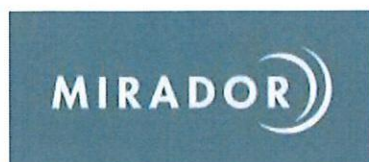


Mirador

Trustees' Report and Unaudited Financial Statements

**For The Year Ended
31 August 2020**



MIRADOR

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MIRADOR

CHARITY REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31 AUGUST 2020

Registered charity name	Mirador
Charity registration number	1158284
Principal and registered office	20 All Saints Road St Annes-on-the-Sea Lancashire FY8 1PL
Trustees	S Ashworth A Chetwynd G Harris G F Rycroft S Riley C Hull
Independent Examiner	MHA Moore and Smalley Chartered Accountants Priory Close St Mary's Gate Lancaster Lancashire LA1 1XB

MIRADOR

TRUSTEES' ANNUAL REPORT

FOR THE YEAR ENDED 31 AUGUST 2020

The Trustees present their report along with the financial statements of the charity for the year ended 31st August 2020. The financial statements have been prepared in accordance with accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 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.

The Trustees

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

S Ashworth
A Chetwynd
G Harris
G F Rycroft
S Riley
C Hull

Structure, governance and management

The charity is constituted as a Charitable Incorporation Organisation (CIO) and was registered with the charity commission on 19 August 2014.

Recruitment

New Trustees are appointed to the committee following recommendation to and approval by the existing Trustees. Induction is carried out on a one to one basis and training is provided as and when required. The charity recognises the need to keep current and new Trustees up-to-date with legislative, Charity Commission and accounting requirements. Each Trustee offers themselves for re-election on an annual basis.

Objectives and activities

This has been Mirador's sixth year of activity since receiving our formal registration by the Charities Commission. The charity has been founded to promote the advancement of arts, heritage and culture to all those working in, living in or visiting the North West of England, by providing information and raising awareness of the heritage and culture of the region through remarkable events, art installations and performance.

The Mirador Mission: To Reveal Heritage Through Art. Working with artists to create joyful encounters with history for everyone to enjoy.

Achievements and performance for the financial year 2019/2020

Mirador was just about to submit a major application to the National Lottery Heritage Fund for the River Ribble Superhighway Project in collaboration with the Ribble Rivers Trust when Covid-19 caused a national lockdown. All the usual grant funding programmes that Mirador has successfully applied to over its 5- year history were suddenly suspended and 'normal' life for everyone changed beyond imagination.

The organisation went into 'survival' mode and was successful in securing an emergency grant through the National Lottery Fund to secure its future for a further 12 months and to allow for some kind of normality to return. Mirador's original organisational model where overheads are extremely low has in many ways proved to be a successful one in terms of coping with these unprecedented times.

Mirador's partnerships have continued to be resilient and this time has allowed for further thinking, research and planning on how best to deliver the Superhighway Project. A grant from the Institute for Social Futures at Lancaster University allowed for George Harris to spend some dedicated time on research and developing an outline bid that would be submitted by the University to the Andrew W. Mellon Foundation.

MIRADOR

TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020



Artist Brian Fell's Maquette inspired by Viking Ship commissioned by Mirador

WHO WE ARE:

Mirador is a company of arts, heritage, media, legal and business professionals. The directors are Carolyn Primett, Louise Bryning and George Harris who is also a trustee. Helen Bartosinski provides marketing support and Katy Bateson is responsible for social media. Other trustees are Susan Ashworth, Susan Riley, Gary Rycroft, Amanda Chetwynd and Caroline Hull.

Carolyn has led Blackpool Council's Arts Service for 14 years and has worked on a wide range of arts programmes including award winning schemes such as Morecambe's TERN project and Blackpool's Comedy Carpet. Her expertise is in managing and curating artists, project management, fundraising and business planning.

George is a creative and arts consultant specialising in small, medium and large scale creative projects. He is a former executive director at Lanternhouse International, Chief Executive of Horse + Bamboo Theatre and Business Development Manager at The Dukes.

