

IN CAHOOTZ LIMITED

Report and Accounts

31 December 2025

Registered No: SC386016

Charity Number SC042575

Trustees Report

Directors

B Crossan	
P Foley	
A Lennie	(Appointed 24 July 2025)
E Russell	
A Tsang	(Resigned 24 July 2025)
J Tolland	

Secretary

A Strain

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 2025.

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 2025 In Cahootz delivered a total of 293 creative workshops with our Creative Citizens participants. This includes our Creative Programme workshops and rehearsals for our main production. Through our workshops we have engaged with a total of 76 participants.

The Creative workshops were:

45	Drama Workshops
47	Extra Rehearsals
36	Art Workshops
22	Music Workshops
17	PDA
24	Walking group
21	Book Group
6	Writing Workshops
9	Ceramic Workshops
1	Voice Workshop
4	Critical Thinking
14	Short Film Workshops
15	Rerr Terr Rehearsals
4	Sewing Workshops
6	Dance Workshops
6	Dance Battle Rehearsals
7	Democracy Workshops
6	Photography Workshops
3	Singing Workshops

MAIN PRODUCTION 2025

The People's Place was our main production in 2024. This was our sixth theatre production and our first play written for us by playwright Linda Duncan McLaughlin. The play was written from material gathered from workshops with the Creative Citizens participants and from participants from the outreach workshops.

The People's Place celebrated Glasgow's 850th birthday. The story is based around a group of five pals who are trying to help a sixth pal to right a wrong from 20 years ago. The story starts when the pals decide to mount their own 'unofficial' tour of Glasgow for a group of tourists (the audience) and was performed at the Brian Cox Theatre at Boardwalk on Thursday 27th February – Saturday 1st March 2025, with a total of 295 of an audience attending. We had 22 participants performing on stage who all had friends and family come support them. Once again, the cast delivered a high quality theatre piece which takes pride of place in Glasgow's arts and cultural scene.

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Photo Credit: Alex Brady 'Glasgow Green - The People's Place'.

The feedback on content and quality from the audience was overwhelmingly positive with 55% of the total audience completing an evaluation postcard when they came out of the performances. Here is a taste of the feedback given:

Absolutely brilliant. The story, music, acting and everything else! I would pay good money for a CD of the music!

The play was amazing. Full of character and life. Many interactive parts which got the audience involved. Amazing job!

Smashed it. Phenomenal and educational as well as witty and hilarious. Weegie always.

Loved the People's Place. Not only was it funny, I learned something too. The songs were great, and all the performers were amazing. The venue was great too.

Here are some reviews for the show:

<https://www.thereviewshub.com/the-peoples-place-the-boardwalk-glasgow/>

<https://glasgowtheatreblog.com/2025/03/03/the-peoples-place-the-boardwalk-glasgow/>

MAIN PRODUCTION 2026

Playwright Linda Duncan McLaughlin has been commissioned to write our 2026 play, titled 'No Joke'. This year we are trying a new approach by creating a writers room involving three participants working alongside Linda as the lead writer. Only two of those participants completed the process but all three were involved in writing certain parts of the script. The Creative Citizens participants also contributed material to the play, however the outreach workshops contributed less due to following a different process. As three participants were co-writers and required quick responses to their ideas, this was not compatible with the outreach programme given they are spread across a wider time span. Instead, the outreach workshops concentrated more on introducing people in the wider recovery community to drama and theatre skills.

Rehearsals for 'No Joke' started at the beginning of October 2025 with 39 people participating in rehearsals so far (December 2025). The cast will be approximately 26 performers, this can change over the next few months. The play is set in the village of Glendriech where laughing is banned by 'Our Glorious Leader', but resistance to the ban is afoot, which exposes the real 'Glorious Leader'.

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OUTREACH WORKSHOPS

In 2025 we delivered fifteen outreach workshops to one hundred and forty two people in recovery of substance misuse. The outreach workshops were delivered to the following organisations:

North West Recovery Women's Group (WINGS)
We Are With You Women's Group
We Are With You Men's Group
North West Recovery volunteers
Street Soccer
Bluevale Community Hub
Phoenix Futures Residential Support Service
Hope Connections

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

MUSIC WORKSHOPS

The music group has had a stream of new participants throughout the year, some complete beginners, and others established musicians. April – June, the group are led by music tutor Matthew Snook, and they rehearsed original songs written by participants which were performed to the wider Creative Citizens group on Friday 20th June.

Matthew was unable to continue as the music group tutor due to gaining full time employment. We initially looked for a replacement but were unsuccessful, then some participants led the group, having jamming sessions and writing their own songs. However, this was not consistent, therefore the music group September to December didn't run as smoothly as it would normally have done. However, this situation as meant that some of our more musical participants have taken responsibility for ensuring the group continues, even every alternate week.

THE ARTCLUB

Between March and July, the ArtClub worked towards our annual Exhibition at Cass Arts, which ran 18th – 29th July. Attendance at ArtClub was high, suggesting that participants are keen to create work and be involved in the exhibition. The exhibition was titled *There Is Only Make* and was inspired by one of the ten rules created by the late Sister Corita Kent—an artist, educator, and social justice advocate.

<https://www.corita.org>. Rule 6: "Nothing is a mistake. There is no win and no fail. There is only make." The exhibition was curated by the ArtClub facilitator Rachel Mimiec.

