

**THE INSTITUTE OF CONTEMPORARY  
ARTS LIMITED**

**(A Company Limited by Guarantee)**

**REPORT OF THE COUNCIL AND  
CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2008**

**Company No. 444351**

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COMPANIES HOUSE

**PKF (UK) LLP**

**THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
(A Company Limited by Guarantee)  
**REPORT OF THE COUNCIL AND CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2008**

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**THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
(A Company Limited by Guarantee)  
**REPORT OF THE COUNCIL**

**LEGAL AND ADMINISTRATIVE DETAILS**

The Institute of Contemporary Arts Limited (the "ICA" or the "Company") is a registered company limited by guarantee (registered in England number 444351) and is a charity registered with the Charity Commissioners (number 236848). The registered address is 12 Carlton House Terrace, London SW1Y 5AH.

**Advisers**

Bankers

Barclays Bank  
London Corporate Banking  
50 Pall Mall  
PO Box No 15161R  
London  
SW1A 1QA

Auditors

PKF (UK) LLP  
Farringdon Place  
20 Farringdon Road  
London  
EC1M 3AP

**DIRECTORS**

The Directors who held office during the year and to the date of approval of the financial statements were as follows:

A Ahmed  
L Appignanesi (retired November 07)  
B Charone (appointed June 07)  
D Goulandris  
J Henry (retired November 07)  
S Levinson (appointed July 07)  
T Marlow  
T Ross (appointed Oct 07)  
H Rothschild (appointed Aug 07)  
J Sandelson (appointed Oct 07, resigned Oct 08)  
J Scroggs  
I Stewart (retired November 07)  
A Taylor \*  
G Tyrrell  
R Verjee  
A Warren\* (retired November 07)  
A Yentob, *Chairman*

\* indicates membership of the finance sub-committee during the year.

Directors are also members of the ICA Council, the principal governing body of the ICA (the "Council").

None of the Directors who held office at the end of the financial year had any interest in the Company.

The Directors have delegated the responsibility for the management of the Company's activities to a Managing Director (Guy Perricone – appointed August 2005) and an Artistic Director (Ekow Eshun – appointed May 2005)

A resolution for the reappointment of PKF (UK) LLP will be proposed at the forthcoming annual general meeting.

# **THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**

**(A company limited by Guarantee)**  
**REPORT OF THE COUNCIL**

The ICA presents its annual report and the audited financial statements of the group for the year ended 31 March, 2008.

The ICA is a company limited by guarantee and a registered charity. The mission of the ICA is to remain the major showcase within the UK for the development and presentation, to as wide a range of audiences as possible, of innovative and contemporary arts and new ways of thinking about and experiencing culture. All of its activities are educationally driven, although there is additionally a strongly identified discrete education programme.

Governance of the ICA is vested in the Council, whose members are the Directors of the Company ("Council Members"). Council Members are re-elected every three years. Prospective Council Members are identified by existing Council Members acting in a sub-committee, or may be referred to the ICA by outside parties. Candidates are interviewed by a selection of existing Council Members and are required to attend at least one meeting of the Council as a guest. Appointments are made at meetings of the Council by a simple majority of votes cast. New Council Members are provided an induction into the Company by the senior management of the ICA.

## **SUPPORT FROM FUNDING BODIES AND OTHER PARTNERS**

The ICA remains grateful to Arts Council England and Westminster City Council for their continuing support, as well as to the corporations, trust funds and public sector bodies who contributed funds to projects during the year. In particular, the ICA acknowledges the generous support of Sony Ericsson for their support of *All Tomorrow's Pictures* in May-June 2007, to iTunes for their support of the *iTunes Festival* in July 2007, and to InBev for their support of *Beck's Fusions* in September 2007 in Trafalgar Square. The ICA also thanks its corporate members and individual patrons for their invaluable support throughout the year.

Recognition must also be given to the ICA's staff, without whose continuing dedication the achievement of the ICA's our objectives would not be possible.

## **RISK MANAGEMENT**

The Council undertakes an ongoing assessment of the significant risks to which the ICA is exposed. Such risks may be of a financial or non-financial nature. The risk assessment process identifies existing strategies in place to minimise those risks, together with further action that needs to be taken. As part of a risk management strategy the Council will:

- continue to review the risks and the progress made in implementing systems to mitigate those risks; and
- enhance procedures as appropriate, and as part of the formal risk management process, which are likely to minimise any potential impact on the ICA should any of the identified risks materialise.