Louise has more than 30 years experience as journalist and from 2010-19 was press and marketing officer for The Dukes in Lancaster. She is now freelancing as a journalist and providing publicity support to arts and heritage organisations. Her passion for the region's heritage and attractions has been brought to freelance projects including publicity for The Museum of the Moon at Lancaster Priory, Lancashire Witches 2012 project, and writing for Lancaster and Morecambe visitor brochures.

Born and bred in Ulverston, Helen began her career in London working in the classical music sector. After moving into music and commercial venue management, working across HR, communications, fundraising, financial planning and business management, she returned to marketing with The Dukes in Lancaster in 2012, as Marketing Manager. She is now a freelance arts marketing consultant based in Lancaster.

Katy is a freelance marketer who has worked for First Fridays, Lancaster Grand Theatre and Ludus Dance. She runs We Are Improv in Lancaster and has performed in improv festivals around the UK and Ireland.

Susan Ashworth has worked in curatorial, collections management and project management roles for 35 years and at senior manager level since 1987. She project-managed the refurbishment of the Museum of Lancashire and the fundraising, acquisition and exhibition of the Silverdale Hoard, the third largest hoard of Viking silver ever found in the country. In January 2020 Susan joined the Blackpool Council Museum Team as the Project Manager to deliver 'Showtown' the museum of fun and entertainment for Blackpool due to open in 2022.

MIRADOR

TRUSTEES' ANNUAL REPORT (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

Gary is a partner at Joseph A Jones & Co Solicitors in Lancaster and his expertise is in charity law, mental capacity and drafting wills and trusts. He is a member of the editorial committee of PSJ, a specialist Law Society journal, and often contributes to other media including BBC1's Rip Off Britain. He is a former chairman of The Dukes, Lancaster.

Susan Riley is a journalist and former newspaper editor. Her long interest in Lancashire and Cumbria's heritage, food and arts has proved invaluable as she now specialises in those subjects as a freelance journalist and PR consultant.

Amanda Chetwynd is a Higher Education consultant and previously professor of mathematics and provost for student experience at Lancaster University. She is now a trustee of the Students' Union and is particularly interested in creating opportunities for students to be more involved in the local community.

An art historian specialising in medieval art and architecture, Caroline was an academic before becoming events co-ordinator at Lancaster Cathedral in 2005. Since 2014, she has worked for ACN UK, a large international charity working to support suffering Christian communities around the world.

Financial Review

Money was obtained by way of grants from the Institute of Social Futures at Lancaster University of £2,100 and the National Lottery Heritage Fund Emergency Award of £4,000. At the end of the period, the Charity had funds of £3,711.

Plans for the future

Mirador is still committed to and working in partnership with the Ribble Rivers Trust to deliver the River Ribble Super Highway project and is preparing to submit a large National Lottery Heritage Project bid as soon as the grants programme opens up again following the challenging Covid-19 period. The company is also considering a number of other smaller projects for creative development that will put the spotlight on a fascinating aspect of our heritage. The company is seeking to attract investment in developing the team's digital knowledge and skills to ensure it can engage audiences and participants in new ways despite continuing Covid-19 restrictions.

Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. Risk is reviewed by the Trustees on an annual basis.

Reserves policy

The charity's reserves at the end of the year were £3,711 which represents entirely unrestricted free cash reserves. The Trustees agreed to adopt a reserves policy at their meeting on 14th September 2020 that a minimum of £1,500 should be held in the account to cover up to 12 months of the organisation's minimum overheads.

Public benefit

We have referred to the guidance contained in the Charity Commission's general guidance when reviewing our aims and objectives and in planning our future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set.

MIRADOR

TRUSTEES' ANNUAL REPORT (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

Statement of Trustees' responsibilities

The Trustees are required to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of its financial activities for that period. In preparing those financial statements the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether the policies followed are in accordance with applicable accounting standards, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it's inappropriate to presume that the charity will continue in business.

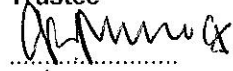
The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities.

