THE BIG HOUSE THEATRE COMPANY

(A COMPANY LIMITED BY GUARANTEE)

UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 DECEMBER 2025

COMPANY NO: 08297808

REGISTERED CHARITY NUMBER: 1151106

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Registered Company Limited by Guarantee
Registration Number 08297808 (England and Wales)

Registered Charity number
1151106

Registered office
151 Englefield Road
London
N1 3LH

Trustees
J Dark (resigned 15 December 2025)
H Edginton (Chair)
M Goodin
Z Marar
R Meteyard
W Scott (resigned 14 July 2026)
C Wilkinson (resigned 4 January 2026)
T Hescott (resigned 13 July 2026)
M Di Paola (appointed 1 March 2025)
D Wise (resigned 14 July 2026)
S Bond (appointed 28 April 2026)
J Scott (appointed 30 January 2026)
P Hillar (appointed 30 January 2026)

Independent Examiner
Tom Wilcox FCIE
Counterculture Partnership LLP
23 St Leonards Road
Bexhill-on-Sea
East Sussex
TN40 1HH

Bankers
The Co-Operative Bank
25 Islington High St
London
N1 9LQ

The Big House is a theatre company with a mission to empower care-affected young people to fulfil their potential. Using drama as a transformative tool, our programmes help young people to build resilience, improve wellbeing and develop essential skills. We work with leading creatives to create first-rate, thought-provoking theatre and short films which address societal challenges that affect the young people we work with.

The Big House continued to grow its community of members throughout 2025. Our expanded programme of delivery allowed us to support over 230 young people across the year.

Our programming is designed to encourage long-term involvement and to be flexible to the needs of our members. In 2025 we delivered two Open House Projects (Spring and Autumn), two Get In projects, 19 drop-in sessions, supper clubs and outreach workshops, Blaze FM at the Edinburgh Fringe Festival, corporate training programmes through The Big House Means Business, two Careers Fairs, and an extensive programme of Big Mouth digital content.

Being member-led remains integral to The Big House. We put our members' voices at the centre of our programme design, whether that be by involving them in script development or through reviewing and implementing their feedback on programme delivery. Our aim is to create a long-term community where members can come to be supported, but also to offer support. In 2025 we continued to facilitate peer mentoring relationships by offering paid opportunities to older members, who were welcomed back to deliver outreach workshops or take on pastoral support roles on the OHP. Supper clubs and drop-in sessions offer the chance for new referrals to meet older members and learn about their experiences of our programmes.

In 2025, The Big House was selected as the Department for Culture, Media and Sport (DCMS) Charity of the Year, a landmark recognition of our members' advocacy at the national level.

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 December 2025. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

The objects for which the company is established (as outlined in the Articles of Association) are: The promotion of social inclusion for the public benefit among those leaving the care system or the penal system or who are otherwise at risk of exclusion by society, or part of society (as a result of unemployment; financial hardship; poor educational or skills attainment; relationship and family breakdown), in particular but not exclusively by:

- Providing arts-based activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals; and
- Providing advice, guidance and general support.

In setting objectives and planning for activities, the Trustees have given due consideration to the general guidance published by the Charity Commission relating to public benefit including the guidance 'public benefit: running a charity (PB2)'.

Volunteers

During 2025 our staff team was joined by more than 70 volunteers, working in a range of different capacities. This included providing pro bono creative, venue and logistics support, helping us to deliver our creative projects, offering fundraising assistance and providing information and skills-building opportunities to the young people taking part in

our programmes. We would like to thank all our volunteers for their hard work throughout 2025; their support has been vital to the charity and its work.

THE NEED FOR OUR WORK

The Big House has a simple mission: to enable care-affected young people to fulfil their potential. We refuse to accept that childhood abuse and a lifetime in statutory care should limit a young person's opportunities and the chance of a promising future.

Only 1% of children in the UK have been in care (Prison Reform Trust), yet:

- 75% of these children end up in care because they have experienced neglect or abuse, and whilst living in care, experience transient and volatile lifestyles (University of York)
- A staggering 41% of care leavers are not in education, training or employment (NEET) by the age of 21, compared to only 12% of their peers (DfE 2022)
- Access into higher education is much lower for care-experienced young people, with only 13% of pupils who were looked after continuously for 12 months or more entering higher education, compared to 45% of all other pupils (DfE 2022)
- 70% of sex workers have been in care (Centre for Social Justice)
- 40% of all prisoners under 21 have been in care (Centre for Social Justice)
- 33% of care leavers experience homelessness within two years (Homeless Link)
- Nearly 25% of young women who leave care are already pregnant or mothers (Centre for Social Justice)
- Care leavers are between four and five times more likely to self-harm in adulthood (Department for Health)

The rising cost of living and pressure on public services mean that charities like The Big House are facing greater demand than ever. Our solution combines arts interventions with long-term relational support to empower care-affected young people to achieve their potential. The Big House is a community that creates a stable environment to build emotional resilience and to develop essential skills. Our programmes support young people to not only access employment, but to build the tools they need to sustain employment long term.

BENEFICIARIES

The Big House's beneficiaries are care-affected young people aged 16-25. 'Care-affected' refers to young people for whom statutory services such as social care, the criminal justice system, the NHS, healthcare providers, education services, and housing authorities have a duty of care, due to experiences of familial or relational neglect, harm, or abuse. It is because of this that care-affected young people often find themselves overrepresented in statistics related to poor mental health and suicide, NEET (Not in Education, Employment or Training), and at risk of (re)offending. We work with those young people who have fallen through the cracks of services, and partner with existing services (youth offending teams, probation officers and leaving care teams) to ensure we identify those young people who are most vulnerable, hardest to reach and in need of our support.

ACHIEVEMENTS AGAINST OBJECTIVES

2025 Strategic Framework

In 2025, The Big House delivered its second full year under the strategic framework established during the 2024 refresh. Our four strategic pillars continued to shape all programme design and delivery: Mental Health and

Wellbeing; Access to Employment, Education and Training; Reducing Offending and Reoffending; and Awareness of the Care-affected Experience.