A risk assessment schedule is prepared for, and reviewed by, the Council at each Council meeting.

## **SUMMARY OF OBJECTS AND PRINCIPAL ACTIVITIES**

The objects for which the Company is established are to promote the education of the community by encouraging the understanding, appreciation and development of the arts generally and particularly of contemporary art. The principal activity of the Company is that of presenting exhibitions, film, performance - both digital and live, talks and conferences and an educational programme, all in the field of contemporary arts and culture. The ICA employs a full-time and part-time staff, all on a paid basis. There are no volunteers, although occasional use is made of short-term interns who receive no salary but do receive expenses.

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

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REPORT OF THE COUNCIL

## REVIEW OF THE YEAR

The year 2007/08 was the second full year of operation for the new senior management team of the ICA which assumed its responsibilities in the course of 2005/06. During the year, there were no changes to this senior management team, consisting of the Artistic Director, Managing Director, Development Director (who returned from maternity leave), Communications Director and Finance Director.

Senior management had identified a number of key objectives for the year 2007/08. These are set out below, together with a brief assessment of performance against these objectives.

### Increasing Visitor Figures and Audience Diversity

ICA visitor figures for 2007/8 were 402,234. While this represented a drop from the previous year's total of 447,846 it should be noted that there is an overall, very positive trend in progress. Figures for 2005/06 were 351,488 with lesser audience numbers for previous years. Since 2005/06 then, visitor numbers have risen 15%.

That growth is also reflected by an increase in annual membership from 4,909 in 2006/07 to 5,808 in 2007/08.

It is also mirrored by a very significant rise in web visitor figures, following the launch of a new ICA website in September 2006. The new site attracted 1.7 million unique users in 2007/08, compared to roughly 350,000 in the prior year.

With major offsite events such as *Beck's Fusions* in Trafalgar Square attracting large crowds and a new Education programme (see below) aimed at schoolchildren, families, vulnerable/at risk individuals and family groups, the ICA is also working hard to ensure that the growth in its numbers is also matched by a diverse socio-economic and ethnic demographic spread.

### Maintaining the Highest Level of Artistic Quality

2007/08 represented the first full year in which senior management were able to exercise full control over the artistic programme, as opposed to honouring inherited commitments. Senior management believe this has brought a renewed clarity to the artistic programme.

The ICA's artistic focus is on presenting work from young and emergent visual artists from Britain and abroad, while also bringing to light the most urgent new national and international developments in ideas and cultural practice.

The emphasis throughout is on reflecting upon, and setting, the cultural agenda, rather than simply following in its wake. This necessitates a level of institutional risk for the ICA, when it comes to working with arts practitioners around whom a critical consensus has not yet formed. However, the ICA believes that its function is precisely to take risks as an institution and to constantly be seeking to break new ground in the presentation of work and ideas.

Bringing greater definition to the programme has led to positive results with the ICA programme - across all art forms - drawing consistent critical acclaim and acknowledgment of a renewed level of artistic quality. Media attention reached an unprecedented level through 2007/08, with the ICA achieving a PR value of approximately £36 million from the coverage (figures calculated by International Press Cuttings Bureau).

Particular highlights are outlined below by art form:

Visual Arts The Visual Arts programme during the year focused on emergent artists and new directions in artistic practice, leading to a number of critically lauded shows including solo exhibitions by the Italian born, London-based artist Enrico David and the photographer Peter Hujar. Group shows included *The Secret Public*, *Memorial to the Iraq War*, *Double Agent* and *Insider Art: Art from the Koestler Awards Scheme*.