Independent examiner

MHA Moore and Smalley have been re-appointed as independent examiner for the ensuing year.

Signed on behalf of the Trustees

G F Rycroft
Trustee



7 December 2020

MIRADOR

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF MIRADOR FOR THE YEAR ENDED 31 AUGUST 2020

I report on the accounts of the Charity for the year ended 31 March 2020, which are set out on pages 7 to 15.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

I have completed my examination. I confirm that no material 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 charity as required by section 130 of the Act; or
2. the accounts do not accord with those records

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 accounts to be reached.



Richard Hall FCCA
Independent Examiner
Priory Close
St Mary's Gate
Lancaster
Lancashire
LA1 1XB

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MIRADOR

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 AUGUST 2020

		Unrestricted funds £	Restricted funds £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	3	4,000	2,100	6,100	18,800
Total		4,000	2,100	6,100	18,800
Expenditure on:					
Charitable activities	4	2,273	2,100	4,373	18,286
Total		2,273	2,100	4,373	18,286
Net income/(expenditure)		1,727	-	1,727	514
Transfers between funds	9	-	-	-	-
Net movement in funds		1,727	-	1,727	514
Reconciliation of funds:					
Total funds brought forward		1,984	-	1,984	1,470
Total funds carried forward	9	3,711	-	3,711	1,984

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 9 to 15 form part of these financial statements.

MIRADOR

BALANCE SHEET

AS AT 31 AUGUST 2020

		2020		2019	
		£	£	£	£
Current assets					
Cash at bank and in hand		4,215		2,464	
		<u>4,215</u>		<u>2,464</u>	
Creditors: amounts falling due within one year	8	(504)		(480)	
		<u></u>		<u></u>	
Net current assets			3,711		1,984
			<u></u>		<u></u>
Total assets less current liabilities			3,711		1,984
			<u></u>		<u></u>
Net assets			3,711		1,984
			<u></u>		<u></u>
Funds:					
Unrestricted funds	9		3,711		1,984
Restricted funds	9		-		-
			<u></u>		<u></u>
Total funds			3,711		1,984
			<u></u>		<u></u>

These accounts were approved by the Trustees and authorised for issue on the 07.12.2020 and are signed on their behalf by:



G F Rycroft
Trustee

The notes on pages 9 to 15 form part of these financial statements.

MIRADOR

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies

Legal form

The entity is registered as a charitable incorporated organisation in England and Wales. The address of the charity, the nature of its operations and its principal activities are all detailed in the Trustees' report and charity administrative details pages in these financial statements.

Basis of accounting

The charity constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice.

The financial statements have been prepared on a going concern basis under the historical cost convention. The financial statements are prepared in sterling which is the functional currency of the charity.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Preparation of the accounts on a going concern basis

During the financial period and post year end, there has been an escalation of measures taken within society to combat the COVID-19 pandemic. The Trustees have considered the working capital of the charity and, at the time of approving the financial statements, have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

Donations and grants are included as they are receivable by the charity, except insofar as they are incapable of financial measurement. Included within donations is grant income which is recognised when the charity is legally entitled to receive it.

No income is shown net of expenditure.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Support costs are those which assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly to support the objectives of the charity.

MIRADOR

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies (continued)

Debtors and creditors

Debtors and creditors with no stated interest rate and receivable and payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash and cash equivalents

Cash and cash equivalents included within the accounts represent amounts held on a deposit account by the charity.

Accumulated funds

Unrestricted funds - these are available for use at the discretion of the Trustees in furtherance of the general activities of the charity

Restricted funds - these are subjected to restrictions on their expenditure imposed by the donor. The restricted fixed asset fund represents assets purchased from specific grants and funds future depreciation of those assets.

Financial instruments

The charity 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 charity's balance sheet when the charity becomes party to 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 offset 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.

Impairment of financial assets

Financial assets are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the statement of comprehensive income.

MIRADOR

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

1 Accounting policies (continued)

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in the statement of comprehensive income.

De-recognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities 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 receipts 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.

