

# **The Make A Difference Trust (A Company Limited by Guarantee)**

## **Report of the Trustees for the year ended 30 April 2015**

The Trustees of The Make A Difference Trust (TMADT or The Trust) are pleased to present their status report together with the financial statements of the charity for the 12-month period ended 30 April 2015.

### **HISTORICAL BACKGROUND**

While created in 2008 as a new entity, the history of The Make A Difference Trust lies in the group of volunteers who initially founded and worked to create *West End Cares* (Established in February 1990), and more recently *Theatrecares*, under the aegis of *Crusaid*. In 2008, the decision was made to separate from *Crusaid* and to establish a separately constituted structure to fulfil the revised vision and mission determined by that same group of volunteers.

### **PRINCIPAL ACTIVITY / PURPOSE**

The Make A Difference Trust and its subsidiary organisation, Make A Difference Enterprises Ltd, have been created to support and educate 'individuals in need' living with long-term conditions who are in need of help during times of financial difficulty. In particular, this activity looks to support people working or who have worked within the theatre and entertainment community, with a particular focus on people living with HIV. We also provide organisations working within the HIV sector with grants.

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

The Make A Difference Trust is a company limited by guarantee (Company Registration Number 06546586) and therefore has no share capital. The company was registered as a charity with the Charity Commission on 12 May 2008 (Charity Number 1124014) and is based at c/o Theatre Delicatessen, First Floor, 119 Farringdon Road, London, EC1R 3DA, which is also the charity's registered office.

#### **Governing Document**

The Make A Difference Trust was incorporated on 27 March 2008 and is governed by its Memorandum and Articles of Association. The governing

body of The Trust is its board of trustees, who are also directors for the purposes of company law. Trustees who served during the year are:

Fiona Tranter (Chair)	(Appointed 27 March 2008)
Patrick Holzen	(Appointed 13 January 2014)
Maggie Korde	(Appointed 13 January 2014)
Julian Bird	(Appointed 27 March 2008)

### Structure, Governance & Management

#### Board of Trustees (The Make A Difference Trust)

The Trust's governing board, which currently constitutes 4 trustees, meets at least six times a year to agree MADT's overall policy and direction in all areas of its work. This includes determining Trust's mission statement, charitable aims, objectives, fundraising assessment together with specific priorities in terms of types of grant and geographical locations in any given year.

The Board has delegated the day-to-day management during the period under review to the Charity's Director, David Pendlebury, appointed officially to post in October 2014. The Charity Director answers directly to the Board of Trustees and oversees the strategic direction of the charity including its adherence and onward progression of the charitable aims and objectives of The Trust. The Charity Director is charged further with understanding and pro-actively responding to the changing health and economic environment where impacts are directly relational to the work and progression of the charity.

The Board of Trustees and support committee's give their time and expertise voluntarily and receive no remuneration or any other emoluments from MADT.

#### Board of Directors (Make A Difference Enterprises Ltd)

The Trust has a wholly owned trading subsidiary, Make A Difference Enterprises Ltd (t/a TheatreMAD, FilmMAD, MusicMAD, DanceMAD & FashionMAD), which provides management of fundraising events. MADE Ltd (Company Registration Number 06315172 | VAT No. 934 3758 03) was originally incorporated as SK 124 Limited on 17 July 2007, and then by special resolution changed its name to Make A Difference Enterprises Ltd on 28 May 2008. It is based at c/o Theatre Delicatessen, First Floor, 119 Farringdon Road, London, EC1R 3DA, and its directors are:

Michael George	(Appointed 1 February 2009)
Photis (Peter) Patsalides	(Appointed 1 February 2009)
David Pendlebury	(Appointed 15 April 2008)

### Staff

Mr David Pendlebury continued in his role as interim Charity Director (October 2014 –

Ms Clare Davis (nee Cubbon) continued in her role as full-time, Fundraising & Communications Officer (15 Aug 2012 to 14 October 2014).

### Volunteers

Volunteers continue to play a vital part in supporting the fundraising and charitable activities of The Trust. In addition to the Board of Trustees and various advice committees, the pool of volunteers is regularly called upon to support office administration and fundraising activities.

Volunteers allow The Make A Difference Trust to extend the skills base available to it beyond that of its staff and Trustees.

