

**COMPANY REGISTRATION NUMBER: 02636958**  
**CHARITY REGISTRATION NUMBER: 1003947**

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**  
**Company Limited by Guarantee**  
**Financial Statements**  
**For the year ended**  
**31 March 2024**

**R. E. JONES & CO.**  
Chartered accountants  
132 Burnt Ash Road  
Lee  
London  
SE12 8PU

**IRIE!**  
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**Year ended 31 March 2024**

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# IRIE!

## TRADING AS IRIE! DANCE THEATRE

### Company Limited by Guarantee

### Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 March 2024

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The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the IRIE! DANCE THEATRE for the year ended 31 March 2024.

#### Reference and administrative details

<b>Registered charity name</b>	IRIE!
<b>Charity registration number</b>	1003947
<b>Company registration number</b>	02636958
<b>Principal office and registered office</b>	Moonshot Centre Fordham Park Angus Street New Cross London SE14 6LU

#### The trustees

Mr H Beckles - Chair  
Mr D Clarke - Treasurer  
Ms B Glean - Secretary  
Ms S Montserrat  
Ms P Ryan

**Company secretary** Ms B Glean - CEO & AD and Secretary to the Board

**Independent examiner** Darren Smart F.C.C.A.  
132 Burnt Ash Road  
Lee  
London  
SE12 8PU

# IRIE!

## TRADING AS IRIE! DANCE THEATRE

### Company Limited by Guarantee

#### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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#### **Structure, governance and management**

The Trustees present their report and the financial statements for the year ended 31 March 2024. The trustees, who are also Directors of IRIE! (Trading as IRIE! Dance Theatre) for the purposes of company law, and who served during the year and up to the date of this report.

#### **Objectives and activities**

##### **Mission Statement**

Our mission is to deliver and sustain a range of creative, educational and artistic activities based on stimuli derived from Africa and the Caribbean. Our vision is to create an environment where Dance of the African Diaspora (DAD) is fully integrated into the teaching and practice of the wider dance agenda, making the form important to individuals, communities and society.

The company aims to promote culture and diversity through outreach, engagement through its touring performance company and inspired partnerships. Our broader aim is to develop and deliver a range of creative and diverse activities for all that will support and include:

- . Arts and Culture
- . Community and Wellbeing
- . Education & Training
- . Operations

The Trustees are mindful of the need to provide a 'public benefit' as emphasised in the 2011 Charities Act.

#### **Structure, governance and management**

##### **Governing Document**

IRIE! is a company limited by guarantee, governed by its Memorandum and Articles of Association dated August 1991. The Charities Commission registers the company as a Charity. Anyone over the age of 18 can become a member of the company and there are currently 4 members, each of whom agree to contribute £5 in the event of the Charity winding up.

##### **Appointment of Trustees**

Trustees are asked to nominate new Trustees prior to the AGM. The Trustees are also entitled to co-opt specialist Trustees, with full consideration given to the requirements of any skills needed towards the advancement of the company's objectives. These are highly experienced individuals in their field who provide support and advice but are unable, because of other commitments, to become full members. Invitations for self-nomination are distributed to similar charities locally. Advisors are asked to attend Board and other meetings as deemed appropriate by the Board.

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**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2024**

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**Current Members of the Board**

Harry Beckles	Chair
Desmond Clarke	Treasurer
Beverley Glean	Secretary (no voting rights)
Sheba Montserrat	Trustee
Paulette Ryan	Trustee

**Trustee's Induction, Training and Operational Obligations**

After a formal interview with senior management and subsequent review by Chair and Vice Chair. Potential Trustees are asked to attend an IRIE! Board meeting prior to deciding whether they wish to take on this voluntary role. New Trustees are inducted into the company through a meeting with a Senior Officer. They are also required to attend at least one board meeting prior to confirmation. This provides prospective Trustees and Directors with an overview of the organisation, its activities and objectives and informs them of their legal obligations under charity and company law. Trustees are invited to meet all staff members. Staff members and volunteers are encouraged to work closely with a Trustee with complementary skills and experience when necessary. Trustees attend appropriate external training events which facilitate their undertaking as a Trustee/Director.

**Operating Model**

The Board meets a minimum of 4 times per year. It is expected that all Trustees/Directors will attend all Board meetings and contribute to the appropriate governance of the organisation, whether in/at meetings or outside of meetings. If a Trustee/Director is unable to attend a Board meeting they are expected to send an apology. If a Trustee/Director fails to send an apology to two consecutive meetings in a year or they fail to attend 3 consecutive meetings they will be subject to compulsory resignation.