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## REPORT OF THE COUNCIL

- Live Arts The Live Arts programme produced a number of notable, and critically lauded, events during the year. These included *Fallujah* (a play based on the testimony of US soldiers and Iraqi civilians involved in the siege of Fallujah in 2004), *Concerto for Voice and Machinery II* (a re-enactment of an infamous gig at the ICA in 1984 by German industrial noise band Einstürzende Neubauten) and the *Death of Peter Fechter* (a thought-provoking live re-enactment of the death of a young man trying to cross the Berlin Wall in 1962).
- Talks The Talks programme brought together important thinkers, writers and artists working across the world for high-level debate and insight into the changing ideas and movements informing contemporary culture. Highlights included a year-long series, *60 Years of Curating*, charting major movements in curatorial practice since the ICA's inception in 1947, and featuring many of Britain's leading art academics and curators. Other speakers during the year included Martin Amis, Shere Hite, Vivienne Westwood, Peter Greenaway and David Hare.
- Music The ICA staged a series of breakthrough performances by important and much talked-about young performers, including M.I.A., MGMT and Yeasayer. In addition, the ICA staged two major music events that attracted significant popular attention. The *iTunes Festival* consisted of 31 nights of free live music throughout July featuring more than 60 acts, including Amy Winehouse, Editors, Jack Penate and Paul McCartney. *Beck's Fusions* consisted of a series of live art and music events across the UK, uniting leading musical and artistic talent to create original and inspiring performance and multi-media art installations. In London, a specially commissioned series of artists' films was shown for three days on screens in Trafalgar Square. The event culminated in a uniquely commissioned performance from the Chemical Brothers and United Visual Artists (UVA) for a free audience of 10,000 people.
- Cinema ICA Cinema generated high praise for consistently imaginative, bold and provocative programming. Films that drew particular attention were *I for India* and *Annie Leibovitz*, both very different but equally powerful portraits. *Our Daily Bread* was another example of a politically significant and thought-provoking documentary for which the ICA is renowned. *Blame it on Fidel* told the story of a nine-year girl whose bourgeois world is turned upside down when her parents become political activists. The *Yacoubian Building* was an adaptation of a best-selling novel, set in modern Cairo. A number of successful films, including *I for India*, *Blame it on Fidel* and the *Yacoubian Building*, were acquired by ICA Films, the ICA's film distribution entity.

### Reviewing and Monitoring Organisational development

The new organisational structure implemented in June 2006 has worked well throughout the year. A new senior management team has been established, consisting of the Artistic, Managing, Development, Communications and Finance directors. Regular departmental meetings ensure that internal communications are optimised, and progress on relevant matters is monitored. Senior management have also sought to delegate more responsibility to other members of staff, in order to improve efficiency and also as a means of enhancing personal development. It had been planned to recruit a dedicated Human Resources officer in the course of 2007/08: this was delayed due to budgetary concerns, although this position will be filled in July 2008.

With regard to governance issues, a Governance Code was adopted by the ICA's governing body, the Council, in 2006/07. A risk assessment schedule is prepared and reviewed at each Council Meeting. With regard to the composition of the Council, a number of Council Members retired during the year, and new Members were appointed, ensuring the Council remains vibrant and engaged. Although more female Council Members have been appointed, greater representation of minorities on the Council still remains a target.

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## **REPORT OF THE COUNCIL**

### **Encouraging Participation by the Community and Young People**

Following the recruitment of a new Director of Learning in May 2007, a new Learning and Education strategy has been developed. This strategy is informed and delivered by practicing artists, and strives to develop long-term partnerships with both individuals and groups, nurturing an interest and appreciation of the creative process, broadening engagement within the contemporary arts. The programme consists of three key strands:

- Schools and Colleges
- Community Outreach
- Family Learning

Each strand is designed to target and nurture relationships with otherwise underrepresented audience groups. Each ICA exhibition is accompanied by a networking event for teachers and online learning resources, linking the ICA's programme to the National Curriculum, encouraging class visits and participation in artists led projects. The strategy is directed in particular at the following audience groups: formal education (nursery, primary, secondary, HE and FE colleges), early years and families, vulnerable or at risk young people, the unemployed and older users.

### **Developing the Creative Networks Activity**

The main vehicle through which the ICA's activity in the creative networks has been channelled has been the ICA Club. The ICA Club was established almost 10 years ago as a networking forum for all those with an interest in what was then a relatively new area. The ICA Club has existed as a semi-autonomous activity within the ICA, but with a distinct programme of events and a separate membership. In the first half of 2007/08, the Club continued its programme of events mainly based at the ICA. Despite the popularity of the ICA Club, senior management felt that after almost 10 years of operation, a new impetus was needed. From mid-2007, senior management began a review process, to assess the ICA Club's effectiveness and to identify how this could be enhanced.