During 2014-2015, the Charity and its trading subsidiary have benefitted from the skills and contribution of over 1000 volunteers.

## **OBJECTIVES AND ACTIVITIES**

Our values and charitable objectives are defined by the charity's belief that the entertainment industry and its supporters should have a dedicated and targeted sexual health support charity to provide education, awareness, support, care and a public voice. We believe communities and individuals, when given the right support, can change their own lives and in turn create a better civil society for all.

### Objectives

The overall objectives of the charitable trust, as defined in the mission and vision statements, are:

#### *Mission*

With a legacy of over 25 years, the MAD Trust, trading as TheatreMAD, brings together the theatre industry and its supporters to raise funds for HIV and AIDS projects that raise awareness, and provide care, support and education in the United Kingdom and Sub-Saharan Africa. The Trust also supports those in the entertainment industry facing hardship as a result of a long term illness

#### *Vision*

A World in which people living with HIV and AIDS are treated with respect and can lead healthy lives.

A World where those who fundraise for us — namely the entertainment community - are supported when faced with hardship as a result of a long-term medical condition.

The Make A Difference Trust's charitable objectives are:

To relieve sickness and poverty, and to preserve health, in particular, but without limitation, providing assistance to:

- A. those who suffer from Human Immune Deficiency Virus ('HIV'), and Acquired Immune Deficiency Syndrome ('AIDS' ); and,
- B. members of the entertainment industry who suffer from a critical illness.

The Trust aims:

1. To be transparent and accountable.
2. To be effective and responsive.
3. To achieve a positive impact.
4. To become a recognised fundraising, awareness and support service within the theatrical arts across the UK.
5. To work in partnership with a wide range of stakeholders.

### Activities

In pursuing its objectives, the Trust's current activities fall in to three main areas;

- 1a. Grant Making: The direct charitable activities consist of Grant Making activity in the form of:
  - UK Projects tackling issues of care, support, education and awareness on a national remit
  - International Projects tackling care, support ,education and awareness with a southern Africa focus
- 1b. Service Provision:
  - Hardship & Poverty Alleviation Programmes tackling HIV/AIDS and long-term chronic illness
2. Fundraising and Communications activities
3. Management and Governance activities

### **STATEMENT OF PUBLIC BENEFIT**

The trustees confirm that they have complied with the duty in Section 17 of the Charities Act 2011 and referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives an in planning future activities.

These have particularly been noted in the current research and internal assessment of the charities outputs and whilst identifying the needs of its beneficiaries as a part of the onward growth of the charities work & its community impact.

The Make A Difference Trust continues to keep the need for positive impacts and greater public benefit at the core of all its activities.

The Trust continued its task of assessing, reviewing and restructuring the activity and output of the charity. The Make A Difference Trust continues to gauge industry opinion about its services as well as to speak to HIV sector stakeholders to identify what its most appropriate response should be in the current environment, and to ensure continued full purchase and ownership from the community the charity looks to serve.

The Hardship Fund has received few applications and the board has decided that the fund should be reviewed to be fit for purpose. It is currently closed to application and under review.

In addition to The Hardship Fund (Crisis Fund & Next Stage - Back To Work Program), The Trust focused on its ACT NOW! Program that was developed and introduced in 2014.

The aim of the ACT NOW! Program is to provide targeted sexual health education and prevention strategies on a national scale to the growing entertainment industry. The project provided the tools for prevention and HIV testing with onward social supports.

The first part of the program was The ACT NOW! Pit Stop, was trialled and has been suspended as the condom stations in theatres were inappropriately used.

The second part of the ACT NOW! Program saw the development of "Are You Positive?" project. Are You Positive? is a Theatre In Education programme that explores young people's views on HIV and AIDS, raising awareness of the disease and how to protect themselves from contracting it. The performance is aimed at young people aged 14 years and upwards, and works with class sized groups. The 30 minute performance of the play; Are You Positive? is based on 3 true stories written by Professor Larry W Heimgartner, and also incorporates the latest HIV statistics from the UK and around the world. An extensive review of the script was begun with help from outside organizations and expertise. A new assessment tool was developed and is currently being reviewed. The performance is followed by a one-hour workshop exploring how we communicate about sexual health to new partners. **Be Aware, Take Control, Get Tested now!** The development of this part of the Program will go hand in hand with the development of our community fundraising and growth in school and university activity.