The Chief Executive Officer & Artistic Director (CEO & AD) is appointed by the Board to manage the day-to-day operations of the charity as well as plan, guide and implement the artistic vision and policies of the company ensuring that they continue to encapsulate and reflect the company's mission statement. The CEO & AD delegates authority, approved by the trustees, to a Senior Management Team, which comprises the Director of Accredited Training and Business Director (post vacant) who support the CEO & AD in the day to day managing of operational matters including finance, building management, employment, education & community outreach, and artistic performance related activities.

Eighty five percent (85%) of the work undertaken by the company from April 2023 to March 2024 took place in the London Borough of Lewisham (LBL). The work of the company is rooted in Caribbean folk dance, music and culture as well as West African traditional dance, drumming and culture. These traditions influence the overall planning and delivery of the programmes alongside other historical and contemporary local, cultural and social issues.

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**Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2024**

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IRIE! is strongly embedded in the community and has professional relationships with a number of related local organisations and institutions including, The Midi Music Company; The Albany; Goldsmiths University; Phoenix Federation Schools; Lewisham Education Arts Network; Lewisham Homes and the Migration Museum to name a few. Community cohesion and engagement will continue to be key to the company's development and delivery.

IRIE! is based at the Moonshot Centre, where the company currently hold a Premises Management Agreement for the building, since 2017 on behalf of London Borough of Lewisham. The building is based in Fordham Park in New Cross, which provides ideal surroundings and resources for community-based activities, in-doors and out-doors, which is beneficial to the organisation's development. Our space and activities provide favourable programmes and conditions for children and young people to engage with the company and for the company to connect with and understand the needs of the community in which it serves. We assess those needs through regular monitoring & evaluation, questionnaires and anecdotal feedback.

#### **Funding Partners**

The company was very successful in raising funds to support its users, the local community, creatives and its workforce during the financial year. This includes its successful application to the National Lottery Community Fund to advance our community engagement over a 3-year period (2022-2025). The company's connection with the community is intrinsic in all strands of its practice and service delivery, therefore the ethos of IRIE!'s activities remained intact as we move forward.

In April 2023, IRIE! dance theatre secured Arts Council England, National Portfolio Funding (NPO) for four years, from 2023-2027. The award will support the re-introduction of the performance company through a research and development process; support good governance, succession planning and restructuring; community centre; developing work for and with graduates and emerging artists.

The Pioneer and Places initiative which was funded by the National Lottery Heritage over an 18 month period concluded in March 2024. A range of activities were successfully delivered, making the archive accessible to a wider audience. Activities included a graduate training programme, an archive development project, a volunteer programme, an exhibition which included Heritage Interviews, a virtual museum and a film screening. Additional funding will be applied for in the new financial year to enable the project to be further developed over the next 3 years.

#### **Reserves Policy**

The Trustees aim to maintain a level of reserves to ensure that contractual commitments to staff and suppliers can be met in the event of a sudden change, or loss, in funding.

Policies on investment powers and reserves are available as required. The aim of the Company is to maintain an annual reserve level to meet a minimum of 3 months operational costs.

# IRIE!

## TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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### Objectives and activities

#### Key Partnerships

London Borough of Lewisham:

IRIE!'s relationship with LBL remains stable and continues to progress positively. The cultural team at LBL are developing a Cultural Strategy that will take forward many of the positive and meaningful outcomes from the year-long cultural festival. IRIE! dance theatre will be one of the key local creative organisations forming part of the strategic team. To date, we are feeding back on the process of creating the document to be ratified by the local authority. Conversations regarding IRIE's management agreement with the borough are ongoing.

Goldsmith University of London:

In September 2023 our BA (Hons) Diverse Dance styles by IRIE! and our new MA was validated by Goldsmith. The company's collaboration with Goldsmith is proving to be very successful. Our partnership with the community engagement and Theatre And Performance (TAP) team have been valuable. We have worked together on several projects, for example, volunteers programme, Open Day's, workshops and Museum Late's at the Garden Museum. We are looking forward to more collaborations in the future.

Nesta:

We have reached year 5 of the Cultural Impact Agreement with Nesta. The programme will come to an end next year, the additional time is due to the loan holiday period agreed during COVID and post COVID. Nesta continues to offer support. The quarterly check-in ensure that programme delivery and the operations of the organisation are not facing challenges due to the changing environment for example, cost of living crisis.

