

Geese Theatre Company Limited

(A Company Limited by Guarantee)

**Annual Report and Financial Statements
Year ended 31 March 2021**

Charity number : 327563

Company Number : 2182104



**T H E A T R E
C O M P A N Y**

Feltons

Chartered Accountants

Birmingham

B1 3JR

Geese Theatre Company Limited

(A Company Limited by Guarantee)

**Report and financial statements
Year ended 31 March 2021**

Contents	Page
Reference and administrative details	1
Report of the trustees	2
Independent Auditor's report on the financial statements	16
Statement of financial activities incorporating income & expenditure account	20
Balance sheet	21
Cash flow statement	22
Notes forming part of the financial statements, incorporating :	
Statement of accounting policies	23
Other notes to the financial statements	26
The following page does not form part of the statutory financial statements :	
Detailed income and expenditure account	32

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Reference and Administrative Details

Chair	Kobina Hall	
Trustees	Clark Baim Selwyn Blyth Philippa Frith Kobina Hall Iain Lownes Claire Owen Kam Sarai	
Company secretary	Iain Lownes	
Key management personnel	Andrew Watson Louise Heywood Rosalind Adams	CEO and Artistic Director Director of Programmes Funding and Partnerships Manager
Other employees	Elizabeth Aspinall Elizabeth Brown Helen Clifton Emma Smallman Benjamin Teare	Keshena Bowie Andrea Cifuentes-Poseck Daniel Pearce David Snook Isobel Watson
Registered office		Woodbridge House 9 Woodbridge Road Birmingham B13 8EH
Charity number		327563
Company registration number		2182104
Independent auditor		Feltons 8 Sovereign Court 8 Graham Street Birmingham B1 3JR
Bankers		Lloyds Bank plc 32-34 Alcester Road South Kings Heath Birmingham B14 7PU

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees
Year ended 31 March 2021**

The Trustees present their report and the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Chair's Report

Without doubt 2020/21 has been a very challenging year, for Geese Theatre Company and for the people Geese works with.

The organisation had looked in a very healthy position in February 2020, with a highly experienced team of staff, a significant pipeline of activity confirmed, and several larger, funded projects scheduled for delivery. As the impact of COVID-19 forced strict lockdown rules it quickly became apparent that much of the scheduled work would be cancelled or postponed and we faced a precarious few weeks in which the future of the organisation was at risk.

At all times, the Board and Senior Management team worked effectively together with a desire to balance the long-term survival of the organisation with the welfare of the company members whilst at the same time hoping that we could maintain a connection to the people we support through our work, in prisons and in the community. I am grateful to my fellow Trustees for the time, care, and thoughtfulness with which they approached this challenge.

We are, of course, indebted to our funders. Arts Council England continued to support Geese as a National Portfolio Organisation, made emergency funding available and efficiently administered the Department for Culture, Media and Sport's *Culture Recovery Fund*, which we were fortunate to receive. In addition, many of the trusts and foundations who support our work quickly allowed us to re-purpose project funding to enable the organisation to survive; many created new emergency funding streams and encouraged us to apply; and several were keen to offer support which went beyond financial, including regular check-in phone conversations with our CEO/Artistic Director, which I know he found to be a great support.

We are also grateful to the Government for swiftly announcing their range of employment support, primarily the Coronavirus Job Retention Scheme, which enabled us to retain all our staff and, once we were able to use the CJRS flexibly, has allowed staff to return to work on a part-time basis as projects have demanded.

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees (continued)
Year ended 31 March 2021**

I am also incredibly proud of the staff team at Geese who have been able to continue to develop their work in all sorts of innovative ways. The *Reach In Out* digital project, the online interactive conference performances and the continued work with the *Staging Recovery Ensemble* are all described in more detail in this report but have allowed the company to stay connected to the people who find the most value in the work. One significant exception to this is the communities we work with in prison settings and it is notable that as much of the UK has moved to accessing arts, culture and other services online this has not been possible within the secure estate as there is such poor, or indeed non-existent, digital infrastructure. Indeed, our attempts to continue some form of work throughout this year have highlighted the levels of digital inequality that exist in our society. It is not easy to stay connected to others if you do not have a Zoom account, a laptop or smartphone, an internet connection or enough data. Whilst many people have migrated their lives onto digital platforms through necessity, it is always worth remembering that that privilege has not been available to all.

As we look ahead, we are hopeful that the world will begin to look and feel a little more normal as we move towards the Autumn of 2021/22 but we are also mindful that the secure estate may take slightly longer than other sectors to fully re-open. Inevitably we will retain and develop some of the digital ways of working we have developed during lockdown but ultimately, we are desperate to get back into rooms with people face-to-face because we know that it is during these encounters that the "magic" can happen.