This process continued to help us view our programmes through the lens of creating long-term impact and driving systemic change. Whilst every young person's journey with The Big House is bespoke, our programmes are all designed with outcomes related to the four pillars of our strategic plan in mind.

Core Programmes

Varying in length and intensity, our core programmes are designed with the community in mind and offer different touchpoints for young people to access The Big House. We champion peer mentoring and have an open-door policy for older members to return to take part in bespoke projects or to seek pastoral support from The Big House. Our core programmes include:

Drop-in Sessions

Weekly evening drama sessions designed to be a low-pressure space where young people can build peer bonds and trust. Drop-ins are often the first interaction young people have with The Big House. They offer an introduction to our staff team, an insight into the kinds of activities on offer, and a chance to meet with existing members. In 2025, The Big House delivered 19 drop-in sessions, with 25-35 participants attending each session. The drop-in programme was expanded to include 'Get-In Drop-Ins', a soft introduction for younger members in preparation for a Get In project. The Big House was also selected by the Violence Reduction Unit and the Mayor of London's Office as an official partner on the Holiday Hope Programme, a programme designed to offer young people a safe creative place during the summer holidays. 63% of young people initially engaged through outreach workshops went on to self-refer to our in-house programmes after attending drop-ins.

The Get In

A short programme of structured creative workshops offering a nurturing environment to build essential skills, learn coping mechanisms, form healthy routines, and build trust. It functions as a gateway for young people not yet ready for the Open House Project due to unstable circumstances. The Big House successfully delivered two Get In projects in 2025.

Get In: Spring 2025

Across the first cohort, 66% of participants had care experience, 33% were at direct risk of homelessness, 25% had challenges with substance misuse, and nearly 60% were long-term NEET. Members took part in drama workshops, Muay Thai and wellbeing sessions, therapeutic drawing and painting workshops, and spent a day in the music studios at The Roundhouse.

An older member, R, was employed as Assistant Facilitator. Before The Get In, R was unemployed. Having planned and delivered his own workshop with outstanding success, he secured an apprenticeship as a Project Manager at the Education Awards.

Get In Impact:

89% experienced a significant increase in happiness

78% experienced a significant increase in feeling useful

78% experienced a significant increase in confidence

78% experienced increased feelings of relaxation, openness and curiosity

78% experienced significant growth in self-esteem

"I felt like when I started, I was anxious and nervous, but after two weeks, my confidence has gone through the roof."

"Definitely... it's been getting me out of the house, I'm not feeling lonely, I'm having fun and learning new things and meeting new people."

"I feel like it's definitely boosted my confidence as well as helped with my anxiety. I feel like I'm able to deal with it better. Drama has helped me manage it."

Get In: Autumn 2025

The second Get In ran in October, with nine participants, eight of whom completed the full project. The programme offered drama, art, writing, mindfulness, a workshop at the Floating Garden, and a matinee performance of Punch at the Apollo Theatre. 100% of participants are from the global majority; 62% are care-affected including refugees; 75% had accessed mental health services; and 75% had experienced challenges with substance misuse. Nearly 90% of the group are now involved in other Big House projects, including drop-ins and pastoral support.

Open House Project (OHP)

A twelve-week theatre programme, designed to facilitate a supportive environment for young people to build essential skills, emotional resilience and express themselves creatively. The programme is divided into four weeks of life skills workshops, four weeks of rehearsals, and culminates in a run of a full-scale theatre production which young people perform in. Participants work with a team of professional creatives alongside The Big House Participation Team who provide trauma-informed pastoral support. Beyond the twelve-week project, all OHP participants have access to long-term pastoral and employment support for twelve months post-programme.

In 2025 we delivered two OHPs. Each OHP group was supported by paid older members of The Big House who act as peer mentors.

Spring 2025: High Value Man

High Value Man was a socio-political piece of theatre debuted by The Big House. The production tackled the urgent challenges faced by young men today, including unemployment, strained relationships, and the growing influence of online misogyny, developed after The Big House explored these themes with members. The cohort worked alongside sector-leading creatives, including Critics' Circle Award winner Igor Memic (playwright) and Offie winner Matt Powell (sound designer).

Among the cohort:

- Over 52% arrived at The Big House with care experience
- 41% had been in contact with mental health services
- 30% had experienced substance misuse
- 2 members had previously offended
- 2 had been excluded from school and placed in a Pupil Referral Unit (PRU)
- 2 female members were experiencing domestic violence
- 3 were at immediate risk of homelessness
- All but one member arrived long-term NEET

A total of 17 young people began this project, with 9 completing it. Of those who did not complete, additional tailored support was provided: one member received specialist support for domestic violence; two are building resilience through The Get In; one engaged with our short-film project Duvet; and one experiencing difficult personal circumstances was employed by The Big House in a social media support role and continues to receive 1-2-1 support.

Spring OHP Impact:

100% of completers saw a significant increase in wellbeing (WEMWBS)

100% of participants have not offended or reoffended

67% engaged in EET immediately post-programme (on track for 80% within 12 months)

Nearly 80% saw significant improvements in confidence and clarity of thinking, as well as increased feelings of love and belonging.

Post-OHP employment support included: two members offered mentoring sessions with the Head of Talent and Community at Garden Studios; six members signed up for onboarding at Constellation (a hospitality jobs platform offering roles at the O2, Tottenham Stadium, Wembley and the National Theatre); and four members secured meetings at Studio Lambert for potential freelance production runner roles.

"It's allowed me to conduct myself in a better way. Build structure and routine, discipline. Before I wouldn't give a toss."

"It's changed the way I am as a person. Last year I wasn't like this. It's changed me in a good way."

"I think throughout this project, one thing that's been highlighted is having a greater understanding of people, especially when it's not easy to. Everyone has their own issues, but everyone is accepting. We had a really good workshop with Maggie about empathy. That was one of the biggest workshops we've had."