#### Main activities for the year

The work of the organisation remained steady especially via funding from National Lottery Community Fund (NLCF) for the Moonshot Community programme. This continues to support the post for Education and Community Engagement Coordinator, Administrator and Facilities Officer. The award supports the company's service delivery, in the areas of education, outreach and community engagement and develop programmes alongside our LBL main grants programme. Arts Council England, National Portfolio Organisation funding has enabled the reintroduction of the performance company and infrastructure development for the organisation.

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**Company Limited by Guarantee**

**Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2024**

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**Objectives and activities *(continued)***

**Main activities for the year cont...**

**Workshops**

The workshop programme continue to develop and grow encouraging new and different community relationships, partnership working and hires.

We were able to deliver increased range of diverse choices of free and affordable community classes delivered by a team of tutors diverse in age and ethnicity, with an able to appeal to a wide range of the community.

Through monitoring and evaluating of our community programmes, participants have feedback:

Drumology', participants describe the sessions as providing "cultural awareness" as well as allowing families to engage in group activities with one another "It gives me a reason to go out and enjoy quality time with my son on a Saturday morning".

From events and programme areas focusing specifically on older and young people and intergenerational gatherings. Participants told us:

"The staff were amazing, making everyone feel like a family" - Vintage Tea (Elders event).

"Many thoughts on history, legacy, joy, connection and the spaces in between" - IRIE! Community Dance Performance.

"Finding somewhere to meet people your age group" - Vintage Tea (Elders event).

"Push aside. We need to be involved" - Vintage Tea (Elders event).

The organisation is increasing opportunities for volunteers. Volunteers have told us:

"More skills. More Confident" - IRIE! volunteer.

"I am very excited to build some skills that will be transferable to a career in the arts sector" - IRIE! volunteer.

"I have gained knowledge of my local area" - IRIE! volunteer.

**Youth Dance Company**

The popularity of the youth dance company is growing. Many of the young people attending are from our local partner schools and are of West African heritage. Therefore, working within the traditional West African dance genre has been successful. During the year the young people have taken part in 3 sharings , 4 public performances and have performed at their school assembly. Engagement remains high between 25-30 young people attending weekly sessions. We are particularly, encouraged by the commitment, interest, and support from all the parents of the young people who the group sessions.

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## TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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### Objectives and activities *(continued)*

#### Community Engagement

A thriving programme has encouraged local people and grassroots organisation to hire our community space and run their own sessions. There have been several long-term hires including: Planet Hoop; Dancehall; Both Dance and the Church of Pentecost. The diversity of our community is reflected across all areas of the organisation's engagement including its delivery team, its students, volunteers and beneficiaries. The combined strengths of their skills and lived experience complement and enrich the delivery programme.

Our monitoring, evaluation and anecdotal evidence enables us to realise the impact of IRIE! on its community and users. Participants have told us that our events and activities make them feel happy and more connected; improving physical and mental health; and builds confidence. We understand the importance of listening to what the community wants, observing what is working well, and reviewing areas for improvement. For example, where session/s is less well-attended, we seek additional feedback. The outcome could result in increased promotion, postpone in order to review and/or cancellation. We understand that the Cost-of-Living Crisis is negatively impacting on many of our communities. Therefore, we believe that it is more important than ever to offer free and affordable opportunities in a familiar, welcoming and warm space.

#### Away Day

The organisation had its annual Away Day on January 27th, 2024. The day was attended by the trustees and staff. This day allowed us to review the developments of 2023. It was agreed that the work streams would remain with the following programmes awarded to each stream:

Arts & Culture: Touring productions; Creative Professional Development; Routes to Employment.

Education & Training: Accredited Training; Education Packages; Advance Training scheme.

Community & Wellbeing: Cultural exchange; Community events

Operations: Provide an effective, professional and efficient service, to support the development of a robust and resilient organisation.

It was also agreed to continue to refine and embed the priorities:

#### Board Development

A board development plan is in place. Skills audit has been undertaken of the current Board members. Board recruitment, induction and training procedure has been reviewed along with, Board policies, strategy, compliance and risk management.

