the attendance fluctuating each week and having participants with ASN. Whilst the workshop caters for everyone, the sessions were quite repetitive. A proposed solution was to have a workshop assistant to support Annmarie with the group, but this could only be valuable if numbers in the group were consistent.

Below is the average weekly attendance for Jan – Mar 2024

| Average Weekly Attendance | Acting Aces<br>5yrs – 8yrs | Drama Llamas<br>9yrs – 11yrs | Youth Theatre<br>11yrs – 18yrs | Dunterlie Adult<br>25yrs – 78yrs |
|---|---|---|---|---|
| January | 12 | 14 | 10 | 5 |
| February | 13 | 15 | 11 | 4 |
| March | 13 | 16 | 11 | 6 |

**April - June 2024**
The young people enjoyed 7 weeks of workshops from April – June, totaling 30 workshops across the 3 groups. All groups worked towards a sharing for family to see at the end of the term. Average monthly attendance:

| **GROUP** | **APRIL** | **MAY** | **JUNE** |
|---|---|---|---|
| ACTING ACES | 13 | 13 | 13 |
| DRAMA LLAMAS | 16 | 14 | 17 |
| YOUTH THEATRE | 12 | 12 | 13 |

Adult Drama took a break in April/May. The group was moved from Wednesday to Monday in the hope that it would attract new participants, and this was trialed until the end of June. Unfortunately, the Adult Drama in Dunterlie will not go ahead as it had previously. Plan B for the Adult Drama is for Annmarie to go into already established community groups to deliver workshops in blocks. This has been agreed with funders.

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Annmarie is also aware that in Barrhead they are hoping to have a recovery group starting in the very near future, and she has already touched base with this, and hopes to deliver drama to this group.

As part of the agreement for the shared hall booking in Dunterlie, Annmarie delivered 4 Bookbug sessions in the month of June. Sessions were well attended, and parents have asked if this is something that can continue. Annmarie continues to support Bookbug when she has the time available.

Workshops were delivered to P6 and P7 pupils of St John's Primary in May and June. Workshops were tailored to explore health and well-being and looked specifically at respect, kindness, cooperation, bullying behaviors, social media and friendships. In total 77 pupils participated.

**July – September 2024**
During the summer holidays we ran two summer projects:- one was aimed at the Youth Theatre participants, and it was an opportunity for the P7's who were initially moving up to Youth Theatre to come together with the existing group.

The other summer project was in partnership with All About Barrhead, where In Cahootz offered two days of drama to the wider community in August. The first day was aimed at primary age children and the second day was for high school aged young people. Both days were very well attended, 64 young people registered for the *In Cahootz Big Drama Day*. Participants had lots of fun, made new friendships and developed skills. As a result of the participants enjoying their day of drama, there was an increase in numbers to those joining the waiting list. This led to Annmarie discussing and agreeing with the team on changes to the groups in order to accommodate as many participants as possible.

When returning in August, we started with 5 new groups:

- P1 – P2 Mini-s
- P3 – P4 Juniors
- P5 – P6 Inters
- P7 Junior Youth Theatre
- S1 + Youth Theatre

All groups have spent the 6 weeks getting to know each other and developing teamwork. The highest weekly attendance since starting back, across all 5 groups was 62 participants.

Average monthly attendance

| **GROUP** | **AUG** | **SEPT** |
|---|---|---|
| Mini-s | 9 | 13 |
| Juniors | 11 | 10 |
| Inters | 16 | 14 |
| Junior Youth Theatre | 7 | 7 |
| Youth Theatre | 13 | 13 |
| **TOTAL AVERAGE** | **56** | **57** |

**October – December 2024**
All groups started working on their Christmas ideas when returning from the October break. Families and friends were invited to each of the group's sharing's on the 2nd December. All groups had good attendance over the 6 weeks, however, the Junior Group (P3-P4) had the lowest attendance of weekly average of 11 participants. This is something that will be focussed on in the new year. Highest number of participants over the 6 weeks was 61, average number of total participants each week was 58.