Kobina Hall

Chair of the Board of Trustees

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees (continued)
Year ended 31 March 2021**

Our Purposes and Activities

Our vision is:

To create safe, crime-free communities and for the arts to be recognised as a powerful vehicle for individual and social change.

Our mission is:

To use theatre and drama to enable choice, personal responsibility and change amongst individuals who have offended, other vulnerable or marginalised groups and those who work with them.

Our values are:

Responsibility

We support and encourage the notion of personal responsibility.

Belief in Change

We uphold and promote a belief in the potential and possibility of individual change.

Rigour

Every aspect of our work is grounded in robust evidence and theory to ensure the highest quality.

Artistic Excellence

We strive to develop and deliver theatre and drama practice of the highest quality to people and places with the least engagement in the arts.

Innovation

We are continually developing new performances, projects and services for new audiences, offering alternative approaches to reducing offending.

Partnership

We aim to create an ethos of collaboration and partnership which values contributions from all members, employees, partners and participants in order that our work has the greatest impact.

Inclusion

We aim to treat all individuals with respect and to approach each other and those we work with in an inclusive and non-judgemental manner.

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees (continued)
Year ended 31 March 2021**

To achieve our vision of creating safe, crime-free communities by the provision of theatrical activities, we formulated objectives for our four-year business plan within the following areas

1. *Secure Programme of Work*
2. *Community Programme*
3. *Partnerships Profile and Relationship Building*

In shaping our objectives and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees
Year ended 31 March 2021**

Organisations and Partners worked with in 2020/21

Bath Spa University	London CRC
Birmingham City University	BSMHFT PROSPER Service
Birmingham Conservatoire, Birmingham City University	Respect
Central School of Speech and Drama (CSSD)	St. Helen's Council
City of Stoke-on-Trent Council	Staffordshire University
Goldsmiths, University of London	Stockport Council
Herefordshire Council	University of Birmingham
Judicial College	University of Derby
BSMHFT Health and Justice Network	University of Leeds
Kent County Council	University of Salford
Leeds City Council	University of Worcester
HMP Garth	HMP Oakwood
HMP Whatton	

Work delivered 2020/21:

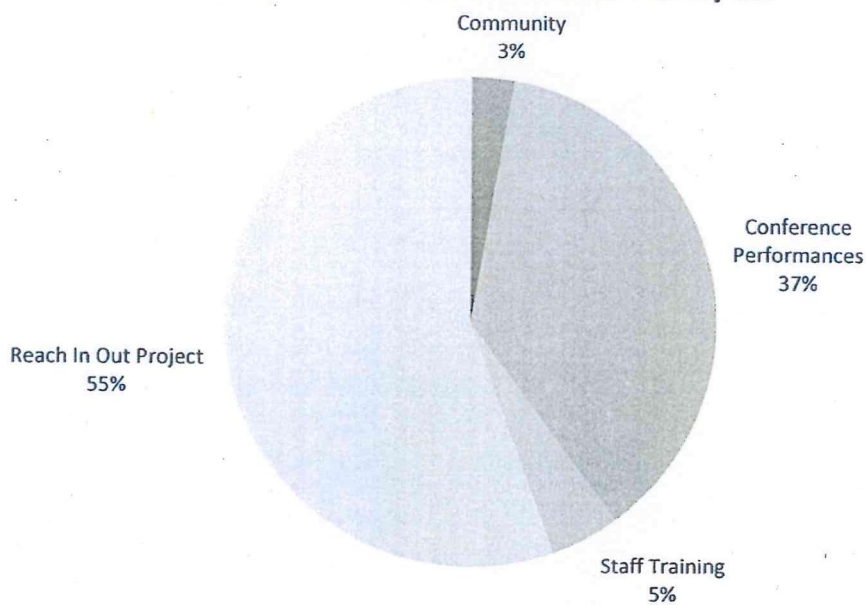
In a normal year, Geese Theatre Company works within the criminal justice system and social welfare settings and projects comprise work with core client groups (in secure settings, mental health settings, in the community or with young people) and training of staff, students and artists who work with such core client groups.

As mentioned in the Chair's report, 2020/21 has been anything but a normal year for the organisation but despite the challenges brought about by COVID-19 and the subsequent lockdowns we have still managed to adapt and complete a number of significant projects.

	Number of projects	People Days	Participants
Community	4	9	16
Conference Performances	16	121.5	981
Staff Training	20	15	274
Reach In Out Project	1	182	73
Totals	41	327.5	1344

All the work is delivered by a delivery team of permanent staff with an average of 12 years' experience working with Geese. The delivery team is supported by an experienced administrative team with a focus on finance, fundraising, business development and logistics.

ANALYSIS OF PEOPLE DAYS 2020/21



We have worked with 89 adults who are in prison, serving community sentences or otherwise marginalised, vulnerable or socially excluded.