"I feel that The Big House gave me encouragement to leave my unhealthy relationship. The community feeling at The Big House made me feel supported enough to leave, and the measures put in place afterwards made me feel supported enough not to return. During the project, the Life Skills section was particularly good. It covered unhealthy relationships and how to leave safely. To Maggie, thank you for creating an inclusive organisation which encourages people to create and perform, but also changes lives."

In total, the group delivered two weeks of performances, including a special matinee for students from Pupil Referral Units. The PRUs in attendance were Evolve Academy (West Norwood), Orchardside PRU and Burnside. The PRU matinee welcomed 16 students and 6 teachers. Across the full run we also welcomed young people from Hammersmith and Fulham Care Team, Camden Care Team and Hackney Virtual School, bringing 22 new young people into contact with The Big House's work.

"Our staff were incredibly impressed with how engaged the students were throughout the production. Given that many of our lessons are 40 minutes long and can be a challenge in terms of focus, it was remarkable to see them fully absorbed for an hour and a half." **PRU Teacher**

Autumn 2025: The Lie

The Lie brought together a strong, female-led and diverse creative team, led by writer Danielle Vitalas (best known for BBC Three sitcom Danielle Does Life) and directed by Ameera Conrad. Centring and platforming the experiences of Black and global majority care leavers navigating employment, the project also marked the first time The Big House explored the comedy genre.

Group overview: 14 young people; 58% from global majority backgrounds; 75% long-term NEET; 50% care leavers; 41% neurodivergent; 33% at direct risk of homelessness; 33% excluded from education.

The project concluded in December 2025, so members are still in the early stages of their 12-month follow-on support phase. Early WEMWBS findings show:

100% reported feeling interested in new things

100% reported an increase in feeling loved

89% reported an increase in confidence

89% reported being able to think more clearly

89% reported feeling good about themselves

"I remember when we had the session with David, it made me reflect on how things operate, and the empathy session with Maggie. It's made me change the way I operate. In general, I feel more confident, and even at work, it's made me feel like I can be more myself." **Member R**

Beyond Our Core Programmes

Beyond core programme delivery, The Big House delivers standalone and fixed-term projects which contribute to the rich programme of development and support opportunities on offer to members. These projects focus on strengthening EET outcomes through targeted skills development, employment opportunities, and advocacy.

Edinburgh Fringe Festival: Blaze FM

In Summer 2025, The Big House debuted Blaze FM at the Edinburgh Fringe Festival, the world's largest arts festival. Blaze FM is the third development of our 2023 OHP No Man's Island, first redeveloped as Between the Lines at New Diorama Theatre, and reimagined for Edinburgh. The production explored the censorship of Black music and the Windrush scandal. The show received multiple five-star reviews and Maggie Norris won Best Direction at The Pleasance in Theatre Weekly's Best of the Fest 2025. Following the run, theatres in Manchester, Birmingham, Norwich and London have booked the production as part of a national tour. Six members were employed for over eight weeks.

"That was the first time I did a show 26 times in a row with one day off a week. It taught me how to be an artist and take on different roles. All the team building and communication I learnt through The Big House prepared me for this."

"I couldn't believe I was there. I felt like I was sitting at the table of the industry. Fringe is as industry as it gets, one of the biggest opportunities, and people treat you with a certain type of respect. That helped expand my network."

The Big House Means Business: British Transport Police

In 2024/25, The Big House noticed a growing rise in suicidal ideation among those referred to our programmes. Southwark Children's Services connected The Big House to the British Transport Police (BTP) as a source of support for young people in crisis. Our members used their lived experience to design, with our CEO, a training programme for BTP officers. Two members were employed as lead facilitators, harnessing their lived experience to equip officers with skills, knowledge and confidence.

- 93 BTP officers trained across London, Birmingham and Manchester
- 100% of attendees reported being better equipped to handle difficult conversations

Our workshops received overwhelmingly positive feedback. The BTP's External Scrutiny Coordinator subsequently joined The Big House's Board of Trustees, creating an ongoing feedback loop between young people with lived experience and institutional practice. Discussions are underway about national rollout.

"Yeah, for me, the chance working for the British Transport Police was amazing, especially for someone from a council estate who is normally on the wrong end of the police. It's been good to actually meet the people behind the mask. With the empathy workshop, that made me more empathic towards the police officers doing that job. It was like a dream come true." **TBH Member, Lead Facilitator**

This collaboration also inspired a partnership with the Violence Reduction Unit at the Greater London Authority to create Yellow Line, an animated short film exploring the circumstances and experiences that can lead a young person to crisis on train tracks, created with an award-winning South American animation team.

The Big Mouth

The Big Mouth is The Big House's digital streaming platform, designed to amplify stories relevant to care-affected young people. In 2025, with support from the Mayor of London's Stronger Futures Fund, The Big House created three new short films, developed an animation and launched the 'If I Ruled the World' podcast. Overall digital impressions for our work online reached 260,000.

- Under the Blanket — a short film created collaboratively with six members, exploring motivation, mental health and getting out of bed. Screened in January 2025 with 22 young people in attendance.
- Duvet — a member-led horror short film in which six members took on key roles including Producer and Production Designer. Two members were employed as actors, earning a professional credit.
- Yellow Line — a 3D animated short film inspired by The Big House's work with the British Transport Police, with members devising themes, developing scripts, and voice acting in studio sessions.
- Head Heart Hands — a nine-episode interview series led by young members, conducting conversations with leading creatives including Ronke Adekoluejo, Ameera Conrad and Georgia Brown.
- If I Ruled the World — an original podcast series in which young people presented their radical ideas to change the world. The first series was selected by Apple to be spotlighted on their podcast homepage. 80% of participants strongly agreed they felt more confident sharing and voicing their ideas.
- The Big Up — our Heritage Lottery-funded animated virtual exhibit was selected by the British Film Institute for their education and library programme, reaching 2,221 library branches across the UK.