We were successful in our application to Kelvingrove Art Gallery to exhibit the Creative Citizens Project in the community exhibition space within the Art Gallery. We are exhibiting work from the main productions and the ArtClub. The exhibition opened on 4th August 2025 and will run for a full year, until August 2026. The official opening took place on Wednesday 27th August 2025.

In September the Art Club welcomed several new participants, including individuals who previously felt that art wasn't for them. A core aim of the club is to foster an inclusive, supportive environment—one that builds confidence and encourages members to explore their own ideas and creative interests.

The Artclub is looked at recycling and began the term working with papier-mâché, using moulds to create decorative paper bowls and small birds, partly inspired by the pigeons featured in the Kelvingrove exhibit. A particularly positive example is J, who was initially hesitant to join but has since started making a paper bowl and expressed an interest in sewing, having participated in the last block of sewing workshops, which she really enjoyed. In response, the Artclub is now incorporating textile-based activities using fabric remnants from previous workshops, costume and prop-making materials. We explored textile art more deeply with interested participants and introduced them to artists who work primarily with fibres and fabric. The studio continues to function as a self-directed creative space. Participants who feel confident are encouraged to explore their own ideas using the materials that are available. Many continue to develop their skills in mark-making, drawing, and painting in ways that reflect their personal interests and individual pace.

CULTURAL WALKING GROUP

Participants have given the group the nickname of the 'walkie talkie group' due to the benefits they see between walking and making connections with others. We have purchased litter pickers and are

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contributing to cleaning up the city wherever we go. Thanks to the William Syson Foundation funding we can provide a cup of coffee or tea either at the end of the walk or somewhere in the middle (depending how long the walk is!).

The Cultural Walking Group walk 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 with the aim to increase participants' confidence in being citizens of Glasgow. In 2025 the cultural walking group walked to and visited:

University of Glasgow's Byres Community Hub (School of Health & Wellbeing), Tramway, to see Steve McQueen's Grenfell film,
Queens Park for a walk around the park, to visit the botanical glass house and the Queens Park viewpoint, with fantastic views across the city.
The Alasdair Gray Archive
Kelvingrove Art Galleries
Alexandra Park
Govan – over the Swivelly bridge
Bridgeton Library
Glasgow Women's Library
Streel Level
Forth and Clyde Canal/William Primrose
Glasgow Green – Rusty Pelican
Modern Institute – Simon Periton, National Geographic
Mary Barbour Statue, Govan
Court Knowe, Queen Mary's Stone
Provand's Lordship, Glasgow's Oldest House
Glasgow Green, Street level, Cranhill photographic exhibition
Forth & Clyde Canal to Kelvingrove to the Bud Neill memorial
Kelvingrove Art Gallery (official opening of In Cahootz exhibition)
Tramway – Pilgrim Fields exhibition (Solange Pessoa)
Sighthill stone circle

Total miles walked in 2025 = 68.5 miles

BOOK GROUP

In 2025 the Book Group read and discussed three books: Fredrik Backman's 'My Grandmother sends her regards and apologies', 'Eleanor Oliphant is completely fine' by Gail Honeyman, and 'Duck Feet' by Ely Percy. We had a total of 16 people participate in the book group. There are some people who don't ordinarily read books, whilst others are regular readers. Participation in the book group increased in 2025 compared with 2024. 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. In March at the first meeting of Book Group, participants decided that they prefer the book being chosen for them so they will be exposed to different worlds as they want books they think they'd never pick for themselves.

CERAMICS WORKSHOPS

Our participants were offered the opportunity of participating in a 10-week block working with the Glasgow Ceramics Studio on their programme 'Growing with Clay'. This opportunity was for our participants who took part in their last community programme, allowing them to continue to learn and build on their practice. They developed skills in hand building, throwing, decorating and glazing, as well as having the opportunity to be tutored in specialised techniques of their choosing. Two of our participants took up this opportunity.

CREATIVE WRITING

In March and April professional playwright Linda Duncan McLaughlin delivered six creative writing workshops to support participants with writing a piece for Rerr Terr 4 in August, or to introduce and develop creative writing skills with complete beginners. Most participants used these workshops in the shape of a tutorial where Linda could give positive critical feedback for writing to be developed and shaped. Participants wrote drama sketches and poetry to be performed at Rerr Terr. In December when participants were asked what their highlight of the year at In Cahootz was, one participant wrote 'Creative writing helping with the script for the play'. This participant co-wrote our 2026 play 'No Joke' with Linda.

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DRAMA WORKSHOPS

In March after the main production, Shannon Davidson took the lead with the first four weeks of drama workshops. Also in March and April 2025 four participants worked in pairs to deliver one hour drama workshops to their peers as part of their Self in work unit for the accredited Personal Development Award.

From April onwards participants worked on performance skills in the Friday drama workshops and on rehearsing for the Rerr Terr 4 event which was performed in Cadogan street to friends and family on Friday 8th August. This event involved six pieces written, directed and acted by participants and staff. Kate and Annmarie mentored the directors. Directors and actors were allocated their pieces in June.

In September 2025 we had guest workshop leader Daniel Hamilton who delivered a stage combat workshop.

DANCE WORKSHOPS

One of our participants is a choreographer and assisted in *The People's Place*. He delivered six dance workshops to participants September - October 2025. These workshops gave participants the opportunity to learn some dance moves and routines whilst improving their mental and physical health.