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| GROUP | AVERAGE ATTENDANCE |
|---|---|
| Mini-s (Pre school – P2) | 13 |
| Juniors (P3-P4) | 11 |
| Inters (P5 – P6) | 18 |
| Youth Theatre (P7 – S6) | 17 |

MCN Ltd, a contractor of Barrhead Housing Association, sponsored a Panto being performed in Barrhead for two nights, and co-ordinated by Annmarie. Hopscotch Theatre Company performed *Pinocchio* on the 9th and 16th December to our Barrhead Drama participants, their families, and the wider community. Thanks to MCN Ltd the Panto was offered as a free event to the community. The four Youth Theatre participants who are completing their PDA, designed and made a Christmas bauble for each child/young person who came along to the performance. This went along with a treat bag, Santa hat and water. The participants also volunteered to assist Annmarie with the community performance. A total of 222 people attended the two performances.

Annmarie delivered workshops to all classes in St John's Primary in November, working with around 230 pupils in total. She also delivered a drama well-being session to parents/carers and pupils in December. This is done voluntarily. These sessions always promote the Barrhead workshops and result in new participants to the groups.

**Funding Barrhead Drama**
Annmarie continues to work closely with Barrhead Housing Association (BHA) and other partners to hopefully have a positive outcome for the third year of funding from the Scottish Government's Brighter Futures Fund. BHA will update as soon as they have this information.

**Barrhead Plans for 2025**

Our priorities are to:

- continue with the delivery of drama workshops to the 4 core groups
- support more young people through the Personal Development Award
- connect with the local schools to offer outreach drama workshops, exploring topics and themes important to the young people
- continue the partnerships already made in Barrhead
- create and implement an Income Generation Plan
- create and implement an Action Plan for 2025-2026
- seek new funders such as Children in Need, Cash for Kids.

**GOVERNANCE**
At the AGM in July, Director/Trustee Norma McCrone stepped down from the Board and Phyllis Steel also stepped down from being the Company Secretary. Anthony Tsang, Chair, thanked them for their support and advice since In Cahootz was founded in 2011. He also welcomed Annmarie Strain to take over the role of Company Secretary. Annmarie began shadowing Phyllis in her role as Company Manager and was appointed Company Manager in December when Phyllis retired. Phyllis will continue to support Annmarie and the team as a mentor on a voluntary basis.

The Directors/Trustees agreed to undertake a skills audit and recruit new Board members over the coming year.

The attendance record of the Directors/Trustees at the four Board Meetings in 2024 was 95%, and 90% attendance at our public events.

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**BACKROOM SUPPORT & SUPPORT SYSTEMS**

**Financial Management**
The financial systems – Xero Programme and an experienced Payroll Manager - are now well established, and working well. For our quarterly Board meetings, our Treasurer prepares with the Creative Director and the Company Manager a clear picture of the previous quarter's spend and a projection of the next quarter's spend. This is a straightforward, good way of keeping an eye on each budget and any concerns are dealt with immediately.

**Business Plan / Action Plan 2024-2026 / Funding**
A Business Plan for 2024-2026 for Creative Citizens was completed and distributed to the Directors/Trustees and the Creative Team in the autumn of 2024. This is an in-house document and was made with input from the Directors/Trustees, the Creative Team and members of the Creative Citizens Steering Group. Briefly, we have gathered strong evidence that our way of working with marginalised people is very successful; with the participants we have developed a unique programme of activities that truly reflects their needs (our participants are hungry to be creative and learn more); Creative Citizens is a well-respected project in both the recovery and arts communities in Glasgow; we have a consensus that a 4-day week is the future strategy. This will meet the needs of the participants and the work-life balance of the Creative Team – funding for a 4-day week is our way forward for 2025.

The main aim of the Business Plan, therefore, is implementing the Income Generation Plan – a document that needs regular updating and reviewing as society shifts and changes and funding agencies adapt and change their criteria to meet new needs. Our main three funders are:- Glasgow City Council, Corra Foundation and the National Lottery and their funding for 2026 onwards will need to be applied for in 2025. We are grateful in particular to Glasgow City Council for their anchor support since 2020 for wages, core running costs and the annual theatre production. This support gave us the appropriate accreditation [quality and value for money] needed to secure funding from the Corra Foundation and the National Lottery/Awards for All, all of whom have supported some wages, artists' fees and various elements of our Creative Programme, with Corra providing a top-up Cost of Living award – this helped with providing additional food for meals, travel passes, etc.