Careers Fair and OG Partnerships

In 2025, The Big House hosted two Careers Fairs, in January and July, welcoming a total of 25 young people. Organisations attending included LAMDA, BBC Studios, Sage Publishing, Studio Lambert, Angel Shed Theatre, John Lewis, The Roundhouse, Delta, Constellation, Garden Studios, Ideal Rigging, and Cassarotto Ramsay. 73% of those who attended the July 2025 Careers Fair engaged with opportunities meaningfully. The Participation Team redesigned Careers Fair Partner Agreements, making clear The Big House only partners with those able to offer tangible opportunities leading to sustainable employment.

Hot House

The Hot House programme allows us to mentor and train our ambitious young people post-OHP. In 2025, as part of the Holiday Hope programme, The Big House introduced a series of Hot House writing workshops, led by senior members and established writers, equipping members with script-writing knowledge and skills.

> *"I was a bit scared at first as I have no experience with writing, but at the end I felt 100% comfortable to share what I had written. It was nice to be in a space where you can write and feel comfortable sharing."*
>
> *"I learnt that writing isn't this big scary thing, and that I can do it. There's no wrong or right with writing."*

Individual Donor Young Person Employment Training (YP ET) Fund

In 2025, The Big House partnered with a generous individual donor to establish a fund designed to remove practical barriers to employment for members. Through this fund, The Big House was able to support a number of members with life-changing practical assistance:

- M, a former OHP member who had trained as a plumber but could not find work without transport for his tools, was supported to buy a van. He has since launched his own plumbing business.
- O, who had been involved in county lines and exploitation before choosing a different path, used the fund to train as a personal trainer. TBH also introduced him to a business mentor.
- A, who was completing a Level 3 Personal Trainer course, avoided taking out a loan thanks to the fund and is on track to qualify and launch their career.
- J, a care leaver who was NEET and at risk of homelessness, used the fund to enrol in a CCTV course and has since gained his SIA CCTV licence.
- E, who had experienced the loss of his father and subsequent housing difficulties, used the fund to purchase photography equipment and launch his own photography business.

Supper Clubs and Safe Space

The Big House provided a welcoming, safe and warm space for young people throughout 2025, responding directly to the challenges of the cost-of-living crisis. In 2025, TBH hosted supper clubs, open mic nights, film premiere nights, a summer picnic, and a Christmas party, welcoming 112 young people through the door and delivering 116 sessions of 1-2-1 mentoring. Highlights included the October Supper Club, which welcomed leading creatives; the November Supper Club celebrating the If I Ruled the World podcast; and the Christmas Party, featuring Caribbean catering, a steel pan DJ and a quiz. One member who was experiencing homelessness accessed TBH on multiple occasions as a safe, warm and trusted space while navigating their housing situation.

SYSTEMIC CHANGE

In 2025, The Big House sharpened its focus on our strategy and achieved meaningful outcomes against each priority area.

1. Maintaining Positive Mental Wellbeing

The Big House continued to develop a robust monitoring and evaluation framework using a combination of qualitative assessments during 1-2-1s with members and quantitative WEMWBS data. In 2025:

- 100% of completers on the Spring OHP saw a significant increase in their WEMWBS score
- 89% of completers on the Autumn OHP reported increased confidence and feeling good about themselves
- 89% of Spring Get In participants experienced a significant increase in wellbeing
- Member E's WEMWBS score rose from 38 to 65 across The Get In project
- Our dedicated participation team offered bespoke, 1-2-1 support for members experiencing difficult circumstances

2. Access to Employment, Education and Training (EET)

In 2025 we strengthened the links between our programme delivery and supporting young people to enter sustainable employment. This included centring skills development in our programmes and building our network of creative partnerships:

- 67% of Spring OHP completers engaged in EET immediately post-programme, on track for 80% within 12 months
- Members secured employment through Constellation (National Theatre), Studio Lambert and Garden Studios
- R (Get In) secured an apprenticeship as a Project Manager at the Education Awards
- M launched his own plumbing business; O qualified as a personal trainer; J gained an SIA CCTV licence
- Six Blaze FM cast members employed for over eight weeks at Edinburgh, with several securing further industry work
- 25 young people engaged with two Careers Fairs; 73% of July attendees engaged with opportunities meaningfully
- The Skills Builder Framework is being embedded into our monitoring and evaluation plan

3. Pathways to Stop (Re)Offending

We remained committed to supporting young people most in need, including those involved in or at risk of involvement in the criminal justice system:

- 100% of Spring OHP participants have not offended or reoffended
- Only 1% of The Big House members (re)offend compared to the national average rate for youth reoffending of 32.5% (gov.uk)

4. Awareness of the Care-affected Experience

The Big House continued to strengthen our advocacy work both through theatre and other creative outputs and through The Big House Means Business. Notable achievements in 2025 include:

- The Big House was named DCMS Charity of the Year 2025
- 93 BTP officers trained across three cities through member-led workshops
- The BTP's External Scrutiny Coordinator joined the TBH Board of Trustees
- Blaze FM received multiple five-star reviews at Edinburgh Fringe, with a national tour booked and the BBC starting a collaboration with The Big House
- The Big Up is now distributed through 2,221 library branches across the UK via the BFI
- If I Ruled the World podcast was spotlighted on the Apple Podcasts homepage
- PRU matinee audiences and care team groups brought 22 new young people from statutory services into contact with our work

FINANCIAL REVIEW

Significant Events

In 2025, The Big House ended the year in a strong financial position, with actual income of £951,964 against budgeted income of £834,500, and actual expenditure of £819,738 against budgeted expenditure of £879,193.

Robust financial management processes, including quarterly forecast updates, ensure that the charity maintains an accurate financial picture of the organisation and can manage expenditure throughout the year accordingly. With a high proportion of income from restricted sources, these quarterly re-forecasts ensured accurate financial management in line with requirements from funders.

In January 2025, Molly Rutherford joined the team as Finance and Operations Director, bringing five years of charity finance experience. Molly will leave the organisation in March 2026 to return to further study, and a successor has been recruited with a start date of March 2026 to ensure a solid handover.

Our fundraising strategy continues to focus on four distinct strands: trusts and foundations, individual and corporate giving, events and earned income. With competition for grants from trusts and foundations becoming increasingly competitive, The Big House is prioritising diversifying our income streams, including through the commercial development of Blaze FM and The Big House Means Business.