We entered the Recovery Dance Battle on 16th November 2025. Eight participants danced to Little Mix's 'Shout out to my ex'. Our choreographer participant volunteered help to choreograph the dance. This was an exciting addition to our year and will hopefully be something that we are involved in every year.

The dance workshops were very popular and have been requested by participants to return next year.

CRITICAL THINKING WORKSHOPS

Four Critical thinking workshops were delivered in April and May by Ruby our Trainee Arts worker as part of her Community Development placement. These workshops aim to give participants the opportunity to reflect and form opinions on a range of issues. The workshops are designed to give participants the opportunity to explore issues at a deeper level than they would normally. For example, one of the workshops looked at the role of media and 'truth'. Participants then compared three different news stories. This led them to question whose voices were being represented or left out, how headlines shape our initial reactions and the way bias, power and profit can influence what we accept as 'fact'.

A total of 11 people participated in the workshops with an average 7 people attending each workshop. Participants gave very positive feedback, particularly regarding having the opportunity to think and discuss what their opinions are and what they think about issues/subjects.

SEWING WORKSHOPS

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 take part in these workshops. The workshops were once a week for four weeks and lasted two hours and each week 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 basics of how to use. They then went onto 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 WORKSHOPS

In October/November 6 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.

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DEMOCRACY WORKSHOPS

In the autumn we delivered 7 workshops entitled 'Democracy'. With the Scottish elections in May in sight we asked participants if they would like to explore our political process in the hope that they felt more confident to vote in May. The aim of these workshops was to support participants to become more informed about the Scottish political system, what is required of us to vote, and what kind of society we would like to live in. The workshops explored, the ideal society, PR in the Scottish parliament, how the Scottish elections work, policies from all political parties on education and health. Policies were analysed blindly with each party being allocated a number and then being voted on blindly, with the parties being revealed after the vote. We also looked at how to identify reliable sources of information and policies from other countries compared to Scotland.

12 participants attended these workshops and responded to them very positively with one participant reflecting that. 'I thought this wasn't my kind of thing but I'm so glad I came. It was so interesting'. In the first workshop 10 participants said that they don't vote with 2 saying that they did. In the last workshop (5 in attendance), all 5 said that they are considering voting in May. More democracy workshops will be delivered April-May 2026 in the run up to the elections.

THEATRE/EXHIBITIONS VISITS

Our participants took part in 28 external cultural activities to see theatre, music and art. We accompany participants who want to go on the cultural visits which we have organised in partnership with participants' culture club and the Creative citizens steering group.

THE CULTURAL VISITS WERE:

Peter Panto & the Incredible Stinkerbell at the Tron theatre – 15 participants attended
Grenfell by Steve McQueen at Tramway Theatre – 6 participants attended
Alisdar Gray Archive at the Whiskey Bond – 10 participants attended
Kelvingrove Art Galleries visit – 5 participants attended
Ciara Phillips Exhibit -Undoing It at GoMA – 10 participants attended
Land Empathy at the Burrel Collection – 2 participants attended
'DIG: The Violet Hour' at the Tramway Theatre – 9 participants attended
Artworks Shylight at Dundee V&A – 9 participants attended
Motherhood Exhibit at Dundee Contemporary Arts – 9 participants attended
Keli at Dundee Rep – 9 participants attended
City of Glasgow College Degree Show – 4 participants attended
Glasgow School of Art Degree Show – 7 participants attended
Simon Periton 'National Geographic' at the Modern Institute – 4 participants attended
Myth of The New Future at the Common Guild – 4 participants attended
Hot Foam Exhibition at The Modern Institute – 4 participants attended
Depth of Field at Street Level Photoworks – 4 participants attended
Start with Something at Glasgow Print Studio – 4 participants attended
Mans Best Friend at the Tron Theatre – 11 participants attended
1984 at the Edinburgh Fringe Festival – 10 participants attended
Earnest at the Edinburgh Fringe Festival – 10 participants attended
Andy Goldworthy 'Fifty years' at the National Galleries of Scotland – 11 participants attended
Mike Nelson 'Humpty Dumpty' – 11 participants attended
The Needle Room in Lanark – 13 participants attended
Black Hole Sign at the Tron Theatre – 8 participants attended
Close at the Citizens Theatre – 10 participants attended
Making Your Mark at the Citizens Theatre – 10 participants attended
So Young at the Citizens Theatre – 16 participants attended
Gallus in Weegieland at the Tron Theatre – 25 participants attended

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Creative Citizens attending 'So Young' at the Citizens Theatre in November 2025

TRAINEE ARTS WORKER POST

This post is now shared between two young people, 1 male and 1 female. Funding for the post ends at the end of April but we will be applying to the National Lottery as well as other funders with the hope of continuing this post. The newest trainee is Alfie who is a young man who attended Barrhead drama when he was younger and volunteered with Barrhead prior to applying for the role of Trainee. This post has been a great opportunity to learn and pass on community arts skills.

PERSONAL DEVELOPMENT AWARD

JAN – JUNE 2025

Participants from Creative Citizens and Barrhead Youth Theatre worked their way through the PDA at Level 4, Level 5 and Level 6. We had 6 participants complete the full Level 4 award, 2 participants completed the full Level 5 award and 1 participant completed the full Level 6 award.

AUGUST – DECEMBER 2025

A total of 11 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 2025 and June 2026.