#### Succession Planning Artistic Director/CEO

Succession planning is an important process for the replacement planning or the passing on of key leadership roles and should ideally take place in the case of founding roles, 2-5 years in advance. This process has been delayed as the organisation finds ways of managing the pattern of growth and change that

# IRIE!

## TRADING AS IRIE! DANCE THEATRE

### Company Limited by Guarantee

#### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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#### Objectives and activities *(continued)*

comes as you look to implement strong leadership. This will involve the delivery of the founder's experience aligned with the businesses goals.

#### Improving Business Efficiency

We are working towards the development of a coherent strategy, planning, changes to the current staffing structure, delivery function and an improved outcome framework focused on the impact to the end users.

#### Change Management and Restructuring Process

IRIE!'s leading role within Dance of the African Diaspora continues to be important. For nearly 40 years the organisation has gained valuable knowledge and expertise in the delivery of high-quality dance education and training. The organisation has also established sound community networks and has built a strong reputation and partnerships with the local council, university, schools and other key stakeholders. All the above has been considered as part of the Theory of Change process which is being undertaken with the trustees and staff at IRIE! This process will enable us to examine in depth what we are seeking to achieve and how we will do this. Our theory of change map will be updated. The map outlines our ultimate impact and outputs to be achieved and core areas to delivery in the short, medium and long term.

The following priorities were agreed:

#### Board Development

A board development plan to be implemented which would include but not restricted to, skills audit, board policies, board priorities, induction, recruitment, renewal, training, strategy, compliance and risk management.

#### Succession Planning Creative Director/CEO

Succession planning is an important process for the replacement planning or the passing on of key leadership roles and should ideally take place in the case of founding roles, 2-5 years in advance. It is important going forward that IRIE! as an organisation finds ways of managing the pattern of growth from founding through maturity to decline and reinvigoration that comes with the change in leadership. This will involve the delivery of the founder's experience aligned with its business goals.

#### Improving Business Efficiency

To provide an enhanced structure and route map to assist the organisation with improving business efficiency, effectiveness and sustainability. It will also provide guidance and support to the Directors. Going forward there will be a need for a change in infrastructure; this will entail the development of a coherent strategy, planning, changes to the current staffing structure, delivery function and an improved outcome framework focused on the impact to the end users.

#### Change Management and Restructuring Process

IRIE!'s leading role within Dance of the African Diaspora continues to be important. For nearly 40 years the organisation has gained valuable knowledge and expertise in the delivery of high-quality dance education and training. The organisation has also established sound community networks and has built a strong reputation and partnerships with the local council, university, schools and other key stakeholders. All the above has been considered as part of the Theory of Change process which will be undertaken with the trustees and staff at IRIE! This process will enable us to examine in depth what we are seeking to achieve and how we will do this. Our theory of change map will be updated. The map outlines our ultimate impact and outputs to be achieved and core areas to delivered in the short, medium and long term.

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# IRIE!

## TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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### Objectives and activities *(continued)*

The restructuring process will involve changes in business activities and staffing structure which will enable the organisation to become more integrated and efficient.

#### Marketing & Publicity

We are in the process of reviewing our Marketing and Communications Strategy. This will include marketing and promotion of our activities/services, the advertising/recruitment of new student for our education programme and crucially raising the awareness/profile of IRIE! dance theatre within the professional dance sector.

By taking this approach we will ensure that our messaging is consistent, effective and integrated across all platforms, including social media. Monitoring and evaluation of the organisation's programme deliveries will play a key role in maintaining high quality across all work streams.

#### The Moonshot Centre Management:

IRIE! Has a Premises Management agreement since 2017 for the Moonshot centre. We have continuously endeavoured to work effectively with Lewisham Council to improve and update the condition of the Moonshot premises in terms of addressing long-standing disrepair issues and achieving regulatory compliance. The borough has committed funding of over £800,000 to replace the roof, provide energy efficient lighting and decorate all spaces including floor coverings, that have been water-damaged due to years of of leaking from the roof. There have been challenges managing the building. Especially, where there are tenants involved. However, IRIE! continue to support the delivery of efficient management service and work closely with the tenants of the Centre, Playhouse Community Nursery and Double Jab Boxing Club, to maintain standards of compliance and report repairs.

# IRIE!

## TRADING AS IRIE! DANCE THEATRE

### Company Limited by Guarantee

#### Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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#### **Achievements and performance**

In response to developing a greater understanding of the company's impact. At the beginning of the year, a set of outcomes were set. A number of the outcomes are also in line with outcomes agreed with the majority of our funders.

o Improve physical and mental well-being for 1000 local people IRIE! dance theatre engaged 2,000 participants in physical activity within our community programme.

o Improve educational opportunities and life chances of 800 children and young people 1,900 young children have participated in educational programs focused on cultural awareness and identity.

o 1600 young people will gain a better understanding of culturally diverse dance forms.