Reserves

In 2025, The Big House maintained its reserves policy that ensures that the charity maintains 'at least six months of basic running costs in our unrestricted reserves in order to ensure the stability and continued smooth running of the charity's activities'. The reserves policy amount for 2025 was £256,642.

The Big House holds additional free reserves above the policy minimum. These built up over the course of the pandemic due to reduced expenditure and scaled-back delivery. The Big House is working through a plan to sustainably draw down these free reserves over the next three years, investing in the expansion of core activities and professional productions, and essential maintenance work at our N1 venue.

It is the Board of Trustees' responsibility to ensure that the reserves policy is implemented. The reserves policy is outlined in the Financial Policies and Procedures document which is updated annually.

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

Constitution. The company was incorporated on 19 November 2012. The company is registered as a charitable company limited by guarantee with the registered charity number 1151106.

Organisational Structure and Decision Making

The business of the charity is managed by the Trustees who may exercise all the powers of the charity. The Trustees for the financial period are listed on page 1. The Trustees are responsible for the overall management of the organisation. The CEO/Artistic Director manages the day-to-day operations of the organisation.

Risk Management

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate the company's exposure to the major risks. The top three risk areas identified for 2025 were:

- Income generation in the current climate: addressed through income diversification, corporate partnership development, exploration of commercial opportunities through Blaze FM, and active reserves management.
- Attracting and maintaining high-calibre staff: mitigated through regular 1-2-1s, empowered collaboration, rigorous recruitment processes, and investment in staff development and wellbeing.
- Board governance: steps are being taken to refresh the Board for 2026, targeting greater skills diversity, member representation, and accountability structures.

Recruitment and Appointment of Trustees

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of The Big House Theatre Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they 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 method and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Approved by the Board of Trustees on 10 September 2026 and signed on its behalf by

H Edginton
Date:

Signed by:
2CFFA10436014A0...

11 September 2026

Independent Examiner's Report to the Trustees of The Big House Theatre Company

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31st December 2025.

Responsibilities and basis of report

As the trustees of the charity (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.

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

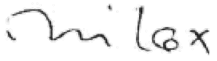
Independent examiner's statement

Since the charity'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 by virtue of being a Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
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 Companies Act 2006 other than any requirement that the financial statements 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 financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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.



Tom Wilcox
Counterculture Partnership LLP
23 St Leonards Road
Bexhill-on-Sea
East Sussex
TN40 1HH

Dated 15/09/2026

The Big House Theatre Company
Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	355,309	484,954	**840,263**	236,068	476,635	712,703
Charitable activities	3	91,299	15	**91,314**	97,598	19,674	117,272
Other Trading Activities	4	6,196	–	**6,196**	62,506	–	62,506
Other		14,191	–	**14,191**	7,123	–	7,123
Total income		466,995	484,969	**951,964**	403,295	496,309	899,604
Expenditure on:							
Raising funds	5	192,962	–	**192,962**	96,428	–	96,428
Charitable activities	5	2,682	624,094	**626,776**	205,721	458,921	664,642
Total expenditure	5	195,644	624,094	**819,738**	302,149	458,921	761,070
Net income/(expenditure) for the year		271,351	(139,125)	**132,226**	101,146	37,388	138,534
Transfers between funds		(155,997)	155,997	**–**	(22,857)	22,857	–
Net movement in funds		115,354	16,872	**132,226**	78,289	60,245	138,534
Reconciliation of funds:							
Total funds brought forward		906,600	536,632	**1,443,232**	828,311	476,387	1,304,698
Total funds carried forward	15	1,021,954	553,504	**1,575,458**	906,600	536,632	1,443,232

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note15 to the financial statements.

The Big House Theatre Company
Balance sheet

Company no. 08297808

As at 31 December 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	10		**65,514**		91,001
			65,514		91,001
Current assets:					
Debtors	11	**36,421**		55,859	
Cash at bank and in hand		**1,556,807**		1,404,706	
		1,593,228		1,460,565	
Liabilities:					
Creditors: amounts falling due within one year	12	**83,284**		108,334	
Net current assets / (liabilities)			**1,509,944**		1,352,231
Total net assets / (liabilities)	14		**1,575,458**		1,443,232
The funds of the charity:	15				
Restricted income funds			**553,504**		536,632
Unrestricted income funds:					
Designated funds		**114,778**		114,778	
General funds		**907,176**		791,822	
Total unrestricted funds			**1,021,954**		906,600
Total charity funds			**1,575,458**		1,443,232

For the financial period in question, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Trustees' 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 trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements, which have been prepared in accordance with the special provisions relating to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), were approved by the Board on 10 September 2026 and signed on its behalf by:

Signed by:
2CFFA10436014A0...
..... - Trustee

Name : Humphrey Edginton

The Big House Theatre Company
Statement of cash flows

For the year ended 31 December 2025

	£	2025 £	£	2024 £
Net income / (expenditure) for the reporting period		**132,226**		138,534
Depreciation charges		**25,487**		25,479
(Profit)/loss on the disposal of fixed assets		**–**		–
(Increase)/decrease in debtors		**19,438**		76,025
Increase/(decrease) in creditors		**(25,050)**		(47,195)
Net cash from/(used in) operating activities		**152,101**		192,843
Cash flows from investing activities:				
Purchase of fixed assets	–		(559)	
Net cash provided by / (used in) investing activities				(559)
Change in cash and cash equivalents in the year		152,101		192,284
Cash and cash equivalents at the beginning of the year		1,404,706		1,212,422
Cash and cash equivalents at the end of the year		1,556,807		1,404,706

Analysis of cash and cash equivalents

	At 31 December 2025 £	At 31 December 2024 **£**
Cash in hand and at bank	1,556,807	1,404,706
Total cash and cash equivalents	**1,556,807**	1,404,706

Analysis of changes in net debt

	At Start of year £	Cashflows £	At end of year £
Cash in hand and at bank	1,404,706	152,101	1,556,807