For 2024, grants have been received from The William Syson Foundation to support the development of new activities like the Cultural Walking Group and making cultural trips; With You focussed their support on Creative Programme workshops and GCVS mainly supported extra wages for the Creative Team during busy periods connected with our public events.

A Moment's Peace Theatre Company ceased as a charity and chose to donate its closing funds to In Cahootz. We used the funds so that their Women's Project could perform their last theatre production.

During 2024, Barrhead Drama was very active in progressing our work with children and young people at the weekly drama workshops, co-ordinating taster drama sessions in schools, and organising a touring Panto to come to Barrhead at Christmas. It was decided that making an Action Plan during such a busy period was not the best use of staff time. We agreed that an Action Plan for the new round of funding for 2025 onwards would benefit from feedback and reflections on our work this year. We learned a lot about the needs of our young participants and from this experimented with different group ages and how they progressed, for example, from the Mini-s to the Juniors and so on. We now have a plan going into 2025 with a good structure for different ages and abilities, exploring their interests and ideas and continuing to offer the Personal Development Award. The Adult Drama group this year has gone through a number of peaks and troughs and after reflection, it was agreed to pause working with adults until we can tap into offering drama to existing community groups.

Our anchor funding for Barrhead Drama is from Barrhead Housing Association – again this support is invaluable as it provides accreditation that our work is good quality and value for money. This grant supports mainly wages and venue hire for weekly drama workshops for children and young people [5-18 year olds]. Linking Communities initially funded the idea of an Adult Drama group, but as described above, this needs a more intensive time to persuade people to come along on a regular basis. However, it was agreed with Linking Communities that the remainder of their grant could be switched to support the drama workshops for children and young people. We are grateful to Barrhead Housing Association and Linking Communities for their continued support to Barrhead Drama.

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MCN Scotland Ltd sponsored the two performances of *Pinocchio* performed in St John's Church Hall before Christmas – a massive success with the community.

We were successful with funding from Voluntary Action Winter Fund, which went towards participants costs.

During 2024, Donations have increased from previous years. This has been very encouraging and as part of our Income Generation Plan, we will dedicate time to run a Donations Campaign next year. This will include activities like the participants taking part in a KiltWalk or Bike Ride; organising a Crowdfunding event, and encouraging family and friends to make monthly or annual donations. All of this, of course, takes time but we aim to get this campaign up and running by Spring/Summer 2025.

**New Support System**
In September 2024, Annmarie embarked on a COSCA Counselling Skills Course which is an accredited course with 40 credits at SCQF Level 8. This was identified as a valuable support that In Cahootz could offer to participants who are struggling with some of life's challenges. She attends a weekly online session with regular self-assessments and reviews of her progress by a fully qualified Counsellor. The course will continue until July 2025 and once graduated from this, she will be able to offer one to one sessions to help participants deal with their specific issues.

This year, we have also had the support from With You who have provided an Addiction Recovery Worker. He attends our Friday drama workshops / play rehearsals and is on hand to deal with any substance or drug issues. He also keeps in regular contact and advises on other support available that we can pass on to the participants.

**Green Initiative**
We are committed to minimising the impact of our activities on the environment and support Glasgow's aim of Net Zero Carbon Emissions by 2030. We give below some examples of our efforts to support this campaign to make sure that Glasgow remains 'the dear green place'.

On average, each week, we have 35 people attending our Creative Programme workshops. As part of their participation, they are asked to comply with the Arts Base's house rules. For example, in our communal kitchen, we have a travel chart, that is completed each day by the participants and staff, to indicate how they travelled to the Arts Base, e.g. walked, cycled, used public transport, or by car. Travelling by public transport, bus in particular, is the top mode of transport - 83% - and recently our Cultural Walking Group started picking up litter when they are on their weekly walks across the city.

Also in the kitchen, that doubles as the art studio, we recycle our plastics and paper, and have separate bins to ensure this happens. It is in this space too that the participants learn to reuse or recycle the art materials. Our Visual Artist also facilitates the art group about the design and look of the theatre productions and the exhibition spaces. This means from the outset the group are thinking about reusing or recycling costumes, props, and set materials from previous events. We organise inhouse catering needs for the participants. This reduces food waste and expenditure and for cleaning, we have a subscription for environmentally friendly cleaning products and recycling our printer ink cartridges. We only print out documents if it is absolutely necessary on recycled paper. In our Marketing Plan there is a 90% reliance on social media and our website to promote our work.