Next steps for Personal Development Award – Shannon will continue to deliver and assess the rest of the course, that is due to be completed by June 2026. She 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 starting August 2026.

SHORT FILM PROJECTS

For this year's short film project, we took a different approach. We worked in collaboration with one of our Creative Citizens participants supporting him to write two short films 'The Kitchen Table' and 'Rusty Pelican,' which were developed through short film development workshops. We shot both films over 6 days between our base at Cadogan Street and Glasgow Green. The final edits of the films were screened at GMAC Film on Friday 21st November 2025, which had great attendance from participants in the film, the Creative Citizens project and family and friends. We made the decision to remove 'The Kitchen Table' from online viewing due to having a duty of care to our participants.

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Cast of Rusty Pelican

STEERING GROUP

We have a Steering group within our Creative Citizens Project, made up of 6 participants. The role of the Steering Group is to be a link between participants and staff members, representing and being the voice of the group when it comes to decision making. The Steering group also help gather evidence for our evaluation plan and help select cultural activities for the project.

BARRHEAD DRAMA

JANUARY – MARCH 2025

The project is going from strength to strength, our steering group of young people are really helping to shape how the project develops. Our numbers have increased and more people are keen to be part of the workshops. From Jan to March, all groups have been using fun games and activities to develop drama and life skills.

We engaged with 69 children and young people over the 3 months. We delivered 10 weekly workshops to each group, so 40 workshops in total.

HIGHLIGHTS

The Barrhead project was a finalist for 'Impact in the Community' at the Barrhead Awards, two young people were also finalists, and went on to be winner and runner up.

Barrhead Housing Association - Brighter Future's Project won 'Impact in the Community', we are delighted to be included in this.

4 youth theatre participants successfully completed Self Awareness, Practical Abilities and Self in Community in the Personal Development Award.

APRIL - JUNE 2025

From April to June across our four groups we have engaged with a total of 67 children and young people. All groups have been working on developing a number of skills which include improvisation, character building, storytelling and movement. One of the main focuses across the groups has been working on team building and within our activities promoting communication, allowing the participants to feel connected

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within the group and the opportunity to collaborate on what we deliver within the workshops. Before stopping for the summer, we led a tailored session for each group, allowing us to evaluate the term and how we can shape our workshops for coming back. This is very important as the work we do is participant led, allowing our children and young people to have a voice within the project and the opportunity to try new things.

HIGHLIGHTS

One of the highlights from this term is that four of our Youth Theatre participants have successfully completed their Level 4 Personal Development Award. Taking part in this award has helped build their confidence and develop their leadership skills within the project. These participants have gained skills in communication, task management, planning and facilitation, which is evident in the work they have produced and how their confidence has increased throughout the term.

Annmarie ran well-being and drama workshops in St John's Primary to children and their parents and carers, also explored stories with some of the classes. At the end of June Annmarie spent the whole day in school doing speed drama workshops, part of the schools 'Big Day In'. She engaged with 240 pupils and delivered 10 workshops.

AUGUST - OCTOBER 2025

We started back mid-August and delivered 32 workshops over the 8 weeks before stopping for the October break. We engaged with 62 children and young people. During this time we brought in Historical Adventures to deliver circus skills workshops, our participants asked for circus skills workshops when we were doing our evaluation before the summer holidays. They had a very enjoyable experience and they would love to explore it further. We will look at this again in 2026. Workshops focused on team building and performance skills. Shannon had some time off from the Barrhead Project, so we were delighted to have Suzie back on board for a few weeks.

HIGHLIGHTS

We were delighted to have an ex participant of the Youth Theatre come back as a volunteer. Alfie has been volunteering with all four groups.



David from Historical Adventures delivering a circus skills workshop

OCTOBER - DECEMBER 2025

In the last term of the year all four groups were developing and rehearsing their Christmas play 'A Christmas Scroll' which was their adaptation of A Christmas Carol. This project brought all four groups together. The Mini's used some of the circus skills that they learned in the last block. The Youth Theatre took the lead roles with the Juniors and Inters playing chorus parts. They performed their production to

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their family, friends and invited community in December. We engaged with 60 children and young people, and delivered 28 workshops/rehearsals over the 7 week period.

In October we took part in the All About Barrhead Halloween Parade, and some of our Youth Theatre were involved in Happy Dunterlie and Barrhead Housing Associations Spooky Halloween event.

In November we brought Geez A Break Productions to Barrhead to perform *The Snow Queen*. One performance was for In Cahootz participants and their families, and the second performance was open to the Barrhead Community. This was a free event, and all children received a treat bag with sweets, water, a snowflake and Santa hat. Dunterlie Action Group and Corra supported this event. Over the two performances we had 246 audience members made up of In Cahootz Barrhead participants, their families and wider community. 130 children/young people and 116 adults.



Staff and the cast of The Snow Queen - Geez A Break Productions

BARRHEAD PLANS FOR 2026

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
- design a Personal Development Award Programme to offer to high schools
- 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 2026 - 2028
- seek new funders such as Children in Need, Cash for Kids
- secure long-term funding
- implement a stronger evaluation plan

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GOVERNANCE

Due to personal circumstances, the Chair, resigned on 24th July 2025 and Philip Foley was nominated and unanimously elected as the new Chair at an EGM in July 2025. It was agreed at the EGM that the Board should establish the role of a Vice-Chair and Barbara Crossan was nominated and unanimously elected.