IRIE! dance theatre worked with 6 schools, delivering welcome assemblies and engaging a total of 2,000 young people in rhythm, dance and culture. This engagement has led onto long term residency around culturally diverse dance style.

o Develop a minimum of 50 opportunities for volunteering, and creative & social skills development for community participants.

IRIE! dance theatre has created 54 opportunities for volunteers to develop their social skills through participatory events.

o Develop a minimum of 50 opportunities for volunteering, creative & social skills development for IRIE! students and graduates.

28 opportunities have been presented for IRIE! students and graduates, 2 graduates working with the performance company on reconstructing a dance work. Opportunities also included volunteering for community programmes, and assisting with the Youth Dance Company.

o Increase access to activities at the Moonshot centre and local Fordham Park by 30%.

IRIE!'s annual family Fun Day, drew over 600 participants throughout the day. The increased numbers were aided by funding support from Deptford Challenge Trust. The company was able to do a call out to all local cultural dance groups to perform and deliver a workshop as part of a cultural dance festival. The success of the day along with all the other activities and the increase in hires at Moonshot. We were able to increase access by 63%.

#### **Risk Management**

The charity's existence is primarily based on its capacity to earn income and fundraise, the Trustees continually assess potential risk to the organisation. Senior staff members manage this process through direct reporting to the Board at meetings, 1 to 1 supervision, and continual monitoring and evaluation of project plans and outcomes. The Trustees regularly review the IRIE! Fundraising Strategy and, when necessary, programmes that may result in financial risk to the organisation, are adjusted; postponed; or cancelled.

# IRIE!

## TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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The company has no reserves. This has been raised as a matter of priority concern. The organisation aims to establish a reserves position and create a strategy for building reserves that provides assurance to stakeholders that the charity is well managed; through setting a reserves level, maintaining, actively managing agreed levels, and monitoring and reviewing financial and reserves policy.

### Financial review

The principal funding source for the organisation is an amalgamation of management service fees, London Borough of Lewisham Main Grant, BA (Hons) fees and Trusts and Foundation grants. COVID-19 impacted and current cost of living crises on the organisation's ability to maintain and/or increase its earned income. However, with the success of our National Lottery Community Fund (NLCF) award, which will support a key worker dedicated to the role of education and community outreach, earned income from education programme delivery, hires and partnership working has started to pick up. We are aiming to target more long-term funding bids. We intend to stay abreast of funding opportunities, build and sustain partnerships, and invest in community cohesion. Grants this year have included, NLCF, Sporting Equals, London Borough of Culture-Goldsmith's-In Living Memory, and ongoing funding from National Lottery Heritage Fund, London Borough of Lewisham-Main Grants.

The Trustees are aware that in this uncertain time a level of flexibility has to be adopted while they consider the wider and long-term impact of the pandemic, and the cost of living crises on any decisions taken on behalf of the charity's future.

The income for the year is £668,852 This is an increase of £254,005 on the year before. The company is carrying surplus funds of £49,430 for this financial year. IRIE! recognises the need to continue to closely monitor the company's income generation targets as part of our Finance Strategy in order to support the next year of operations.

### Investment powers policy and reserves policy:

Statement on investment powers and reserves are available as required. The aim of the Company is to maintain an annual reserve level to meet a minimum of 3 months operational costs, which we are working towards, however our subsidising of income. Particularly due to our base at the Moonshot Centre and, LBL historic failures to recognise this has been challenging, however we intend to make this a priority as part of our change management process over the next 2 years.

# IRIE!

## TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2024

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### Plans for future periods

Work continues to develop the MA programme, that will focus on the individual artists practice with the aim being to increase the offer of our accredited training across the international platform, as Eighty percent (80%) of engagement is on-line and twenty percent (20%) in person. The promotion of the degree continues to be a priority as we look to develop more partnerships to encourage feeder programmes to support recruitment.

IRIE! will continue to build the profile for international dialogue engaging with key individuals, arts and educational institutions abroad and in the UK. This has been achieved, and will continue to develop, through conferences, student & lecturer exchanges and performance. We continue to pursue relationships that will enable IRIE! to intake international students to the BA (Hons) Diverse Dance Styles course.