To save water and electricity we fill flasks for tea and coffee, reducing the number of times the kettle is boiled and water being wasted. Insulated curtains are installed on our windows to keep our main space warm and to reduce how often we need to use heaters.
Lastly, we believe the above actions have a positive influence on our 35 participants to change their habits at home to reduce carbon foot-print.

In Cahootz is a member of the Green Arts Initiative that provides advice and training on a range of environmental issues. This is a good source of support as we develop and improve our practice and procedures.

**Evaluation Plan**
We have a robust Evaluation Plan for the Creative Citizens project which was designed with the support from Evaluation Scotland and our Grant Officer at the Corra Foundation We gather evidence based on our

# Trustees Report

indicators identified in the plan. The whole team, CC participants, and the Steering Group contribute to gathering evidence. For example, we have six monthly focus groups, where CC participants can express how they think being part of the CC project contributes to achieving the short-term outcomes. The short-term outcomes have changed since last year as a result of the Focus Group feedback. The short-term outcomes are:

1. Participants feel less socially isolated and more connected to others
2. Participants confidence increases
3. Participants have a sense of purpose
4. Participants wellbeing improves

Other ways of gathering evidence are: observation sheets, recording casual moments, a quote bank, and three case studies, whereby participants keep a reflective journal on their participation in the Creative Citizens project.

Six-month evaluation reports covering periods: October 2023 – March 2024, and April 2024 – July 2024 were produced using the data from our Evaluation Plan. The reports were distributed to: Board Trustees, the team, participants, on our website and included in our reports to funders.

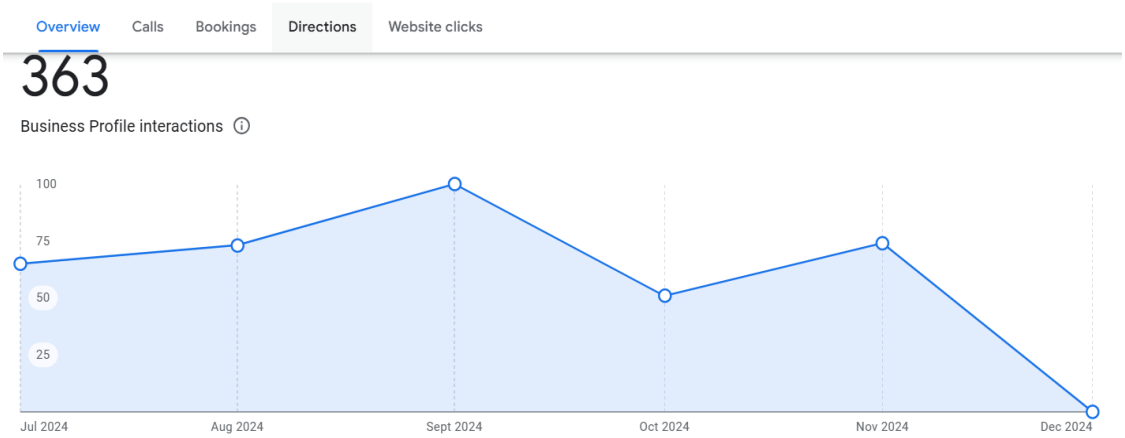
It seems appropriate to conclude this section with an extract from the October 23- March 24 report:

> *Ma da text me last night tae say he wis exceptionally proud of what I am doing and look forward to the opening night. Never said anything like that before…..couldnae believe the joy ma ma had on her face when a came out at the end of the show…..gave ma da a hug. We don't really dae that kind of thing but I thought why blooming no and hugged ma auld man……it's a pleasure to show ma ma n da that part of me*
>
> Creative Citizens participant 2024