There was a marked increase in the grants made to our partners. The Trust has continued with its development and delivery of educational and orphan

care services internationally and once again this has seen the highest growth rate for supporters to The Trust's work; young people from resource poor communities have been enabled to receive services including counseling, education, food security and social learning skills through The Trust's overseas support since 2008.

The Make A Difference Trust continues to be very proud of its placement in the entertainment industry and overall in the voluntary sector. A further challenge has been to manage the exponential growth of the charity in areas of brand, public awareness and industry response to ensure a long-term program of enhanced social return on investment for the industry and our supporters.

Communication is key to any change in society and to this end MAD has decided to rebrand during the period under review with Theatre MAD and continued to increase its brand awareness in community and health arenas through print and online publications and frontline visibility (WAD Service), but acknowledges that there is much more than can be done to communicate its activities, and this will form a key factor in its onward development. Website improvement and rebranding has been a key initiative and the new website will be launched in the first quarter of 2016.

## **ACHIEVEMENTS AND PERFORMANCE**

The challenge of any organisation, which historically is known as a grant maker is to ensure that both those who support its work and the community it looks to serve feel ownership and agreement with any changes in process and output being made. Upon the recommendation of the Charity Director, it had been agreed by the Board that the Trust should establish a 3-year plan to 'scale down' its re-granting program and balance it by establishing its own targeted service delivery. This report represents an overview of year two of this revised strategy.

### **1. GRANT MAKING & SERVICE PROVISION**

In line with the ethos of The Trust, it was decided to target the use of charitable funds in a way in which was felt to make the greatest impact. For this reason, the decision was made to continue with grant making program during the assessment and review period, and to direct funds towards the development and implementation of the services outlined. The priorities remained threefold: Need for HIV testing, Education & Awareness, and practical supports.

#### **UK Grants**

The Trust made five grants to UK partners during the reported period.

<b>FOOD Chain</b> (Providing access to food and nutrition support services for people living with HIV in London)		<b>£5,000</b>
<b>NAT (National AIDS Trust)</b>	<b>Awareness &amp; Education</b>	<b>£15,000</b>
<b>NLTSG</b>	<b>Respite and Counselling Care</b>	<b>£5,000</b>
<b>African advocacy</b>	<b>HIV Peer Educators Project</b>	<b>£5,000</b>
<b>Are You Positive?</b>	<b>Schools education through theatre programme</b>	<b>£500</b>

### UK Services

#### *ACT NOW! – Pit Stop Program*

Following a review of the results, the recommendation is to move forward with an information poster campaign, and to remove the condom supply. We aim to launch the campaign in 2016

#### *ACT NOW! – Are You Positive? Program*

The pilot performance of *Are You Positive?* at the Apollo Victoria Theatre in July 2013, London and was well received. As a result, the recommendation was made to further develop the Program with a small schools tour plan launched during Autumn 2014. Following this a complete review of the script was undertaken with help from NAT and Mr Alistair Hudson and is ongoing. The author was also closely involved and rewrote parts of the script following the recommendations of the review panel. A new assessment tool was devised. Following the next tour a further review will take place

West End Cares Fund (previously known as Hardship Fund): currently suspended pending a review

### INTERNATIONAL Grants

We continued to support those in need in Sub-Saharan Africa by granting to the following worthy charities:

<b>Sentebale (Lesotho)</b>		<b>£15,000</b>
<b>Aids Orphan (Kenya)</b>	<b>Orphan Care &amp; Support</b>	<b>£8,185</b>
<b>Ubuntu (South Africa)</b>	<b>After Schools Programme</b>	<b>£15,000</b>
<b>Helderberg Street Peoples Centre</b>	<b>Orphan care and support</b>	<b>£6,000</b>

## Monitoring and Evaluation

In line with best practice and following guidance set out by professional bodies such as AIDS Funders Forum and IOF, a proportionate percentage of time and costs are allocated to impact monitoring and evaluation of programs supported. These form an internal report to educate and direct the trustees, as well as a feedback to grantees to support their onward development.