The touring performance company undertook a research and development programme, producing a work in progress entitled GROUNDATION Dancing from the Archives. The work brought together a collection of West African traditional dances and Jamaican folk dances, that represent social ritual and religious rites. The work toured in London and Liverpool and was well received. Written feedback was extremely encouraging. The work will be developed into a full production for next year. IRIE! dance theatre performance company will increase the profile of the organisation and attract more individuals to our programmes and activities. Operationally, change is necessary to support growth and efficiency and to strengthen the delivery of the creative, cultural, artistic and community programmes that continue to thrive.

The organisation's community and family programmes will continue to support its grassroots identity. We are becoming better connected to a range of organisations working towards the increasing community cohesion, engagement and well-being both locally and nationally. The delivery of professional development programmes, accredited qualifications, and supporting emerging artists will continue to feature strongly as part of IRIE! dance theatre's future activities.

Historically, community engagement has been a key part of IRIE!'s activities. Going forward the charity will commit to consolidating this area of work to ensure sustainability.

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**Company Limited by Guarantee**

**Trustees' Annual Report (Incorporating the Director's Report) *(continued)***

**Year ended 31 March 2024**

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**Plans for future periods *(continued)***

**Statement of trustee's responsibilities:**

The Trustees (who are also directors of IRIE! dance theatre for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- (\*) Select suitable accounting policies and then apply them consistently; (\*) Observe the methods and principles in the Charities SORP;
- (\*) Make judgments and estimates that are reasonable and prudent
- (\*) State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and (\*) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities Act 1993. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

R.E. Jones & Co are deemed to be reappointed in accordance with Section 487(2) of the Companies Act 2006.

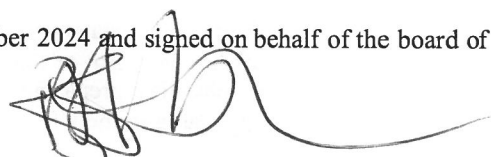
**Small company provisions**

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 4 December 2024 and signed on behalf of the board of trustees by:



Mr D Clarke - Treasurer  
Trustee



Ms B Glean - Secretary  
Trustee

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**  
**Company Limited by Guarantee**  
**Independent Examiner's Report to the Trustees of IRIE!**  
**Year ended 31 March 2024**

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I report to the trustees on my examination of the financial statements of IRIE! ('the IRIE! DANCE THEATRE') for the year ended 31 March 2024.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

Since the IRIE! DANCE THEATRE's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

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

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**Company Limited by Guarantee**

**Independent Examiner's Report to the Trustees of IRIE! *(continued)***

**Year ended 31 March 2024**

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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.



Darren Smart F.C.C.A.  
Independent Examiner

132 Burnt Ash Road  
Lee  
London  
SE12 8PU

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Statement of Financial Activities  
(including income and expenditure account)**

**Year ended 31 March 2024**

		Unrestricted funds £	2024 Restricted funds £	Total funds £	2023 Total funds £
<b>Income and endowments</b>	<b>Note</b>				
Grants and local authority funding	5	30,000	452,927	482,927	204,566
Charitable activities	6	185,741	–	185,741	210,178
Investment income	7	184	–	184	103
<b>Total income</b>		<u>215,925</u>	<u>452,927</u>	<u>668,852</u>	<u>414,847</u>
<b>Expenditure</b>					
Expenditure on charitable activities	8,9	146,632	453,000	599,632	410,653
<b>Total expenditure</b>		<u>146,632</u>	<u>453,000</u>	<u>599,632</u>	<u>410,653</u>
<b>Net income and net movement in funds</b>		<u>69,293</u>	<u>(73)</u>	<u>69,220</u>	<u>4,194</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		(23,530)	3,740	(19,790)	(23,984)
<b>Total funds carried forward</b>		<u>45,763</u>	<u>3,667</u>	<u>49,430</u>	<u>(19,790)</u>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

The notes on pages 19 to 29 form part of these financial statements.