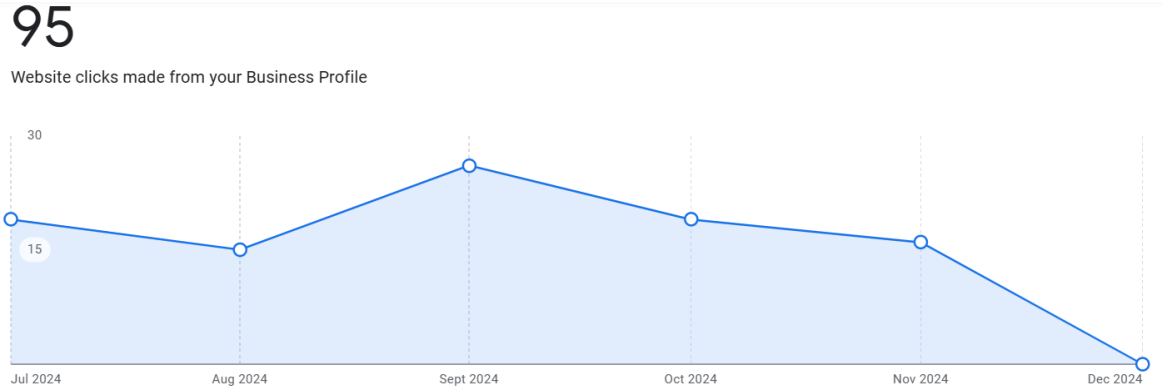
**Website and Social Media**

The new website launched in May and the learning and development process was conducted by Scott Savage and the design process by Adam Piggot. Having worked a lot with In Cahootz, Adam had a great overall understanding of the company's ethos and vision which made working with him designing the website an easy working relationship. This also went alongside working on the In Cahootz brand and overall look for the company's marketing plan. Updates happen periodically to keep the site fresh and up to date with the Creative Team contributing to the updates. During 2024, our social media channels performed well with interactions and engagement. We posted our projects on each channel via the different methods offered, for example, stories, reels, posts etc. In August we took the decision to leave Twitter (X) We archived our profile and will continue to post on all other platforms available. We have taken up more posts on TikTok. The overview from the year follows:-

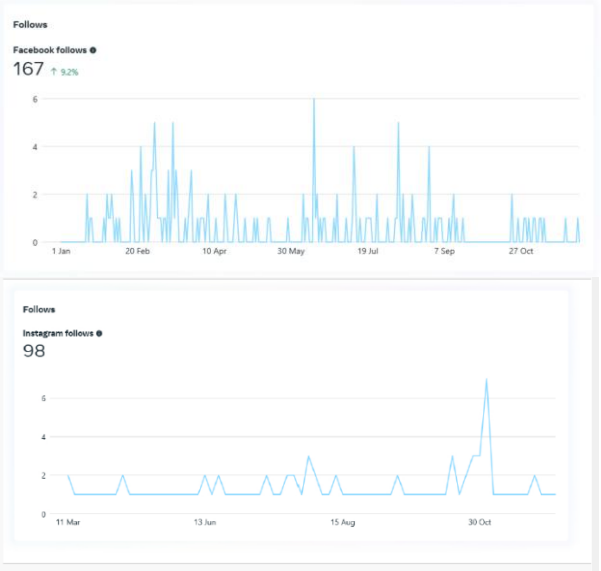
Google
Analytics only gives 6 months information - this is how many times in six months In Cahootz business profile has been interacted with. This "google" search can lead to further interactions, direction requests or people going on to our website.