Community	Number of Projects	People Days	Participants
Groupwork	4	9	16
Totals	4	9	16

Reach In Out	Number of Projects	People Days	Participants
Creative Project	1	182	73
Totals	1	182	73

The most significant project in 2020/21 has been Reach In Out. This was conceived as a project which would allow us to continue to engage with a range of our core groups (see table below) whilst finding a meaningful and creative way for them to articulate their experience of lockdown.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Report of the trustees (continued)
Year ended 31 March 2021

We saw strong parallels between the national situation and the experiences of our participants who can be isolated or restricted through physical lockdown in the prison system or have experienced being "locked into" another negative situation, such as homelessness or addiction.

Many of the participants have previously developed strong coping strategies to manage restrictions throughout their lives and through Reach In Out we hoped their knowledge and expertise could be shared to benefit others, creating links and contact between those who are often left out of current discussions around coping with restrictions and returning to society.

The project aimed to create a digital presentation on these themes and our practitioners worked 'remotely' and sometimes face to face with over 70 participants. Sessions were conducted via Zoom with groups and individuals, participants were recorded individually in our rehearsal space, and scenes were created and performed by our practitioners from experiences shared in questionnaires. Poetry, visual art and other creative responses were also included in the final presentation.

The final digital presentation was shown as part of a wider event with speakers from Staging Recovery, PROSPER and from partner prisons speaking about the impact of the project to an audience of 50 people. We have also sent DVDs of the final presentation to a number of prisons.

Funding from the Coronavirus Community Support Fund, distributed by The National Lottery Community Fund, helped us to create the Reach In Out project.

"I thought the film was moving, important and insightful. It really made me think about what the pandemic must have been like for people in a variety of different situations and the different challenges people have been facing over the past year. I thought it was really well balanced with the film moving between all the different styles, ways of telling people's stories and also the variety of characters and storylines. I hope that it gets seen by as many people as possible because I think it offers a really important perspective which is not always known or thought about. Massive congratulations to everyone involved."

Community Participants (PROSPER)	4
Community Participants (Staging Recovery)	14
Prison Participants (HMP Oakwood)	27
Prison Participants (HMP Garth)	18
Prison Participants (HMP Whatton – Acorns Unit)	10
Total Participants	73

Number of Face-to-Face Participant Sessions	6
Number of Online Participant Sessions	15
Total Participant Sessions	21

We have delivered training in the form of performance, groupwork, presentations or audio recordings to 1,255 staff working within the criminal justice system and wider social welfare sectors, students, and members of the public.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Report of the trustees
Year ended 31 March 2021

We have adapted our interactive training performances so that they can now be delivered to large audiences online. The performances are designed to be used as a training resource with audiences of professionals/students and include integrated keynote talks from an expert guest speaker.

The guest speaker delivers lecture-style sessions in between the drama which brings the theory around the training topic to life.

"I thought the organisation of it was very good. The structure and the way the breakout rooms was done meant that the session flowed well. The performances were a great way of showing us examples of good practice."

Conference Performances	Number of Projects	People Days	Participants
For Staff	8	72	471
For Students	8	49.5	510
Totals	16	121.5	981

Staff Training	Number of Projects	People Days	Participants
Groupwork (for students)	7	4	116
Groupwork (public)	10	5	117
Presentations (for staff)	1	2	41
Audio Recordings (for staff)	2	4	0
Totals	20	15	274

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees
Year ended 31 March 2021**

Financial Review

As outlined in the Chair's report, Geese Theatre Company has had a challenging year due to the pandemic but ends the year intact and with increased reserves to support the continued and very reduced opportunities to earn income. We have been very fortunate to benefit from multiple funds from the Government, Arts Council England and many trusts and foundations which will support Geese's survival into 2022.

Total income for 2020/21 of £565,225 was up £2,054 or 0.4% on the previous year (£563,171). The income was maintained despite the reduction in earned income from £343,491 to £70,657 due to approx. £427k in emergency funding and other support. Income from grants and donations £474k (detailed on the following page) was up £276k offsetting a fall in restricted grants for specific projects.

Expenditure was tightly controlled and reduced to £393,672, down £175k compared to the 20/21 pre-Covid budget. Most staff were furloughed in part throughout this period and paid at 80%. We benefited from a three-month rent holiday and with most staff working from home, other office costs were also reduced. Costs relating to earned income from performances were also negligible.

The company has a clean balance sheet and closes the year with a cash balance of £327k. Geese has a small pipeline of work for 2021/22 in June 2021 with more enquiries beginning to come through as the country starts to move out of the pandemic. The cashflow and budget show that Geese continues to be financially viable past March 2022.