1 Accounting policies

a) Company information

The Big House Theatre Company is a charitable company limited by guarantee registered in England with registration number 08297808. Its registered office address is 151 Englefield Road, London N1 3LH.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

Annual budgets have been revised taking this into account with prudent figures for both income and expenditure. The charity holds significant reserves and has liquid assets in the form of cash held in short term deposits. For this reason the trustees continue to adopt the going concern basis in preparing the financial statements.

e) Income

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for activities and projects spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

f) Interest receivable

Interest on funds held on deposit is included when receivable.

g) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

j) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Leasehold improvements 12 years
- Office equipment 4 years

l) Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Financial assets

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Financial Liabilities

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

1 Accounting policies (continued)

n) Pensions

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

o) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

p) Significant accounting policies

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

2 Income from donations

	Unrestricted £	Restricted £	2025 total Total £	2024 Total £
AB Charitable Trust	20,000	–	**20,000**	20,000
Arts Council	–	–	**–**	25,460
Backstage Trust	–	2,500	**2,500**	9,291
BBC Children in Need	–	12,485	**12,485**	12,485
Bleu Blanc Rouge Foundation	50,000	–	**50,000**	50,000
Big Change Charitable Trust	903	–	**903**	19,097
City Bridge Trust	29,536	69,405	**98,941**	37,944
Compass Wellbeing	8,342	11,957	**20,299**	20,299
Chapman Trust	–	–	**–**	2,000
Charles Hayward Foundation	–	25,000	**25,000**	25,000
Chalk Cliff trust	–	–	**–**	10,000
Esmee Fairbairn Foundation	–	–	**–**	19,947
Garfield Weston	–	–	**–**	8,750
Hiscox Foundation	–	10,000	**10,000**	–
Lightbulb Trust	40,000	–	**40,000**	–
Morel	–	–	**–**	1,000
New Deal for Young People	51,504	269,600	**321,104**	212,683
National Lottery Heritage Fund	–	–	**–**	7,844
Network for social change	–	–	**–**	12,500
Corporate Donations	10,637	–	**10,637**	75,000
Dyer's Company	–	–	**–**	1,000
Forrester Family Trust	40,000	–	**40,000**	–
Progress Foundation	–	10,000	**10,000**	–
NPT Transatlantic	–	–	**–**	5,000
Rayne Foundation	4,120	15,880	**20,000**	20,000
Swire Charitable Trust	–	–	**–**	10,000
The Skinner's Company	–	9,000	**9,000**	8,000
The Hardy Family Foundation	–	–	**–**	2,500
VRU Stronger futures	16,335	29,917	**46,252**	34,442
Vintners Foundation	–	–	**–**	4,260
William Allen Young Trust	–	–	**–**	2,000
MOPAC	6,510	10,150	**16,660**	–
London School Trust	1,500	–	**1,500**	–
London Community Foundation - Youth Futures Fund	20,000	–	**20,000**	–
Sir Halley Trust	8,670	9,060	**17,730**	–
Leathersellers company	20,000	–	**20,000**	20,000
Noel Coward Foundation	–	–	**–**	2,000
Druces LLP	6,000	–	**6,000**	–
Individual donors	21,252	–	**21,252**	34,201
Donated services	–	–	**–**	–
	355,309	484,954	**840,263**	712,703

Income in 2024 comprised of unrestricted income of £236,068 and restricted income of £476,635

3. Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Open House Production	11,508	15	**11,523**	9,892
Redemption - stand alone Open House Production	962	-	**962**	20,172
The Big House Means Business	2,800	-	**2,800**	38,230
HMRC Theatre Tax Relief	76,029	-	**76,029**	48,978
Total income from charitable activities	91,299	15	**91,314**	117,272

Income in 2024 comprised of unrestricted income of £97,598 and restricted income of £19,674

4 Income from other trading activities

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Acting fees received from agencies	444	-	**444**	701
Fundraising events	-	-	**-**	61,643
Room/Venue hire	5,752	-	**5,752**	113
Sale of Anthology	-	-	**-**	49
Total income from other trading activities	6,196	-	**6,196**	62,506

All income in 2024 was unrestricted

5 Analysis of expenditure

	Cost of raising funds £	Partnership & central delivery £	Open House Project £	The Big House Means Business £	Governance and Support costs £	**2025 Total £**	2024 Total £
Staff costs (Note 8)	102,608	96,489	64,851	20,317	32,509	**316,774**	337,098
Creative professional fees	–	84,780	39,168	–	–	**123,948**	80,612
Research and development	–	–	–	–	–	**–**	62,972
YP fees, travel and expenses	1,450	53,540	26,143	1,050	13,292	**95,475**	43,727
Depreciation	–	–	–	–	25,488	**25,488**	25,479
Fundraising events	–	5,268	–	642	198	**6,108**	12,375
Independent examination fees	–	–	–	–	2,290	**2,290**	1,878
Insurance	–	–	–	–	1,889	**1,889**	1,786
Legal and professional fees	–	–	–	–	7,218	**7,218**	6,106
Bad debts	–	–	–	–	–	**–**	26,254
Marketing	2,620	5,770	1,248	192	150	**9,980**	1,073
Office costs	–	510	353	–	24,588	**25,451**	10,198
Production costs & equipment hire	–	48,521	16,512	–	5,729	**70,762**	17,503
Recruitment	–	150	–	–	4,367	**4,517**	14,391
Rent, rates and utilities	470	375	–	–	117,718	**118,563**	112,793
Staff travel and other staff costs	–	6,920	235	626	1,415	**9,196**	4,181
Venue and catering	–	949	241	–	889	**2,079**	2,644
	107,148	303,272	148,751	22,827	237,740	**819,738**	761,070
Support costs	85,814	80,697	54,237	16,992	(237,740)	–	–
Total expenditure 2025	**192,962**	**383,969**	**202,988**	**39,819**	**–**	**819,738**	761,070
Total expenditure 2024	96,428	254,897	309,025	100,720	–	761,070	

Of the total expenditure, £195,644 was unrestricted (2024: £302,149) and £624,094 was restricted (2024: £458,921).