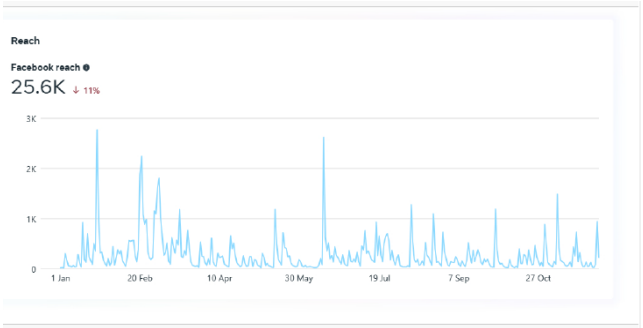
# Trustees Report

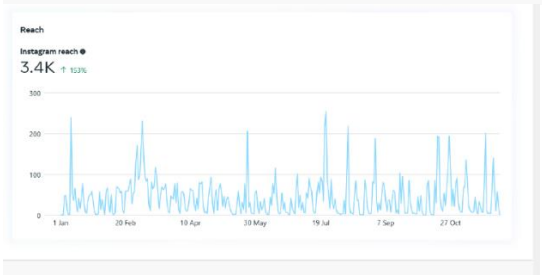


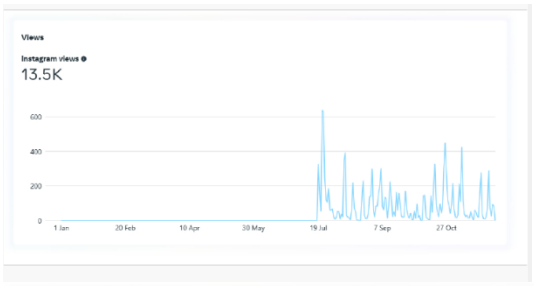

Facebook & Instagram
The Facebook and Instagram analytics below show a great amount of growth in our content that is engaged with throughout the year. It is always interesting to see what content works and how our social media is engaged with. For 2024 our top post was Our Scotland in the World Cup video with it reaching over 5000 people. Closely followed by the opening of our show video. The surprising thing is that a fair amount of our reach is from people who do not follow our platforms. This translates that when our content is shared by followers it is being viewed but not necessarily leading to our page being looked at. A target for marketing in 2025 is to gain more followers from our content.

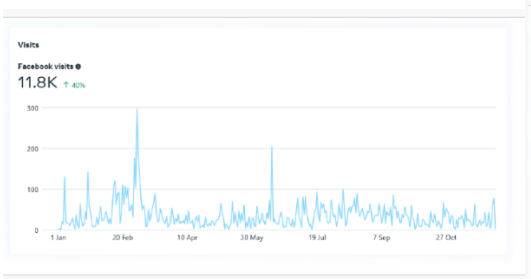


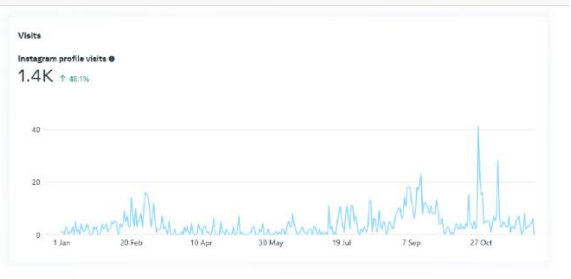
# Trustees Report






**Marketing Plan 2025**
For marketing in 2025 the plan is to promote the website via social media and using our postcards at events and when networking. Also implementing analytics onto our website to see how it is being used by visitors. We will create a social media schedule so that we are consistently promoting our activities and encourage followers to click on when they know the day, for example, the ‘news’ will be online.

# Trustees Report

Our Project Co-ordinator for Barrhead Drama lives in the town and this is a major asset in communicating news and updates with the main funders, Barrhead Housing Association and the Corra Foundation.

With funding becoming more difficult to secure we looked at our fundraising strategy. From June 2024 Phyllis Steel and Suzanne Brady began looking further into an active Donations Campaign to generate revenue that builds unrestricted funds and reserves. In December, Annmarie Strain took over from Phyllis Steel and helped develop the Donations Campaign. She attended training sessions with June Burgess at GCVS, which will support the plans for Fundraising in 2025. Board Members were also actively involved in generating fund-raising ideas. The Donations Campaign will launch in Spring/Summer 2025.

We supply the Directors/Trustees at their quarterly meetings with social media statistics, e.g. hits on Facebook, Twitter and Instagram. These are all on an upward trajectory.

**RISK REVIEW**

The trustees have conducted their own review of the major risks to which the charity is exposed and systems have been established to mitigate those risks. All systems are periodically reviewed to ensure that they still meet the needs of the charity.

**TAXATION**

The company is recognised by the Inland Revenue as an approved charity and is not liable to income and corporation tax under the provisions of the Income and Corporation Taxes Act 1988 Section 505.

**SMALL COMPANY EXEMPTIONS**

In preparing their report, the directors have taken advantage of the special provisions of the Companies Act 2006 relating to small companies.

**MEMBERS OF THE MANAGEMENT COMMITTEE**

Members of the Management Committee, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out below.

**RESULTS**

The results for the year, and the charity's financial position at the end of the year are shown in the attached financial statements.

**RESERVES POLICY**

At 31 December 2024 the unrestricted general reserves amounted to £34,626 (2023: £32,595).