Principal funding sources

The impact of the pandemic on our fundraising was predominantly felt in the types of funding that we were awarded. Previously, much of our contributed income was project funding, supporting delivery directly with participants. This year, we have been successful in a number of renegotiations and applications for core and unrestricted funding.

This has been a combination of funding which has continued from previous agreements, repurposed project funding from unspent grants when it became clear that projects could not go ahead, and new funds from Government, statutory, trusts and foundations.

We must thank Arts Council England for their support throughout this year. Their quick response to the pandemic allowed us to pull forward NPO payment dates to cover initial cashflow, apply for and receive NPO Emergency Support funds, and access information and support to help us navigate this time. Our project exploring Employability in the Creative Industries for men released on temporary license from prison has been postponed and ACE have supported us through this process. We must also thank them for their administration of the DCMS Culture Recovery Fund, which we have successfully received in both round one and two.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Report of the trustees
Year ended 31 March 2021

We thank the government for the Culture Recovery Fund, and also for the Coronavirus Community Support Fund, administered by The National Lottery, which we received to support the Reach In Out project and work with our core participants.

Existing funders including Paul Hamlyn Foundation, WA Cadbury Charitable Trust, The Grimmitt Trust and many smaller or local funders, allowed us to repurpose remaining or unspent project funds to support the organisation. Their support, both financial and personal, enabled us to survive and begin to look forward. Our grant from Children in Need has been paused and delivery is expected in October 2021.

All our funders have been unwavering in their support, with flexible deadlines and great understanding where projects have had to be delayed or cancelled. We have received further unrestricted grants from Garfield Weston Foundation, The Bromley Trust, S&D Lloyd Charitable Trust and Edgar E Lawley Charitable Trust. Previous funders The Barrow Cadbury Trust offered ongoing support to our CEO/Artistic Director for which we are extremely grateful.

In March 2021, we had agreement for 3 years of funding from The Backstage Trust to support the development of our Staging Recovery community ensemble. Whilst these funds will appear in next year's accounts, it has been extremely positive to be able to apply for and receive funding for delivery work, helping us to look forward with positivity.

Schedule of Grants and Donations – April 2020 to March 2021

Arts Council England	Unrestricted	NPO funding towards business plan	40,972
Arts Council England	Unrestricted	NPO Emergency funding	39,970
The Bromley Trust	Unrestricted	One year grant extension	20,000
DCMS Culture Recovery Fund	Unrestricted	Round One	46,856
Paul Hamlyn Foundation	Unrestricted	Rescue grant and previous unused project funding agreed to be added to reserves	36,537
Coronavirus Community Support Fund	Restricted	Reach In Out project	52,619
Garfield Weston	Unrestricted	Main grants	30,000
Birmingham City Council	Unrestricted	Covid-19 Business grant	28,934
Baring Foundation	Unrestricted	Arts and Mental Health Fund	8,000
CJRS	Restricted	Government grant to support staff salaries	160,553
The Grimmitt Trust	Unrestricted	Repurposed project funding	3,500
Standard Life	Unrestricted	Donation	250
ACE Employability	Restricted	Development phase of project	2,000
Edgar E Lawley Foundation	Unrestricted	Grant	1,500
S&D Lloyd Trust	Unrestricted	Grant	500
Other	Unrestricted	Inc. Sponsor a Mask & Team	1,866
		Geese	
		TOTAL	474,057

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees
Year ended 31 March 2021**

Investment powers and policy

The executive has the power to invest the moneys of the company not immediately required for its purpose in or upon such investments, securities or properties as may be thought fit. (Based on Object 4.15 of Memorandum and Articles of Association.) However, there are no immediate plans to invest funds in anything other than the company's business bank account.

Reserves policy and going concern

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned requirements. The trustees regularly review the level of reserves to ensure that the company could continue to function during a period of emergency. Currently, the Board aims to maintain reserves of a minimum of two months of expenditure and has a review mechanism in place should the reserves look to breach this.

Unrestricted reserves were £266,367 at 31st March 2021 and represent almost seven months of planned expenditure for the coming year or around 5.5 months of pre-pandemic spend. The budget for 2021/22 shows a planned deficit given the expected difficult trading condition; costs will increase with the end of the CJRS furlough scheme before we are fully able to deliver work and projects again.

The pandemic meant that most of the company's planned work for 2020/21 could not be completed being either face to face or large group work and conferences. It is now expected that there will be a gradual return to face to face work from Autumn 2021. Our work to develop projects and products which can be delivered online has been successful and given us some income over the past year which will continue in 2021. Our current cashflow projection shows we are in a satisfactory position in 12 months' time with approximately £262k in the bank at the end of March 2022.