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	282,512	340,973
Social security costs	23,875	17,380
Employer's contribution to defined contribution pension schemes	10,387	12,252
	316,774	370,605

One employee earned more than £60,000 during the year (2024: one).

The key management personnel of the Charity comprise the trustees ("Directors" for the purposes of the Companies Act) and Senior Management Team. The total amounts paid in respect of the key management personnel (excluding trustees) of the Charity (including employer's pension contributions) were £165,028 (2024: £112,571). None of the trustees received any remuneration or benefits from the charity during the year.

James Meteyard, son of Trustee, Rober Meteyard was paid wages during the year £4,439 (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

During the year, no trustee was reimbursed travel expenses of nil (2024: nil).

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2025 No.	2024 No.
Cost of raising funds	2.7	1.5
Partnership & central delivery	2.6	3.0
Open House Project	1.7	3.1
The Big House Means Business	0.5	1.6
Governance and support	0.8	0.9
	8.3	10.1

The average weekly number of employees (full-time equivalent) during the period was as follows:

	2025 No.	2024 No.
Cost of raising funds	2.4	1.3
Partnership & central delivery	2.3	2.7
Open House Project	1.5	2.8
The Big House Means Business	0.5	1.4
Governance and support	0.7	0.9
	7.4	9.1

8 Related party transactions

During the previous year there were receipts from trustees - Claire Wilkinson £800, Mark Goodin £197, Humphrey Edginton £150, Kieran Shoman £300, Julie Dark £320 and Chloe Evans £160 for purchase of gala tickets. During the current year no gala tickets purchased from Trustees. Additionally, Xmas contribution from Trustees, during the year, were nil (2024:nil).

During the year a payment of £1,818 (2024:£4,000) was made to James Meteyard, the son of Trustee Robert Meteyard for writing work and £1,280 (2024: £nil) for Assistanr producer work.

9 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Computer equipment £	**Total** **£**
Cost		
At the start of the year	251,121	**251,121**
Additions in year	-	**-**
At the end of the year	251,121	**251,121**
Depreciation		
At the start of the year	160,120	**160,120**
Charge for the year	25,487	**25,487**
At the end of the year	185,607	**185,607**
Net book value		
At the end of the year	65,514	**65,514**
At the start of the year	91,001	91,001

All of the above assets are used for charitable purposes.

11 Debtors

	2025 **£**	2024 £
Grant debtors	**3,000**	20,000
Prepayments and accrued income	**33,421**	35,859
	36,421	55,859

12 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	–	–
Taxation and social security	7,891	5,281
Other creditors	19,444	23,611
Accruals	18,226	9,616
Deferred income (note 13)	36,487	68,673
Pensions	1,236	1,153
	83,284	108,334

13 Deferred income

Deferred income comprises income received during the year for future years.

	2025 £	2024 £
Balance at the beginning of the year	68,673	100,605
Amount released to income in the year	(68,673)	(100,605)
Amount deferred in the year	36,487	68,673
Balance at the end of the year	36,487	68,673

14 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds 2025 £
Tangible fixed assets	65,514	–	–	65,514
Net current assets	841,662	114,778	553,504	1,509,944
Net assets at the end of the year	907,176	114,778	553,504	1,575,458

	General unrestricted £	Designated £	Restricted £	Total funds 2024 £
Tangible fixed assets	91,001	–	–	91,001
Net current assets	700,821	114,778	536,632	1,352,231
Net assets at the start of the year	791,822	114,778	536,632	1,443,232

15 Movements in funds

	At 1 January 2025	Incoming resources & gains	Outgoing resources & losses	Transfers	At 31 December 2025
	£	£	£	£	£
Restricted funds:					
Engagement Manager salary	36,916	60,814	(33,540)	–	**64,190**
Participation and Impact Coordinator	–	34,109	(30,839)	–	**3,270**
Artistic Director Salary	–	104,199	(80,944)	–	**23,255**
OHP Collective Restricted Funds	202,320	49,515	(86,817)	–	**165,018**
Associate Director Salary	51,922	42,035	(22,676)	–	**71,281**
Associate Artist	–	24,472	(14,855)	–	**9,617**
Fundraising Executive	–	10,153	(26,802)	16,649	**–**
TBHMB Manager	88,389	16,032	(7,128)	(97,293)	**–**
Head of Strategic Partnerships	–	16,168	(42,911)	97,293	**70,550**
Finance and Ops Director salary	30,261	51,310	(56,721)	–	**24,850**
Capital works	50,833	–	–	–	**50,833**
New work development	3,828	–	–	–	**3,828**
Comms Officer	15,985	2,317	(14,410)	–	**3,892**
Big Mouth Coordinator Salary	2,483	–	–	–	**2,483**
The Big Mouth Platform	–	–	(9,421)	9,421	**–**
Stand Alone Productions	–	–	(124,420)	124,420	**–**
Heritage Project	625	–	–	–	**625**
Propel	–	46,318	(21,825)	–	**24,493**
Summer Programme	–	4,450	(4,868)	418	**–**
The Big Education Challenege	–	–	(2,679)	2,679	**–**
Stronger Futures	3,070	23,077	(28,557)	2,410	**–**
YP EET Fund	50,000	–	(14,681)	–	**35,319**
Total restricted funds	536,632	484,969	(624,094)	155,997	**553,504**
Unrestricted funds:					
Designated funds: Capital works	114,778	–	–	–	**114,778**
General funds	791,822	466,995	(195,644)	(155,997)	**907,176**
Total unrestricted funds	906,600	466,995	(195,644)	(155,997)	**1,021,954**
Total funds	1,443,232	951,964	(819,738)	–	**1,575,458**