The Directors/Trustees had agreed, through a skills audit, that it would be beneficial to recruit another 'lived experience' member. The Creative Director and Company Manager met with Andrew Lennie, a former Creative Citizens participant, to discuss the role, responsibility and commitment of being a Director/Trustee, and provided him with previous Annual Reports & Accounts. Andrew was happy to be nominated and was unanimously elected at the EGM in July 2025.

The attendance record of the Directors/Trustees at the four Board Meetings in 2025 was 95%, and 90% attendance at our public events.

BACKROOM SUPPORT & SYSTEMS SUPPORT

FINANCIAL MANAGEMENT

Our Xero-Programme and external wages system continue to be efficient and effective.

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 project budget and any concerns are dealt with immediately. We have gained confidence and good experience on Xero of managing a variety of budgets, with different timescales, from a number of funding agencies. These budgets are also reviewed monthly by the Treasurer.

BUSINESS PLAN - CREATIVE CITIZENS 2024-2026

This document is now being revised and updated in response to the following significant changes:-

- 1) two of our three main funders, i.e. the National Lottery and the Corra Foundation, are currently reviewing their criteria and producing new funding programmes, available from March 2026
- 2) other large trusts and foundations of interest are gradually shifting their priorities on to specific topics such as 'poverty' / 'poverty associated with trauma' and 'trauma' and away from a focus on 'recovery' / 'rehabilitation' 'citizenship'.
- 3) in late November 2025, Glasgow City Council informed us that our application to the Communities Fund for Creative Citizens for 2026-2029 had been unsuccessful. We will receive feedback on this in January 2026, but there is no appeal system and no interim financial support to cushion the profound impact this will have on our regular participants and the core Creative Team of six.

Paradoxically, during 2025, the total number of adult participants increased and our original plan was to increase staff time from 3 to 4 days per week to meet this growing demand. It will not be possible to implement this plan now that anchor funding from Glasgow City Council has gone, compounded with the criteria changes being evolved by our other two current main funders. To address these changes, the Creative Team have gone into action to produce a fresh Income Generation Plan for 2026-2029 with a significant list of trusts and foundations to request support for Creative Citizens. This plan also includes increasing our target for 'donations' income, organising fund-raising events, merchandising, and selling our services to a wider network of community and recovery based organisations. It will mean, however, that we will have to pause taking on new referrals from the recovery community and a radical reduction in staff time to organise and deliver the creative activities.

During 2025, grants were received from Hugh Fraser Foundation, Corra Cost of Living Fund and With You. In the autumn, we launched our first ever Donations Campaign and to date we have had a modest response.

BARRHEAD DRAMA – FUNDING

In March 2025 we entered into the third year of funding from Barrhead Housing Association Brighter Futures project. Dunterlie Action Group supported bringing panto to Barrhead and contributed to cost. We continue to work alongside Barrhead Housing Association in the hope of funding from the next budget.

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COUNSELLING

Our Senior Arts Facilitator successfully graduated from the COSCA Counselling Skills Course [SCQF Level 8] in July 2025. Since then, she has been able to offer one to one sessions to help participants deal with their specific issues. This has proved very beneficial and enhances the support we are able to offer as and when appropriate.

WITH YOU

Creative Citizens continues to have the support from With You who provide 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

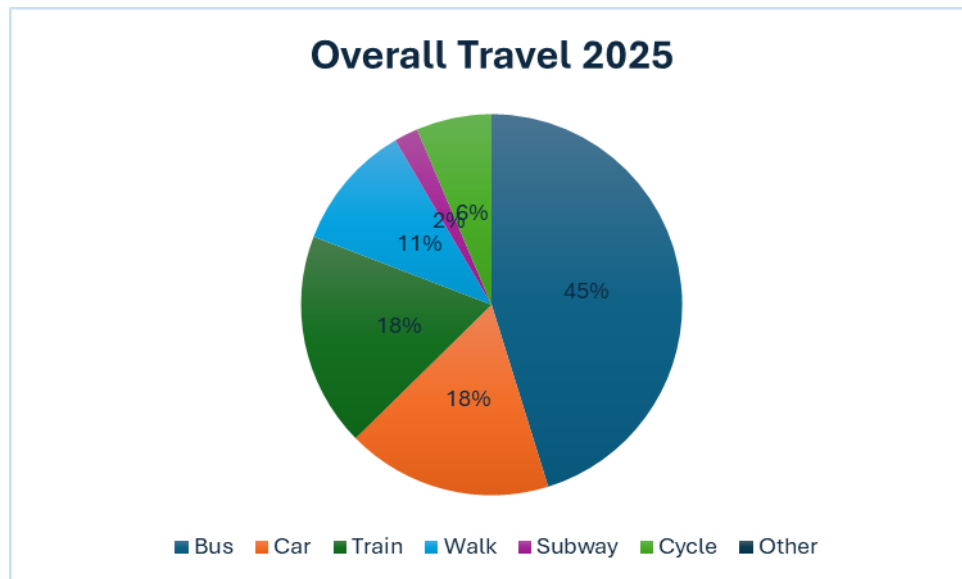
In Cahootz is committed to minimising the impact of our activities on the environment and support Glasgow's aim of Net Zero Carbon Emissions by 2030. We are a member of the Green Arts Initiative that provides advice and training on a range of environmental issues. This is a good source of support as we develop and improve our practice and procedures. Below are some examples of our efforts to support this campaign to make sure that Glasgow remains *'the dear green place'*.