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Statement of Financial Position**

**31 March 2024**

	Note	2024 £	£	2023 £	£
<b>Fixed assets</b>					
Tangible fixed assets	14		49,412		40,145
<b>Current assets</b>					
Debtors	15	68,417		33,243	
Cash at bank and in hand		16,398		8,512	
		<u>84,815</u>		<u>41,755</u>	
<b>Creditors: amounts falling due within one year</b>	16	<u>35,552</u>		<u>31,812</u>	
<b>Net current assets</b>			<u>49,263</u>		<u>9,943</u>
<b>Total assets less current liabilities</b>			<u>98,675</u>		<u>50,088</u>
<b>Creditors: amounts falling due after more than one year</b>	17		<u>49,245</u>		<u>69,878</u>
<b>Net assets</b>			<u>49,430</u>		<u>(19,790)</u>
<b>Funds of the charity</b>					
Restricted funds			3,667		3,740
Unrestricted funds			45,763		(23,530)
<b>Total charity funds</b>	19		<u>49,430</u>		<u>(19,790)</u>

For the year ending 31 March 2024 the IRIE! DANCE THEATRE was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

The statement of financial position  
continues on the following page.  
**The notes on pages 19 to 29 form part of these financial statements.**

**IRIE!**

**Company Limited by Guarantee**

**Statement of Financial Position** *(continued)*

**31 March 2024**

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These financial statements were approved by the board of trustees and authorised for issue on 4 December 2024, and are signed on behalf of the board by:



Mr D Clarke - Treasurer  
Trustee

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The notes on pages 19 to 29 form part of these financial statements.

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements**

**Year ended 31 March 2024**

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**1. General information**

The IRIE! DANCE THEATRE is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Moonshot Centre, Fordham Park Angus Street, New Cross, London, SE14 6LU.

**2. Statement of compliance**

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

**3. Accounting policies**

**Basis of preparation**

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

**Going concern**

There are no material uncertainties about the charity's ability to continue.

**Disclosure exemptions**

The entity satisfies the criteria of being a qualifying entity as defined in FRS 102. As such, advantage has been taken of the following disclosure exemptions available under paragraph 1.12 of FRS 102:

- (a) No cash flow statement has been presented for the company.
- (b) Disclosures in respect of financial instruments have not been presented.

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements** *(continued)*

**Year ended 31 March 2024**

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**3. Accounting policies** *(continued)*

**Judgements and key sources of estimation uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

**Significant judgements**

The judgements (apart from those involving estimations) that management has made in the process of applying the entity's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are as follows:

Management have judged depreciation rates to be in line with the use of the assets.

**Fund accounting**

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**  
**Company Limited by Guarantee**

**Notes to the Financial Statements** *(continued)*

**Year ended 31 March 2024**

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**3. Accounting policies** *(continued)*

**Incoming resources**

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

**Resources expended**

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

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

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**3. Accounting policies (continued)**

**Tangible assets**

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

**Depreciation**

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures and fittings - 21% reducing balance

**Impairment of fixed assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date. For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

**Government grants**

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the IRIE! DANCE THEATRE will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**  
**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**3. Accounting policies (continued)**

**Financial instruments**

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 entity after deducting all of its financial liabilities.

**4. Limited by guarantee**

IRIE is a company limited by guarantee, governed by its Memorandum and Articles of Association dated August 1991. The Charities Commission registers the company as a Charity. Anyone over the age of 18 can become a trustee/director of the company and there are currently 7 trustees/directors, each of whom agree to contribute £5 in the event of the Charity winding up.

**5. Grants and local authority funding**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
<b>Grants</b>			
Community grants	–	452,927	452,927
Local authority grants	30,000	–	30,000
	30,000	452,927	482,927
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
<b>Grants</b>			
Community grants	–	174,566	174,566
Local authority grants	30,000	–	30,000
	30,000	174,566	204,566

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**6. Charitable activities**

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Education and communication income	18,038	18,038	29,598	29,598
Moonshot space hire	40,605	40,605	35,940	35,940
Other earned income	11,312	11,312	8,699	8,699
Moonshot management income	59,848	59,848	58,478	58,478
Roehampton University - student fees	55,938	55,938	77,463	77,463
	<u>185,741</u>	<u>185,741</u>	<u>210,178</u>	<u>210,178</u>

**7. Investment income**

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	184	184	103	103
	<u>184</u>	<u>184</u>	<u>103</u>	<u>103</u>

**8. Expenditure on charitable activities by fund type**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Direct charitable expenditure	139,232	448,000	587,232
Support costs	7,400	5,000	12,400
	<u>146,632</u>	<u>453,000</u>	<u>599,632</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Direct charitable expenditure	228,804	174,566	403,370
Support costs	7,283	-	7,283
	<u>236,087</u>	<u>174,566</u>	<u>410,653</u>

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**9. Expenditure on charitable activities by activity type**