## 2. FUNDRAISING AND COMMUNICATIONS

Like all charities and businesses, The Make A Difference Trust operates in a very challenging and competitive economic environment. Because the trust raises a substantial amount of funds through theatrical events it has found there has been little or no fall in income from these events.

The charity derives income from both donated and earned income sources. At its current stage of development, and with limited resources, the Trust acknowledges that its streams of income are limited. The majority of its income is brought in through event delivery and community engagement projects, with the World AIDS Day Bucket Appeal being the most significant 'non-event' income line.

It is the intention of the charity to continue to focus on event fundraising in light of charity fatigue and competition from other worthy causes for donations and funds

### *FUNDRAISING*

#### *Donated Income*

The largest single appeal by The Trust was its World AIDS Day Theatre Bucket Collections Appeal, which raised over £60,000.00.

The Trust continues to gratefully acknowledge the continued support of all Theatre Owners, Theatre Management and Staff, Producers, Casts, Backstage Staff, Volunteers and Theatregoers for their generous support of this year's Appeal. The Trust continues to be mindful of, and deeply concerned about, that, although it was the original creator of the first Theatre Bucket Collections (through West End Cares and Theatrecares), that there are an ever increasing number of Theatre Bucket Collections taking place, and this highlights the need to constantly assess and develop the way in which the Appeal engages its support and is delivered.

The Trust continues to be indebted to *Broadway Cares / Equity Fights AIDS*, for the support and advice that Tom Viola (Executive Director) and all the staff at *Broadway Cares* continue to provide to The Make A Difference Trust, its staff and supporters.

The Trust acknowledges the importance of 'community fundraising' as a vital tool in its fundraising portfolio.

The Make A Difference Trust will look to develop and grow its portfolio of donated income streams over the next few years, and has identified the importance of schools and universities in this goal. As well as raising funds, these establishments are vital in the education and raising awareness about HIV & AIDS at grass roots level, with a particular focus on the development of fundraising income streams alongside the *Are You Positive?* Program.

### *Earned Income*

The *earned income* is generated as a result of the fundraising events that are managed by the Trust's subsidiary, Make A Difference Enterprises Ltd (t/a TheatreMAD, FilmMAD, MusicMAD, DanceMAD & FashionMAD). MADE Ltd continues to concentrate on building & maintaining the profile of the TheatreMAD brand, before looking to establish the other brands.

In 2014/15, MADE Ltd events raised over £93,000 (gross); from the three core fundraising events produced by TheatreMAD included: *West End Eurovision* (May 2014) - £37,000, *West End Bares, including Stripathon* (Sept. 2014) - £45,000 and *A West End Christmas* (Dec 2014) - £11,000. Earned income from the core events improved this year largely due to the introduction of a largely passive source of income from Stripathon during West End Bares which has very low associated costs. In addition to the funds raised from these events, they continue to play a vital role in building the profile of the charity, and provide a platform from which to communicate about the work that the Charity does in educating, caring and supporting the community about HIV and AIDS. This is an immeasurable benefit.

The Trust gratefully acknowledges the invaluable in-kind support of its fundraising activities from a wide range of individual & corporate supporters as well as a strong & growing team of dedicated volunteers.