Structure, Governance and Management

Governing document

Geese Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association dated 7th September 1987 and is registered as a charity with the Charity Commission. There are currently 30 members, each of whom agrees to contribute £1 in the event of the charity winding up. Membership is open to any person who meets the criteria outlined in Article 6 of the company's Memorandum and Articles of Association.

Appointment of trustees

The directors of the company are also charity trustees for the purpose of charity law and, under the Company's Articles, are known as members of the Executive Committee.

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees (continued)
Year ended 31 March 2021**

As set out in the Articles of Association, the Executive Committee is elected by members of the company.

One third of the trustees retires each year by rotation. At the AGM in September 2021 Philippa Frith and Kam Sarai will retire, and, being eligible, offer themselves for re-election.

The executive seeks to retain relevant skills, such as financial, legal and artistic, as well as to represent client group interests on the committee.

Trustee induction and training

New trustees are briefed on their legal obligations under charity and company law, and the Charity Commission guidance on public benefit, and are informed of the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the charity.

Potential new trustees are interviewed by a committee member and invited to attend two Executive Committee meetings as an observer prior to election.

An induction pack is supplied to potential new members. This covers:

- Legal responsibilities
- The role of a trustee
- A personal history and declaration form
- The Memorandum and Articles of Association

Organisation

The board of trustees, which can have up to 15 members, administers the charity. The board normally meets four times a year and there are sub-committees which meet when deemed necessary. In 2020/21, the board has met on a more frequent basis due to the continually evolving status of the COVID-19 pandemic.

Decisions relating to the strategic direction and policy of the charity are made by the Executive Committee, in close consultation with the CEO/Artistic Director. At the date of this report, the committee has seven members from a variety of professional backgrounds relevant to the work of the charity.

The Chief Executive and Artistic Director is appointed by the trustees to manage the day-to-day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, marketing and personnel.

Related parties and co-operation with other organisations

None of our trustees receives remuneration or other benefit from their work with the charity. Any connection between a trustee or senior manager of the charity with a client or supplier must be

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees (continued)
Year ended 31 March 2021**

disclosed to the full board of trustees in the same way as any other contractual relationship with a related party. Related party transactions in the current year are described in note 17 to the accounts.

Pay policy for senior staff

The board of directors, who are the trust's trustees, and the senior management team together comprise the key management personnel of the charity in charge of directing and operating the trust on a day-to-day basis. No director received remuneration in the year and details of directors' expenses and related party transactions are disclosed in note 7 to the accounts. The pay of senior staff is reviewed annually and is normally increased to reflect inflation or a change in responsibilities. As the organisation is in receipt of a grant from the DCMS Culture Recovery Fund no member of the SMT will receive a pay increase in the 18 months from the date of the Grant Agreement.

Risk management

The trustees have a risk management policy which comprises:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to mitigate or manage any potential impact on the charity should those risks materialise.

Any risks that are defined as high or unacceptable have an owner assigned and contingency plans formulated. This then becomes a standing agenda item at every Executive Committee meeting to ensure the action is monitored.

Trustees' responsibilities in relation to the financial statements

The charity trustees (who are also the directors of the charitable 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 which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure 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 judgements and accounting 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

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

**Report of the trustees (continued)
Year ended 31 March 2021**

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

Insofar as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

By order of the board of trustees:


..... Kobina Hall (Chair)

02.09.21
..... Date

**Independent Auditor's Report to the Members of
Geese Theatre Company Limited
(A Company Limited by Guarantee)**

Opinion

We have audited the financial statements of Geese Theatre Company Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements :

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Independent Auditor's Report to the Members of
Geese Theatre Company Limited
(A Company Limited by Guarantee)
(continued)**

Other information

The other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

**Independent Auditor's Report to the Members of
Geese Theatre Company Limited
(A Company Limited by Guarantee)
(continued)**

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities statement (set out on pages 14 and 15), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- We reviewed the company's control and risk management procedures and planned our work based on our assessment of those controls and procedures;
- This review included an assessment of the risk of material misstatement due to errors, fraud and management override of controls for all material areas in the financial statements;
- We made enquiries of management and the company's lawyers regarding any actual or potential litigation and/or claims;
- Financial statements disclosures were reviewed and checked for compliance with applicable laws;
- Detailed testing was conducted on balances and transactions including unusual items and those of individual significance to the financial statements;
- Data analytics were used in order to identify unusual or significant trends;
- Communications with management and those charged with governance regarding relevant matters was undertaken throughout the audit and on completion.