Arts Base

- Travel Chart – completed each day by staff and participants on how they travel to the Arts Base, e.g. walking, cycling, by car, public transport:- the outcome is bus, in particular, is the top mode of transport
- Cultural Walking Group pick up litter when they are on their weekly walks across the city [total number of miles
- ArtClub Studio / Communal Kitchen / Admin Base – plastics and paper are all recycled and there are separate bins to ensure this happens.
- our Visual Artist facilitates the art group about the design and look of our theatre productions and exhibition spaces. This means from the outset the participants are thinking about reusing or recycling costumes, props, and set materials from previous events.
- All art materials are reused and recycled.
- all catering needs for the participants are organised inhouse. This reduces food waste and expenditure
- for cleaning, In Cahootz has a subscription for environmentally friendly cleaning products.
- only essential documents are printed out, and on recycled paper.
- printer ink cartridges are sent off for recycling.
- our Marketing Plan has a 90% reliance on social media and In Cahootz's website to promote our work, 10% on printed material
- to save water and electricity, flasks for tea and coffee are filled, 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.

We believe the above actions have a positive influence on our participants to change their habits at home to reduce carbon foot-print.

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Bus – 45% Car – 16% Train – 19% Walk – 13% Subway – 4% Cycle – 2% Other – 3%

There was a total of 3,498 journeys made from January - December. 1484 by bus, 574 by car, 664 by train, 438 walked, 140 took the subway, 76 cycled, and 122 either car shared or taxi. 2,416 of these journeys were made by public transport and 438 walked compared to 696 journeys made by car or carpool/taxi. 81% of journeys were by public transport compared to 19% who drove or shared cars.

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 indicators identified in the plan. The whole team, CC participants, and the steering group contribute to gathering evidence. The Outcomes are as follows:

Our short-term outcomes :

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

Our medium-term outcomes:

1. Participants' Inhibitions will decrease
2. Participants will show increased trust in others
3. Participants will have more awareness of creative arts events in Glasgow

Our long-term outcomes :

1. Participants will make more positive life choices
2. Participants relationships with family/friends will improve
3. Participants life skills will increase

Tools to gather evidence are: Focus groups, 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.

Trustees Report

Six-month evaluation reports covering periods: October 2024 – March 2025, and April 2025 – July 2025 were produced using the data from our Evaluation Plan. The reports were distributed to, Board Trustees, the team, participants, and can be found on our website <https://incahootz.co.uk/evaluation-reports/>

WEBSITE AND SOCIAL MEDIA

Our new website has been successful, keeping people up to date. Showcasing all that In Cahootz does. Our social media channels continue to do well with interactions and engagement. We actively post our projects on each channel via the different methods offered. Eg: Stories, reels, posts etc. We have Steering Group members bringing us ideas for TikTok posts. We launched our Donations campaign, using the vision statement *An Empowered, Creative, Confident Society* as a basis to promote all of the projects. This was promoted on social media and resulted in monthly and one-off donors. An addition this year to help promote In Cahootz is our monthly newsletter. We focus on updating all the projects alongside promoting our donation campaign.

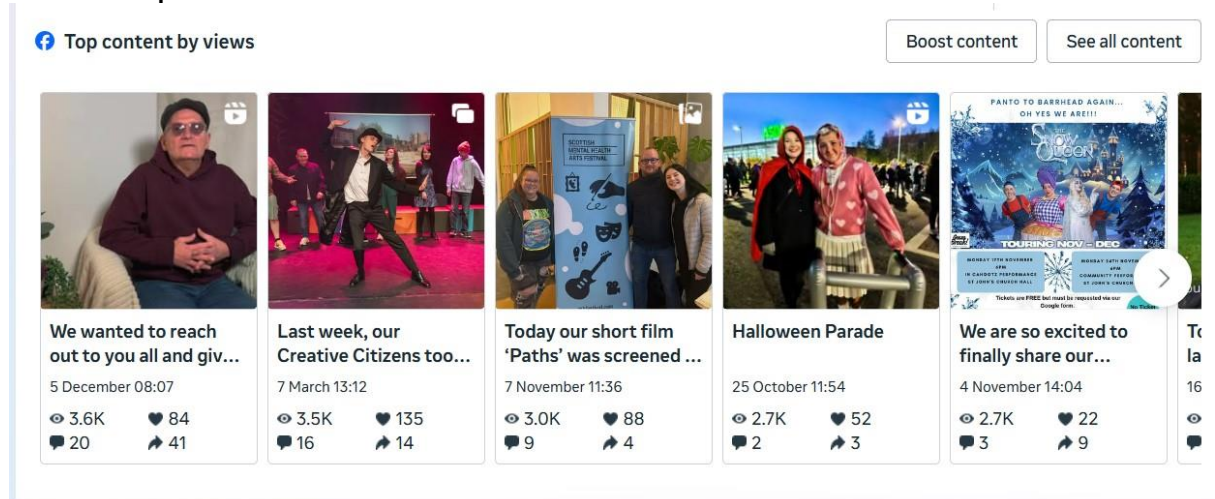
GOOGLE

Google Analytics showed that there have been 817 profile interactions this year. This is where In cahootz is googled in some form (i.e under cahootz, incahoots, or hoots Glasgow) and then the search goes on to the person looking further into the organisation. The most measurable is website clicks, which for this year is 92 direct clicks from searching to our site.