15 Movements in funds (continued)

	At 1 January 2024	Incoming resources & gains	Outgoing resources & losses	Transfers	At 31 December 2024
	£	£	£	£	£
Restricted funds:					
Engagement Manager salary	40,654	21,952	(25,690)	–	**36,916**
Artistic Director Salary	1,148	76,931	(79,595)	1,516	**–**
OHP Collective Restricted Funds	204,327	71,027	(73,034)	–	**202,320**
Associate Director Salary	46,993	41,719	(36,790)	–	**51,922**
TBHMB Manager	54,880	35,534	(2,025)	–	**88,389**
Finance and Ops Director salary	32,311	42,965	(45,015)	–	**30,261**
Capital works	50,833	–	–	–	**50,833**
New work development	3,828	–	–	–	**3,828**
Comms Officer	–	43,337	(27,352)	–	**15,985**
Big Mouth Coordinator Salary	5,012	10,682	(13,211)	–	**2,483**
The Big Mouth Platform	8,025	(9,812)	(3,496)	5,283	**–**
Stand Alone Productions	–	43,926	(57,997)	14,071	**–**
Heritage Project	2,537	7,844	(9,756)	–	**625**
Propel	19,906	49,278	(69,184)	–	**–**
The Big Education Challenge	–	1,955	(3,942)	1,987	**–**
Stronger Futures	5,933	8,971	(11,834)	–	**3,070**
YP EET Fund	–	50,000	–	–	**50,000**
Total restricted funds	476,387	496,309	(458,921)	22,857	**536,632**
Unrestricted funds:					
Designated funds: Capital Works	114,778	–	–	–	**114,778**
General funds	713,533	403,295	(302,149)	(22,857)	**791,822**
Total unrestricted funds	828,311	403,295	(302,149)	(22,857)	**906,600**
Total funds	1,304,698	899,604	(761,070)	–	**1,443,232**

Purposes of restricted funds

Engagement Manager Salary: Salary for Participation Manager. Covered by City Bridge Foundation Suicide Prevention Programme, New Deal for Young People Propel Grant (Greater London Authority) and the Violence Reduction Unit's Stronger Futures Programme.

Participation and Impact Coordinator: Salary for Participation and Impact Coordinator. Covered by New Deal for Young People Propel Grant (Greater London Authority) and the Mayor's Office for Policing and Crime (MOPAC) Stronger Futures Holiday Hope Summer 2025 fund.

Artistic Director Salary: Salary of Artistic Director & CEO. Covered by City Bridge Foundation Suicide Prevention Programme, New Deal for Young People Propel Grant (Greater London Authority), Violence Reduction Unit's Stronger Futures Programme, Sir Halley Stewart Trust, and The Rayne Foundation.

OHP Collective Restricted Funds: Funds allocated for the Open House Project, a core delivery item for The Big House that happens twice a year (12 weeks per project). Covered by The Hiscox Foundation, Skinners Charitable Trust, Charles Hayward Foundation, the Backstage Trust, and Harold Hyam Wingate Foundation.

Associate Director Salary: Salary of Associate Director. Covered by City Bridge Foundation Bridging Divides Programme, BBC Children in Need, New Deal for Young People Propel Grant (Greater London Authority), and the Violence Reduction Unit's Stronger Futures Programme.

15 Movements in funds (continued)

Associate Artist: Salary for Associate Artists. Covered by New Deal for Young People Propel Grant (Greater London Authority).

Fundraising Exceutive: Salary for Fundraising Executive. Funded by New Deal for Young People Propel Grant (Greater London Authority) and the Mayor's Office for Policing and Crime (MOPAC) Stronger Futures Holiday Hope Summer 2025 fund.

TBHMB Manager: Salary of The Big House Means Business Manager. Covered by City Bridge Foundation Bridging Divides Programme and New Deal for Young People Propel Grant (Greater London Authority).

Head of Strategic Partnerships: Salary of Head of Strategic Partnerships: Funded by New Deal for Young People Propel Grant (Greater London Authority) and The Rayne Foundation.

Finance and Ops Director salary: Salary of Finance & Operations Director. Funded by City Bridge Foundation Suicide Prevention Programme, New Deal for Young People Propel Grant (Greater London Authority), the Mayor's Office for Policing and Crime (MOPAC) Stronger Futures Holiday Hope Summer 2025 fund and Sir Halley Stewart Trust.

Capital works: Funds allocated to capital works.

New work development: Funding allocated to developing new work

Comms Officer: Salary of the Marketing & Communications Officer. Funded by New Deal for Young People Propel Grant (Greater London Authority) and the Mayor's Office for Policing and Crime (MOPAC) Stronger Futures Holiday Hope Summer 2025 fund.

Big Mouth Coordinator Salary: Salary of the Big Mouth Coordinator/Director role.

The Big Mouth Platform: Costs towards the digital platform, The Big Mouth, and associated projects creating digital content.

Stand Alone Productions: Funds allocated for professional productions that further the charitable activities, advocacy work, systems change. As well as providing an income stream.

Heritage project: Costs associated with The Big Up, a project delivering a series of audio-visual podcasts on forgotten minority figures in British history. Covered by the National Lottery Heritage Fund.

Propel: Funds contributing to mentoring work across The Big House programme, including Pupil Referral Unit workshops, The Get-In Project, the OG-Partnership programme and associated salary costs. Covered by Propel New Deal For Young People.

Summer Programme: Holiday Hope. Funds contributing to a programme of events during the Summer 2025 including weekly Drop-In workshops and Supper Clubs, and outreach workshops. Funded by the Mayor's Office for Policing and Crime (MOPAC) Stronger Futures Holiday Hope Summer 2025 fund.

The Big Education Challenge: Funds contributing towards The Big House's involvement in The Big Education Challenge, including outreach workshops, content creation and delivery costs. Funded by The Big Change Foundation.

Stronger Futures: Funds contributing to the work delivered to 16-18 year olds across The Big House programme including Drop-In workshops, Supper Clubs and outreach. Funded by the VRU Stronger Futures Fund.

YP EET Fund: Funding received from Julian Gleek via his wholly owned company J Gleek Properties Ltd, for The Big House Theatre Company to support its members in furthering their employment prospects or vocational training. These funds are used to directly contribute to the professional development of TBH members.

16 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	2025	2024
	£	£
Less than one year	101,000	100,000
One to five years	365,667	400,000
Over five years	-	66,667
	466,667	566,667