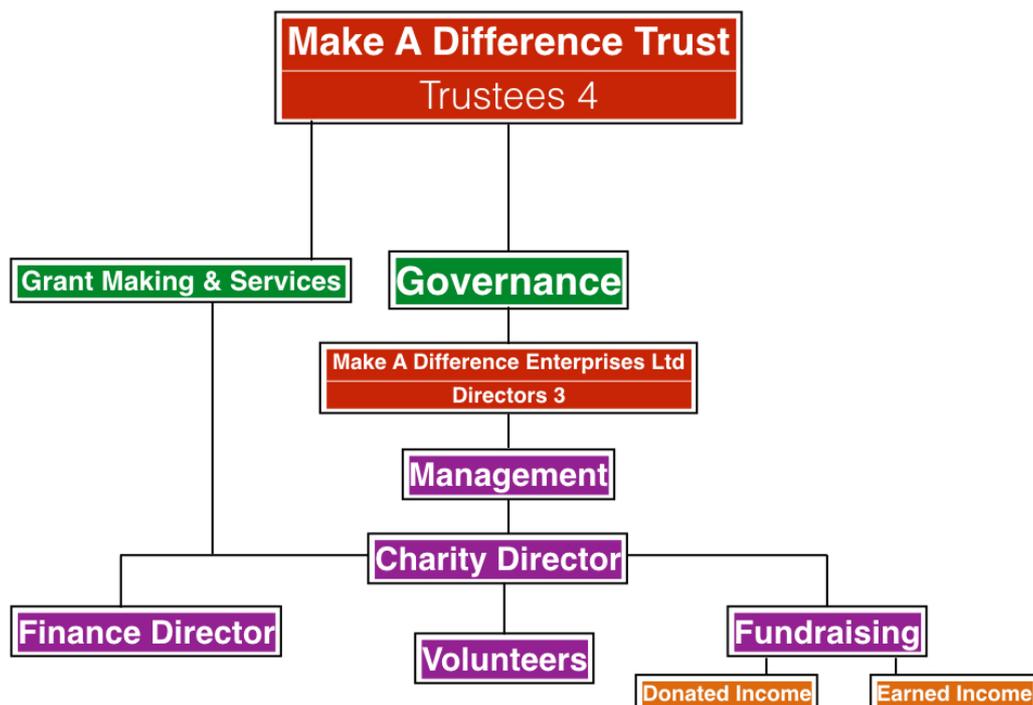
### *COMMUNICATIONS*

The Make A Difference Trust continues to look for ways to build up support and awareness of The Trust and its fundraising family. This has been assisted in a large part due to an increase in the use of social networking, including Facebook & Twitter, in addition to the newsletters and 'targeted advertising'. These platforms have greatly increased the charity's ability to inform supporters & donors about our fundraising activities and the impact of our work.

The website is being redesigned and refocused to improve charitable awareness and social messaging in to the promotion and delivery of events and other communications.

### 3. GOVERNANCE AND STRUCTURE

The current management structure is shown below:



## **FINANCIAL REVIEW, INVESTMENT AND RESERVES POLICY**

### Investment Policy

The company currently has no investments.

### Reserves Policy

In order to ensure that sufficient funds are held at all times to enable the charity to meet its commitments, and to take advantage of fundraising opportunities as a going concern, the Trustees have an objective of retaining an amount of general reserves equal to six months of the normal unrestricted expenditure of the charity plus an amount to permit the staging of a significant fundraising event.

### Risk Assessment

The management of risk is an integral part of the charity's operational management and a series of systems operate to identify & mitigate risk. The Board of Trustees and Director's regularly review the risks faced by the charity.

### Costs

Costs have been reduced significantly over the period under review with the reduction in full time staff costs – to zero by 30<sup>th</sup> April 2015 plus significant savings on rent after an office move to Theatre Delicatessen, decreasing rent from £6,500 to £1,200 per quarter. All other costs were reviewed during the period under review and costs savings made where ever possible. Also, costs on production were controlled with regular budget meetings held with the production and event teams to promote transparency and awareness with a detailed review post event.

## **FUTURE PLANS AND ACTIVITIES**

Over the next three years, the Theatre MAD Trust will focus on the following six priorities.

### 1. Development of ACT Now

Are You Positive? will be reviewed following its Autumn tour.

- Complete a full assessment following the Autumn 2015 tour.
- Engage with schools to assess timings of tours
- Aim to have two groups touring within three years to reach more schools and to include theatre schools.

### 2. Second stage of ACT Now development

Roll out a poster campaign aimed at the theatre community in signposting local NHS testing centres.

- Year one - Initiate the campaign in West End theatres
- Assess the success of the initial campaign
- Year two - Campaign to extend to all fringe theatres and Theatre Schools
- Year three – To extend the campaign in regional theatres.

### 3. West End Cares Fund review

- A complete review of the fund to ensure that it is fit for purpose and filling a need of the theatre community. To include members of the community in the discussions.
- Year two to promote the fund within the theatre community to be sure it is serving those who need it

### 4. Increase our working partnerships within the United Kingdom

- Led by charity manager we will identify further HIV AIDS project to partner

5. Continue to work with our partners Sub Saharan Africa to raise awareness, provide education, care, support to those living with HIV and AIDS.
6. To expand our board of trustees to fill skill shortages that have been identified by the current board.