SOCIAL MEDIA STATISTICS

Our socials this year have grown. We have increased our posting on TikTok. Our social media users have commented on how fun and lively we keep our social media. Our engagement this year has included a lot more activity from participants. They have taken on giving ideas and actively taking an interest in what goes on our social channels.

Facebook Top Content



These are the top 5 performing pieces of content on Facebook. This is in relation to being the most engaged with over shares, likes, comments and views.

Trustees Report

Instagram Top Content

Top content by views

[Boost content](#) [See all content](#)

A Tuesday Theatre Trip to see So Young...
4 November 14:01
1.1K views, 2 likes, 0 comments

What a fantastic 6 weeks our participant...
11 November 09:43
837 views, 20 likes, 1 comment

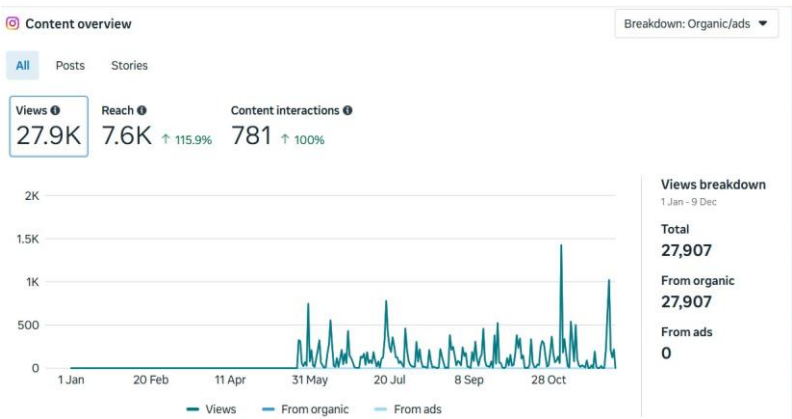
A fantastic morning for walking group where...
2 April 04:13
689 views, 26 likes, 1 comment

Tuesday workshops! Mornings for the nex...
7 October 10:51
634 views, 10 likes, 4 comments

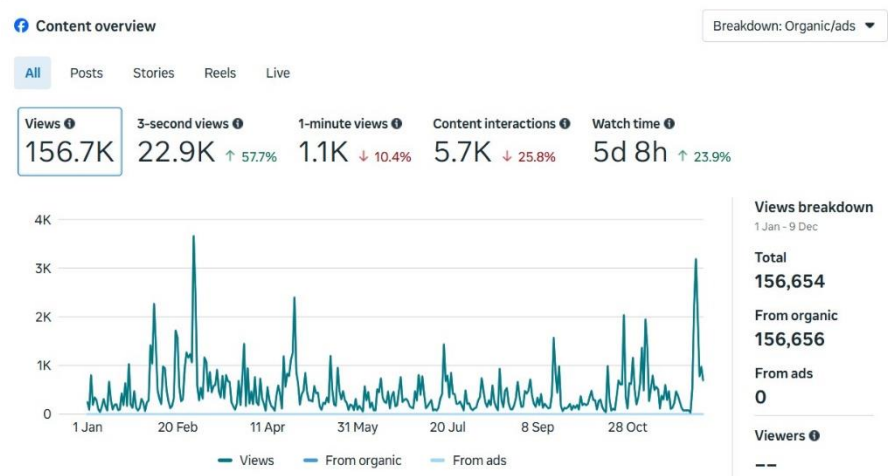
We wanted to reach out to you all and giv...
5 December 08:11
625 views, 15 likes, 1 comment

Instagram had a slightly different selection of top content showing that the algorithms on the different channels relate in different ways.

Social Media Content Overview For 2025

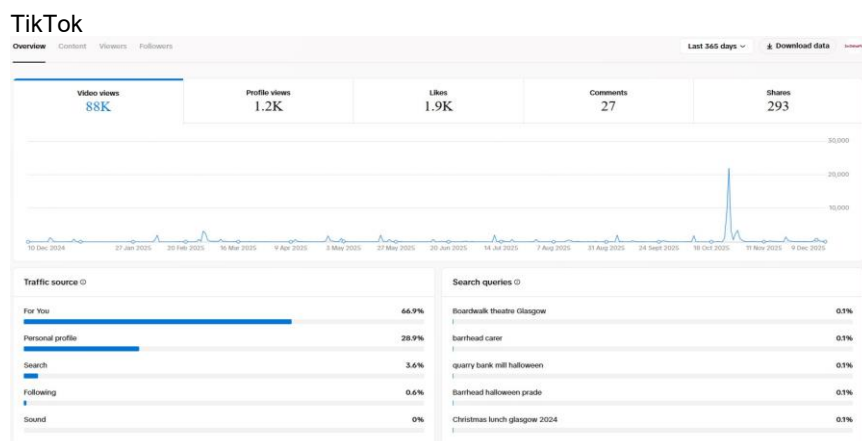


On Instagram this year, there has been a significant increase in our reach. All from organic content. People are interacting with the content, too and not simply viewing it.



Trustees Report

Facebook below shows a small decline in interactions. This is not a reflection of what we are posting. In general, in 2025, there has been a decline in Facebook usage overall as more people are engaging with TikTok.