De-recognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

2 Judgements and key sources of estimation uncertainty

In the application of the charity'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.

Key assumptions, judgements and estimates

In the opinion of the Trustees' there have been no significant judgements (apart from those involving estimates) made in the process of applying the above accounting policies.

There have been no key assumptions concerning future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

MIRADOR

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

3 Income from donations and legacies

	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Arts Council England	-	-	-	14,800
Lancaster University	-	2,100	2,100	1,000
Preston City Council	-	-	-	1,000
Arts and Humanities Research Award	-	-	-	2,000
Heritage Lottery Grant	4,000	-	4,000	-
	4,000	2,100	6,100	18,800

Included within income from donations and legacies in the prior year was £2,000 of unrestricted funds and £16,800 of restricted funds.

4 Expenditure on charitable activities

Activity	Promotion of arts, heritage and culture		Total 2020 £	Total 2019 £
	Unrestricted funds £	Restricted funds £		
Artists fees	-	-	-	12,100
Project delivery costs	1,500	2,100	3,600	4,186
Marketing	-	-	-	700
Support Costs (note 5)	773	-	773	1,300
	2,273	2,100	4,373	18,286

Included within expenditure on charitable activities in the prior year was £1,486 of unrestricted expenditure and £16,800 of expenditure against restricted funds.

5 Support costs

	Total 2020 £	Total 2019 £
Independent examination fee	504	480
Bank charges	246	170
Insurance	-	424
Website	23	226
	773	1,300

MIRADOR

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

6 Net (income)/expenditure

	2020 £	2019 £
Net (income)/expenditure stated after charging/(crediting):		
Independent examiner's remuneration:		
- independent examination fee	504	480

7 Trustees and key management personnel remuneration

The Trustees of the charity are considered to be the key management personnel of the charity.

During the period G Harris, a Trustee, received fee payments and project delivery costs totalling £2,100 (2019: £2,000) in their capacity as creative producer. G Harris also received £1,500 in bid writing consultancy fees (2019: £nil). Reimbursed expenses to G Harris totalled £nil (2019: £186).

No salaries or wages have been paid to employees during the year.

8 Creditors: Amounts falling due within one year

	2020 £	2019 £
Accruals	504	480
	504	480

9 Analysis of charitable funds: Current year

	At 1 September 2019 £	Income £	Expenditure £	Transfers £	At 31 August 2020 £
Unrestricted funds					
General fund	1,984	4,000	(2,273)	-	3,711
Restricted funds					
River Ribble R&D Project	-	2,100	(2,100)	-	-
	-	2,100	(2,100)	-	-
Total funds	1,984	6,100	(4,373)	-	3,711

MIRADOR

NOTES TO THE ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2020

10 Analysis of charitable funds: Prior year

	At 1 September 2018 £	Income £	Expenditure £	Transfers £	At 31 August 2019 £
Unrestricted funds					
General fund	1,470	2,000	(1,486)	-	1,984
Restricted funds					
River Ribble R&D Project	-	16,800	(16,800)	-	-
	-	16,800	(16,800)	-	-
Total funds	1,470	18,800	(18,286)	-	1,984

11 Analysis of net assets by funds: Current year

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 August 2020 are represented by:			
Current assets	4,215	-	4,215
Creditors: amounts falling due within one year	(504)	-	(504)
	3,711	-	3,711

12 Analysis of net assets by funds: Prior year

	Unrestricted Funds £	Restricted Funds £	Total £
Fund balances at 31 August 2019 are represented by:			
Current assets	2,464	-	2,464
Creditors: amounts falling due within one year	(480)	-	(480)
	1,984	-	1,984

MIRADOR

NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2020

13 Control

There was no ultimate controlling party during the current or prior period.

14 Related party transactions

During the period G Harris, a Trustee, received fee payments and project delivery costs totalling £2,100 (2019: £2,000) in their capacity as creative producer. G Harris also received £1,500 in bid writing consultancy fees (2019: £nil). Reimbursed expenses to G Harris totalled £nil (2019: £186).

No other related party transactions occurred in the current period.