**Independent Auditor's Report to the Members of
Geese Theatre Company Limited
(A Company Limited by Guarantee)**

Auditor's responsibilities for the audit of the financial statements (continued)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



David W Farnsworth FCA (Senior Statutory Auditor)

For and on behalf of Feltons, Statutory Auditor

8 Sovereign Court

8 Graham Street

Birmingham B1 3JR

7 September 2021

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Statement of financial activities (including income and expenditure account)
for the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income					
Grants and donations	2	212,029	262,028	474,057	198,351
<i>Income from charitable activities:</i>					
Fund raising		70,657	-	70,657	343,491
<i>Income from trading activities:</i>					
Rental income and room hire		20,450	-	20,450	21,250
Investment income	3	61	-	61	79
Total income		303,197	262,028	565,225	563,171
Expenditure					
<i>Costs of raising funds :</i>					
Publicity and marketing		455	-	455	4,842
<i>Charitable activities:</i>					
Operational and support costs	4	133,698	259,519	393,217	549,458
Total expenditure		134,153	259,519	393,672	554,300
Net income / (expenditure) before transfers		169,044	2,509	171,553	8,871
Gross transfers between funds	13	2,509	(2,509)	-	-
Net movement in funds		171,553	-	171,553	8,871
Reconciliation of funds					
Total funds brought forward		102,535	-	102,535	93,664
Total funds carried forward	13	274,088	-	274,088	102,535

All of the charity's activities derive from continuing operations during the above two financial periods.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Company Number : 2182104
Balance sheet as at 31 March 2021

/ Charity number : 327563

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	9		7,721		8,233
Current assets					
Debtors	10	40,106		81,246	
Cash at bank and in hand		<u>327,068</u>		<u>90,448</u>	
		367,174		171,694	
Creditors: amounts falling due within one year					
	11	<u>100,807</u>		<u>77,392</u>	
Net current assets			266,367		94,302
Net assets			<u>274,088</u>		<u>102,535</u>
Funds of the charity :					
Restricted funds					
General fund	13				
Unrestricted funds					
General fund	13	266,367		94,302	
Capital fund	13	<u>7,721</u>		<u>8,233</u>	
			274,088		102,535
Total funds			<u>274,088</u>		<u>102,535</u>

The directors acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its income and expenditure for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

These accounts have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The notes on pages 23 to 31 form part of these accounts.

The financial statements were approved and authorised for issue by the Trustees on 2/9/21 and signed on their behalf by :


Iain Lownes
Trustee

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Statement of cash flows
for the year ended 31 March 2021

	Notes	2021 £	2020 £
Net cash flow from operating activities	16	<u>240,152</u>	<u>(27,782)</u>
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(3,593)	(5,208)
Interest received		61	79
Net cash flow from investing activities		<u>(3,532)</u>	<u>(5,129)</u>
Net (decrease) in cash and cash equivalents		<u>236,620</u>	<u>(32,911)</u>
Cash and cash equivalents at 1 April 2020		90,448	123,359
Cash and cash equivalents at 31 March 2021		<u>327,068</u>	<u>90,448</u>

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021

1. Accounting policies

a) Basis of preparation

Geese Theatre Company Limited is a charitable company limited by guarantee. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities are provision of relationship support.

The charity constitutes a public benefit entity as defined by FRS 102. 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 issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

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

b) Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for a period of 12 months from the date of authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

c) Income recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- **Grants receivable**

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

- **Donations**

Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

1. Accounting policies (continued)

c) Income recognition (continued)

- **Donated services and gifts in kind**
Donated facilities and donated professional services are recognised in income at their fair value when their economic benefit is probable, it can be measured reliably and the charity has control over the item. Fair value is determined on the basis of the value of the gift to the charity. For example the amount the charity would be willing to pay in the open market for such facilities and services. A corresponding amount is recognised in expenditure.
- **Gifts in kind**
Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.
- **Interest receivable**
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.
- **Other income**
Other income, including the hire of facilities, is recognised in the period it is receivable and to the extent the goods have been provided or on completion of the service.

d) Expenditure recognition

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

- **Costs of generating funds**
These are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
- **Charitable activities**
These are costs incurred in activities undertaken to further the purposes of the charity and their associated support costs.
- **Governance costs**
These include the costs attributable to the trust's compliance with constitutional and statutory requirements, including audit, strategic management and trustees' meetings and reimbursed expenses.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

e) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the trust's work or for specific artistic projects being undertaken by the trust.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

1. Accounting policies (continued)

f) Allocation of support costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 5.

g) Tangible fixed assets

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Equipment	- 25% per annum on a straight line basis
Fixtures and fittings	- 25% per annum on a straight line basis
Motor vehicles	- 25% per annum on a straight line basis

h) Debtors

Operational 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.

i) Cash at bank and in hand

Cash at bank and 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.

j) Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

k) Operating leases

Rentals payable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

l) Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

2. Grants and donations

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Grants	209,913	262,028	471,941	194,493
Donations	2,116	-	2,116	3,858
	<u>212,029</u>	<u>262,028</u>	<u>474,057</u>	<u>198,351</u>