	Activities undertaken directly £	Support costs £	Total funds 2024 £	Total fund 2023 £
Direct charitable expenditure	587,232	–	587,232	403,370
Governance costs	–	12,400	12,400	7,283
	<u>587,232</u>	<u>12,400</u>	<u>599,632</u>	<u>410,653</u>

**10. Net income**

Net income is stated after charging/(crediting):

	2024 £	2023 £
Depreciation of tangible fixed assets	<u>13,134</u>	<u>11,192</u>

**11. Independent examination fees**

	2024 £	2023 £
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>1,260</u>	<u>1,260</u>

**12. Staff costs**

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024 £	2023 £
Wages and salaries	<u>211,092</u>	<u>189,461</u>

The average head count of employees during the year was 8 (2023: 3). The average number of full-time equivalent employees during the year is analysed as follows:

	2024 No.	2023 No.
Finance, administration and support	3	3
Direct	5	2
	<u>8</u>	<u>5</u>

No employee received employee benefits of more than £60,000 during the year (2023: Nil).

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**13. Trustee remuneration and expenses**

One or more trustees has been paid remuneration from employment with the charity. Remuneration to a trustee is agreed at the annual trustees meeting at the start of the year. A total gross salary of £34,920 (2023: £39,659) was paid to Ms B Glean during the year as CEO, AD and secretary to the board, with no voting rights.

**14. Tangible fixed assets**

	<b>Fixtures and fittings £</b>
<b>Cost</b>	
At 1 April 2023	159,484
Additions	22,401
<b>At 31 March 2024</b>	<u>181,885</u>
<b>Depreciation</b>	
At 1 April 2023	119,339
Charge for the year	13,134
<b>At 31 March 2024</b>	<u>132,473</u>
<b>Carrying amount</b>	
<b>At 31 March 2024</b>	<u>49,412</u>
At 31 March 2023	<u>40,145</u>

**15. Debtors**

	<b>2024 £</b>	<b>2023 £</b>
Trade debtors	65,624	29,684
Other debtors	2,793	3,559
	<u>68,417</u>	<u>33,243</u>

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**16. Creditors: amounts falling due within one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Bank loans and overdrafts	3	–
Trade creditors	27,144	21,550
Social security and other taxes	5,528	6,760
Other creditors - pension	567	1,192
Other creditors	2,310	2,310
	<u>35,552</u>	<u>31,812</u>

**17. Creditors: amounts falling due after more than one year**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Director loan accounts	9,000	15,000
Other creditors	40,245	54,878
	<u>49,245</u>	<u>69,878</u>

**18. Government grants**

During the year the charity received a range of community funding. We wish to express our thanks to the following entities for their support.

National Lottery Community Fund  
Clothworkers Foundation  
Foyle Foundation  
Arts Council  
Lewisham Council  
National Heritage

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**19. Analysis of charitable funds**

**Unrestricted funds**

	At 1 April 2023	Income £	Expenditure £	At 31 March 2024
General funds	(23,530)	215,925	(146,632)	45,763

	At 1 April 2022	Income £	Expenditure £	At 31 March 2023
General funds	(27,724)	240,281	(236,087)	(23,530)

**Restricted funds**

	At 1 April 2023	Income £	Expenditure £	At 31 March 2024
Restricted Fund - London community DCT and Young Londoners Fund	3,740	452,927	(453,000)	3,667

	At 1 April 2022	Income £	Expenditure £	At 31 March 2023
Restricted Fund - London community DCT and Young Londoners Fund	3,740	174,566	(174,566)	3,740

**IRIE!**  
**TRADING AS IRIE! DANCE THEATRE**

**Company Limited by Guarantee**

**Notes to the Financial Statements (continued)**

**Year ended 31 March 2024**

**20. Analysis of net assets between funds**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	49,412	–	49,412
Current assets	81,148	3,667	84,815
Creditors less than 1 year	(35,552)	–	(35,552)
Creditors greater than 1 year	(49,245)	–	(49,245)
<b>Net assets</b>	<u>45,763</u>	<u>3,667</u>	<u>49,430</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Tangible fixed assets	40,145	–	40,145
Current assets	38,015	3,740	41,755
Creditors less than 1 year	(31,812)	–	(31,812)
Creditors greater than 1 year	(69,878)	–	(69,878)
<b>Net assets</b>	<u>(23,530)</u>	<u>3,740</u>	<u>(19,790)</u>