The directors have agreed that the appropriate level of unrestricted reserves is £40,000

These reserves are normally set aside in order to protect the future operations of the company from the effects of any unforeseen variations in its income streams as part of a policy of good financial management practice.

**THE TRUSTEES**

The trustees who served the charity during the period were as follows:

B Crossan
P Foley
N McCrone
E Russell
A Tsang
J Tolland

# Trustees Report

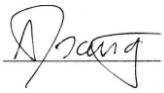
**TRUSTEES' REPONSIBILITIES**

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The trustees must also prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its activities.

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

On behalf of the Trustees



Anthony Tsang
Trustee

24th April 2025

Registered office:
1 Cadogan Square
51 Cadogan Street
GLASGOW
G2 7HF

**Independent Examiners Report to the Trustees of In Cahootz Ltd**

I report on the accounts of the charity for the year ended 31 December 2024 which are set out on pages 2 to 24.

## Respective responsibilities of trustees and examiner

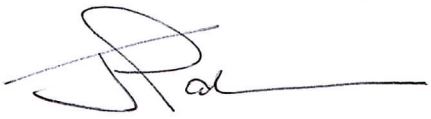
The charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. The charity trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

## Basis of Independent Examiners Statement

My examination is carried out in accordance with Regulation 11 of the Charity Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and seeks explanations from the trustees concerning any matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

## Independent examiner's statement

In the course of my examination, no matter has come to my attention to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Judith Patrickson FCA BFP DChA
27 Lanchester Road
Maiden Law
Co. Durham
DH7 0QT

25 April 2025

# Statement of Financial Activities and Income and Expenditure Account

**For the year ended 31 December 2024**

| | *Unrestricted Funds* £ | *Restricted Funds* £ | *2024 Total* £ | *2023 Total* £ |
|---|---|---|---|---|
| ***Income*** | | | | |
| Donations | 4,689 | - | 4,689 | 2,571 |
| Charitable activities | - | 238,943 | 238,943 | 220,892 |
| Total income | 4,689 | 238,943 | 243,632 | 223,463 |
| ***Expenditure*** | | | | |
| Charitable activities (note 2) | 2,858 | 220,486 | 223,344 | 190,129 |
| Total expenditure | 2,858 | 220,486 | 223,344 | 190,129 |
| ***Net income for the year*** | 1,831 | 18,457 | 20,288 | 33,334 |
| Balance brought forward at 1 January 2024 | 32,595 | 87,792 | 120,387 | 87,053 |
| ***Balance carried forward at 31 December 2024*** | 34,426 | 106,249 | 140,675 | 120,387 |

The charity has no recognised gains or losses other than the results for the year as set out above.

All the activities of the charity are classed as continuing.

The notes on pages 22 to 24 form part of these financial statements

# Balance sheet

**at 31 December 2024**

| | Notes | 2024 £ | 2023 £ |
|---|---|---|---|
| ***Current assets*** | | | |
| Debtors | | - | - |
| Cash at bank and on deposit | | 144,768 | 122,163 |
| | | 144,768 | 122,163 |
| ***Creditors:*** amounts falling due within one year | 4 | 4,093 | 1,776 |
| ***Net current assets*** | | 140,675 | 120,387 |
| ***Total assets less current liabilities*** | | 140,675 | 120,387 |
| ***Funds*** | | | |
| Unrestricted funds | | 34,426 | 32,595 |
| Restricted funds | | 106,249 | 87,792 |
| ***Total funds*** | | 140,675 | 120,387 |

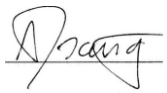
The Trustees are satisfied that the charity is entitled to exemption from an audit of the financial statements for the year, by virtue of section 477 of the Companies Act 2006 (the Act) relating to small companies, and that no member or members have requested an audit pursuant to section 476 of the Act.

The Trustees acknowledge their responsibilities for:

(i) ensuring that the charity keeps proper accounting records which comply with Act and,

(ii) These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime

These financial statements were approved by the members of the committee on 24th April 2025 and signed on their behalf by:



Anthony Tsang

Trustee

The notes on pages 22 to 24 form part of these financial statements

# Notes to the accounts

**at 31 December 2024**

## 1. Accounting policies

***Accounting convention***

The accounts are prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice “Accounting and Reporting by Charities” (revised 2005).