3. Investment income

	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Deposit account interest	61	-	61	79
	<u>61</u>	<u>-</u>	<u>61</u>	<u>79</u>

4. Expenditure on charitable activities

	Community £	Conference performances £	Staff training £	Reach In Out Project £	Total 2021 £	Total 2020 £
Operational and support costs						
Staff costs	6,958	93,932	11,597	140,704	253,191	300,171
Project costs	4	53	7	80	144	507
Motor and travel	48	647	80	968	1,743	48,790
Premises costs	838	11,307	1,396	16,938	30,479	40,056
Training	(2)	(26)	(3)	(39)	(70)	4,060
Venue hire	19	260	32	389	700	4,290
Sundry expenses	8	109	14	164	295	4,800
Depreciation	113	1,523	188	2,281	4,105	4,563
Profit on disposal	(28)	(384)	(47)	(577)	(1,036)	-
Support costs (note 5)	2,671	36,055	4,451	54,009	97,186	137,241
Governance costs (note 5)	178	2,404	297	3,601	6,480	4,980
	<u>10,807</u>	<u>145,880</u>	<u>18,012</u>	<u>218,518</u>	<u>393,217</u>	<u>549,458</u>

Total expenditure on charitable activities was £393,217 (2020 - £549,458) of which £133,698 (2020 - £421,937) was unrestricted and £259,519 (2020 - £127,521) was restricted.

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

5. Analysis of support and governance costs

	Basis of allocation	General support £	Governance function £	Total 2021 £	Total 2020 £
Administrative staff	Staff time	72,115	-	72,115	85,105
General office costs	Usage	2,648	-	2,648	4,112
Audit fees	Governance	-	2,280	2,280	1,980
Accountancy services	Governance	-	4,200	4,200	3,000
Other support costs	Usage	22,423	-	22,423	48,024
		<u>97,186</u>	<u>6,480</u>	<u>103,666</u>	<u>142,221</u>

6. Net income/(expenditure) for the year

Net income / (expenditure) is stated after charging :

	Total 2021 £	Total 2020 £
Depreciation of tangible fixed assets	4,105	4,563
Surplus on disposal of tangible fixed assets	(1,036)	-
Operating lease rentals		
Premises	14,850	19,800
Auditor's remuneration		
Audit fees	2,280	1,980
Accountancy services	4,200	3,000

7. Trustees and key management personnel remuneration and expenses

The trustees neither received nor waived any remuneration during the year (2020 - £nil) neither were they reimbursed expenses during the year (2020 - £nil).

The Trust considers its key management personnel comprise the CEO/Artistic Director, Director of Programmes, Funding and Partnerships Manager. The total amount of employee benefits received by key management personnel was £99,639 (2020 - £128,915).

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

8. Analysis of staff costs and numbers

Staff costs :

	Total 2021 £	Total 2020 £
Wages and salaries	295,900	347,172
Social security costs	20,590	28,250
Defined contribution pension schemes	8,816	9,854
	<u>325,306</u>	<u>385,276</u>

No employees received total employee benefits of more than £60,000.

Staff numbers :

The average monthly number of employees and full time equivalents during the year was as follows:

	2021 Number	2021 FTE	2020 Number	2020 FTE
Management	3	2.6	2	2.0
Direct charitable activities	6	5.5	8	6.6
Administrative	3	2.6	3	2.6
	<u>12</u>	<u>10.7</u>	<u>13</u>	<u>11.2</u>

9. Tangible fixed assets

	Equipment £	Fixtures & fittings £	Motor vehicles £	Total £
Cost				
At 1 April 2020	19,886	55,319	44,288	119,493
Additions	600	2,993	-	3,593
Disposals	(1,000)	-	(20,998)	(21,998)
At 31 March 2021	<u>19,486</u>	<u>58,312</u>	<u>23,290</u>	<u>101,088</u>
Depreciation				
At 1 April 2020	19,465	47,507	44,288	111,260
Charge for the year	633	3,472	-	4,105
Disposals	(1,000)	-	(20,998)	(21,998)
At 31 March 2021	<u>19,098</u>	<u>50,979</u>	<u>23,290</u>	<u>93,367</u>
Net book values				
At 31 March 2021	<u>388</u>	<u>7,333</u>	<u>-</u>	<u>7,721</u>
At 31 March 2020	<u>421</u>	<u>7,812</u>	<u>-</u>	<u>8,233</u>

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

10. Debtors

	Total 2021 £	Total 2020 £
Debtors from operations	40,106	80,824
Prepayments and accrued income	-	120
Other debtors	-	302
	<u>40,106</u>	<u>81,246</u>

11. Creditors - amounts falling due within one year

	Total 2021 £	Total 2020 £
Creditors from operations	7,645	4,856
Taxation and social security	6,621	15,447
Accruals and deferred income	86,541	57,089
	<u>100,807</u>	<u>77,392</u>
Deferred income		
Deferred income at 1 April 2020	51,895	123,895
Resources deferred in the year	46,059	51,895
Amounts released from previous years	(16,393)	(123,895)
Deferred income at 31 March 2021	<u>81,561</u>	<u>51,895</u>

At the balance sheet date the charity was holding funds received in advance for grants where the qualifying expenditure is expected to be incurred in a future year.