TikTok is used differently from the other two channels as you do not have to follow specific pages that is why our highest traffic source is on the 'For You' section. Which means our content is being seen but not being actively engaged with most of the time.

MARKETING PLAN 2026

A member of the team completed Essentials of Marketing training. The plan is to put the learning into practice. The course gave a good overview of how to improve different aspects of marketing. Creating and implementing fresh campaigns and planning how In Cahootz should be showcased. A goal for 2026 would be to turn the 'for you' engagement on TikTok to profile followers and increase our reach on the platform.

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 2025 the unrestricted general reserves amounted to £44,392 (2024: £34,626).

The directors have agreed that the appropriate level of unrestricted reserves is £40,000. However given the current funding situation we will need to consider what options are available if we don't secure core funding in 2026. This ultimately could mean that we need to use our unrestricted reserves.

Trustees Report

THE TRUSTEES

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

B Crossan
P Foley
E Russell
A Tsang
J Tolland
A Lennie

TRUSTEES' RESPONSIBILITIES

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



Philip Foley

Trustee

20 May 2026

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 2025, 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

21 May 2026

Statement of Financial Activities and Income and Expenditure Account

For the year ended 31 December 2025

	<i>Unrestricted Funds</i>	<i>Restricted Funds</i>	<i>2025 Total</i>	<i>2024 Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
<i>Income</i>				
Donations	11,176	-	11,176	4,689
Charitable activities	-	174,212	174,212	238,943
Total income	11,176	174,212	185,388	243,632
<i>Expenditure</i>				
Charitable activities (note 2)	1,210	205,055	206,265	223,344
Total expenditure	1,210	205,055	206,265	223,344
<i>Net income/(expenditure) for the year</i>	9,966	(30,843)	(20,877)	20,288
Balance brought forward at 1 January 2025	34,426	106,249	140,675	120,387
<i>Balance carried forward at 31 December 2025</i>	44,392	75,406	119,798	140,675

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 23 to 25 form part of these financial statements

Balance sheet

at 31 December 2025

	Notes	2025 £	2024 £
Current assets			
Debtors		-	-
Cash at bank and on deposit		120,397	144,768
		<u>120,397</u>	<u>144,768</u>
Creditors: amounts falling due within one year	4	599	4,093
Net current assets		<u>119,798</u>	<u>140,675</u>
Total assets less current liabilities		<u>119,798</u>	<u>140,675</u>
Funds			
Unrestricted funds		44,392	34,426
Restricted funds	5	75,406	106,249
Total funds		<u>119,798</u>	<u>140,675</u>

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 20 May 2026 and signed on their behalf by:



Philip Foley
Trustee

The notes on pages 23 to 25 form part of these financial statements

Notes to the accounts

at 31 December 2025

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 2025

2. Resources Expended

	Staff Costs	Depreciation	Other costs	2025 <i>Total</i>
	£	£	£	£
Charitable Expenditure	128,221	-	77,644	205,865
Governance	-	-	400	400
	<u>128,221</u>	<u>-</u>	<u>78,044</u>	<u>206,265</u>

Comparative Resources Expended

	Staff Costs	Depreciation	Other costs	2024 <i>Total</i>
	£	£	£	£
Charitable Expenditure	136,273	-	86,671	222,944
Governance	-	-	400	400
	<u>136,273</u>	<u>-</u>	<u>87,071</u>	<u>223,344</u>

3. Staff costs

	2025 £	2024 £
Wages and salaries	124,389	130,825
Social security costs	2,716	4,523
Pension costs	1,116	925
	<u>128,221</u>	<u>136,273</u>

The average weekly number of employees during the year was 5 (2024 - 6).

No employee received in excess of £60,000.

The Trustees received no remuneration and no reimbursement of expenses during the year (2024 – nil))

Notes to the accounts

at 31 December 2025

4. Creditors

	2025 £	2024 £
Amounts falling due within one year		
Taxes and Social Security	272	3,539
Accrued expenditure	327	554
	<u>599</u>	<u>4,093</u>

5. Funds

	As at 31 December 2024 £	Incoming Resources £	Outgoing Resources £	Transfers £	As at 31 December 2025 £
Restricted Funds					
Glasgow City Council	27,062	72,183	88,160	-	11,085
National Lottery	14,423	34,026	37,632	-	10,817
Corra Foundation	36,326	49,941	41,675	-	44,592
Corra Foundation – COL	5,395	2,497	6,491	-	1,401
Linking Communities	2,324	-	1,759	-	565
Barrhead Housing Ass	5,062	11,065	14,108	-	2,019
Hugh Fraser Foundation	13	3,000	3,000	-	13
Murgitroyd Foundation	386	-	-	-	386
With You	2,818	1,500	-	-	4,318
NL Awards for All	8,025	-	8,025	-	-
A Moment's Peace	1,357	-	1,357	-	-
William Syson Found.	2,491	-	2,491	-	-
Voluntary Action WF	367	-	357	-	10
MCN Scotland Ltd	200	-	-	-	200
	<u>106,249</u>	<u>174,212</u>	<u>205,055</u>	<u>-</u>	<u>75,406</u>
Unrestricted Funds					
General	34,426	11,176	1,210	-	44,392
	<u>140,675</u>	<u>185,388</u>	<u>206,265</u>	<u>-</u>	<u>119,798</u>