***Cash Flow Statement***

The Trustees have taken advantage of the exemption in Financial Reporting Standard no1 (revised) from including a cash flow statement in the financial statements on the grounds that the charity is small.

***Income***

All incoming resources are included in the Statement of Financial Activities when the company is entitled to the income and the amount can be quantified with reasonable accuracy

***Expenditure***

Expenditure is recognised on an accrual basis as a liability is incurred.

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

All costs are allocated between expenditure categories of the SOFA on a basis designated to reflect the use of the resource. Costs relating to a particular activity are allocated directly: others are apportioned on a percentage of total resources expended

***Tangible fixed assets***

All fixed assets are initially recorded at cost. Depreciation is provided on all fixed assets at rates calculated to write off the cost of each asset evenly over its expected useful life, as follows:

| | | |
|---|---|---|
| Office equipment | - | 25% on cost |
| Computer Equipment | - | 33% on cost |

# Notes to the accounts

**at 31 December 2024**

## 2. Resources Expended

| | Staff Costs | Depreciation | Other costs | *2024 Total* |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Charitable Expenditure | 136,273 | - | 84,801 | 221,074 |
| Governance | - | - | 400 | 400 |
| | 136,273 | - | 85,201 | 221,474 |

### Comparative Resources Expended

| | Staff Costs | Depreciation | Other costs | *2023 Total* |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| Charitable Expenditure | 113,161 | - | 76,618 | 189,779 |
| Governance | - | - | 350 | 350 |
| | 113,161 | - | 76,968 | 190,129 |

## 3. Staff costs

| | *2024* | *2023* |
|---|---|---|
| | £ | £ |
| Wages and salaries | 131,750 | 110,734 |
| Social security costs | 4,523 | 2,427 |
| | 136,273 | 113,161 |

The average weekly number of employees during the year was 6 (2023 - 5).

No employee received in excess of £60,000.

The Trustees received no remuneration and no reimbursement of expenses during the year (2022 – nil))

# Notes to the accounts

**at 31 December 2024**

## 4. Creditors

| | *2024* | *2023* |
|---|---|---|
| | £ | £ |
| Amounts falling due within one year | | |
| Taxes and Social Security | 3,539 | 1,222 |
| Accrued expenditure | 554 | 554 |
| | 4,093 | 1,776 |

## 5. Funds

| | As at 31 December 2023 | Incoming Resources | Outgoing Resources | Transfers | As at 31 December 2024 |
|---|---|---|---|---|---|
| | £ | £ | £ | £ | £ |
| Restricted Funds | | | | | |
| Glasgow City Council | 26,584 | 94,731 | 94,253 | - | 27,062 |
| National Lottery | 17,195 | 32,407 | 35,179 | - | 14,423 |
| Corra Foundation | 34,358 | 49,926 | 47,958 | - | 36,326 |
| Corra Foundation – COL | 3,699 | 2,496 | 800 | - | 5,395 |
| GCVS | - | 9,978 | 9,978 | - | - |
| Voluntary Action | 1,229 | - | 1,229 | - | - |
| East Renfrew Council | 1,149 | - | 1,149 | - | - |
| Linking Communities | 1,193 | 2,500 | 1,369 | - | 2,324 |
| Barrhead Housing Ass | 629 | 11,065 | 6,632 | - | 5,062 |
| Hugh Fraser Foundation | 13 | - | - | - | 13 |
| Murgitroyd Foundation | 425 | - | 39 | - | 386 |
| With You | 1,318 | 1,500 | - | - | 2,818 |
| NL Awards for All | - | 18,997 | 10,972 | - | 8,025 |
| A Moment's Peace | - | 7,640 | 6,283 | - | 1,357 |
| William Syson Found. | - | 3,845 | 1,354 | - | 2,491 |
| Voluntary Action WF | - | 1,988 | 1,621 | - | 367 |
| MCN Scotland Ltd | - | 1,870 | 1,670 | - | 200 |
| | 87,792 | 238,943 | 220,486 | - | 106,249 |
| Unrestricted Funds | | | | | |
| General | 32,595 | 4,689 | 2,858 | - | 34,426 |
| | 120,387 | 243,632 | 223,344 | - | 140,675 |