12. Commitments under operating leases

At 31 March 2021 the charity was committed to making the following payments under non-cancellable operating leases:

	Land and buildings	
	Total 2021 £	Total 2020 £
Within one year	19,800	19,800
Within two to five years inclusive	79,200	79,200
In over five years	94,050	113,850
	<u>193,050</u>	<u>212,850</u>

Geese Theatre Company Limited
(A Company Limited by Guarantee)

Notes to the financial statements for the year ended 31 March 2021 (continued)

13. Analysis of funds

	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 March 2021 £
Restricted funds					
General fund	-	262,028	(259,519)	(2,509)	-
Unrestricted funds					
General fund	94,302	303,197	(134,153)	3,021	266,367
Capital fund	8,233	-	-	(512)	7,721
	<u>102,535</u>	<u>303,197</u>	<u>(134,153)</u>	<u>2,509</u>	<u>274,088</u>
Total funds	<u>102,535</u>	<u>565,225</u>	<u>(393,672)</u>	<u>-</u>	<u>274,088</u>

Name of fund	Description, nature and purpose of fund
Restricted general fund	Money given to the charity where the donor requires that a grant or donation be spent for a specific project or asset.
Unrestricted general fund	The free reserves of the charity which are not designated for particular purposes.
Capital fund	Free reserves which have been spent on acquiring fixed assets. An annual transfer is made relating to the depreciation thereon and other movements on fixed assets.

14. Analysis of net assets between funds

Fund balances at 31 March 2021 are represented by:

	Restricted General £	Unrestricted General £	Capital £	Total funds £
Tangible fixed assets	-	-	7,721	7,721
Current assets	-	367,174	-	367,174
Current liabilities	-	(100,807)	-	(100,807)
Total net assets	<u>-</u>	<u>266,367</u>	<u>7,721</u>	<u>274,088</u>

**Geese Theatre Company Limited
(A Company Limited by Guarantee)**

Notes to the financial statements for the year ended 31 March 2021 (continued)

15. Capital commitments

There were no capital commitments at 31 March 2021 (2020 - £nil).

16. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Total 2021 £	Total 2020 £
Net income for the year	171,553	8,871
Depreciation	4,105	4,563
Interest receivable	(61)	(79)
Decrease / (increase) in debtors	41,140	20,796
(Decrease) / increase in creditors	23,415	(61,933)
Net cash flow from operating activities	<u>240,152</u>	<u>(27,782)</u>

17. Related party transactions

The following related party transactions took place during the period :

	2021 £	2020 £
Birmingham Psychodrama Limited		
Charitable company in which Clark Baim is a director		
Services recharged to related party during the year	450	1,200
Changepoint Limited		
Charitable company in which Clark Baim is a director		
Services recharged by related party during the year	-	3,240

Geese Theatre Company Limited
DETAILED INCOME AND EXPENDITURE ACCOUNT
for the year ended 31 March 2021

	2021 £	2020 £
INCOMING RESOURCES		
Fund raising	70,657	343,491
Grants	471,941	194,493
Donations	2,116	3,858
Rental income and room hire	20,450	21,250
Interest	61	79
	<u>565,225</u>	<u>563,171</u>
GENERATING FUNDS		
Publicity and marketing	455	4,842
	<u>455</u>	<u>4,842</u>
COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY OBJECTS		
Wages and salaries	325,306	385,276
Rent and property costs	21,573	29,201
Venue hire	700	4,290
Telephone and postage	2,406	2,558
Office expenses	242	1,554
Training	(70)	4,060
Consultancy and professional fees	22,423	48,024
Travel expenses	224	8,096
Motor expenses	1,519	8,820
Accommodation	-	27,537
Subsistence	-	4,337
Insurance	8,906	10,855
Staging	144	507
Sundry expenses	295	4,800
Depreciation	4,105	4,563
Surplus on disposals	(1,036)	-
	<u>386,737</u>	<u>544,478</u>
GOVERNANCE COSTS		
Accountancy	4,200	3,000
Audit	2,280	1,980
	<u>6,480</u>	<u>4,980</u>
NET SURPLUS FOR THE YEAR	<u>171,553</u>	<u>8,871</u>

This page does not form part of the statutory financial statements.