As a result, in December 2007, it was decided to bring the ICA Club to a close. Senior management believed that the ICA should continue to support the creative industries, but this support should henceforward take a new direction. A new format has been developed for this activity, to be called "A-Frame". This initiative will be launched in the middle of 2008/09 and will take a more targeted approach to bringing together representatives of creative and commercial enterprise in a balanced way, to ensure that a valuable transfer of skills and expertise is achieved. Membership for A-Frame will be drawn from the ICA's contacts within the creative industries and from its corporate relationships. The Cultural Leadership Programme has agreed to provide financial support for A-Frame, and other sponsors are also being sought.

## **FINANCE**

In last year's report, the importance of restoring financial stability to the ICA was identified as one of the institutions highest overall priorities. The following strategies were identified as being key to this task:

- Strengthening the ICA's sustainable revenue sources (which include box office receipts, admission revenue, membership revenue and revenue from commercial activities)
- Developing attractive sponsorship and fundraising opportunities (which include special projects, and individual fundraising events)
- Maintaining a tight control over costs

These initiatives have had positive impact on the performance of the ICA in 2007/08, as reflected in the results below, and management believe they will continue to do so in the future. In particular, the Development function, which has only been fully effective for two years, has shown itself capable of devising and delivering large-scale sponsorship propositions which provide the ICA with important funding support as well as visibility. The ICA remains on a growth path, but this growth is being properly managed, and is not due to excessive increases in spending. Senior management are encouraged by these results, which provide the platform for further growth for the institution. While the financial position of the ICA has been stabilised on an operating basis, further funds are needed for investment, primarily in the building, as well as to strengthen the ICA's reserves

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### **Reserves**

It is the policy of the Council to hold reserves in funds designated for specific purposes as described below and to transfer any residual surpluses to the accumulated fund from time to time. It is the Council's intention to build the accumulated fund to a level considered adequate to sustain the core programme and other activities for a reasonable time in the event of any unanticipated reduction in support funding from the principal sources.

The ICA has made the following adjustments to its reserves in this financial year:

### **Designated capital fund**

The fund comprises grants and donations given to the ICA for capital projects. Depreciation on these assets is charged to the fund.

In the current year, £2,165 (2007: £7,926) of depreciation has been charged to the fund; £0 (2007: £0) of income has been added to the fund.

### **Maintenance Fund**

The Maintenance Fund is used to make an annual provision for the cost of redecoration and repairs to the exterior of 12 Carlton House Terrace. Redecoration takes place every four years and the ICA has a deposit account to ensure funds are earmarked for this specific purpose.

The work was completed in the current year and has impacted on the results for the year.

The next four-yearly decoration is expected to take place summer 2009. This year £40,000 (2007: £40,000) was transferred to the fund.

### **Stabilisation Fund**

The Stabilisation Fund was established out of the stabilisation grant awarded to the ICA in March 2000. Council has decided to maintain the fund to provide a measure of financial security and aims to replenish the fund when any amounts are used.

In the current year £13,792, (2006: £14,820) of interest was credited to the fund. Repayments of £26,667 (2007: £34,323) were transferred to the fund and interest of £2000 (2007: £0) was transferred from the fund

Depreciation of £26,835 (2007:£34,045) has also been charged to the fund.

### **Exhibition Development Fund**

The Exhibition Development Fund is designated to ensure that the proceeds from the 50th Anniversary Auction are applied to supporting the Exhibitions programme. Depreciation of £34,540 (2007:£34,551) has been charged to the fund.

### **Accumulated surplus**

The ICA charity has made an overall profit on its operating activities of £68,857 (2007: £91,881) of which £40,000 (2007: £40,000) has been transferred to the Maintenance Fund and £0 (2007:£0) has been released from the fund. £ 26,667(2007: £34,323) has been transferred to the Stabilisation Fund. Interest of £2,000 (2007: £0) has been transferred from the Stabilisation Fund, This has resulted in a carried forward loss of £215,374 (2007: loss of £219,564).

The ICA is confident that, as the strategies and policies developed and implemented by the management team continue to take effect and show results, including the continued development of relationships with funders and other partners, the ICA will meet its targets for the next financial year. A high level of financial control is being applied to all aspects of the ICA's activities, and the focus for the entire institution is to meet the goals of its budget for the year. The Council believes that the charity will remain able to meet the costs of expenditure planned for the programme in the year to March 2008.



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## RESULTS OF SUBSIDIARY COMPANIES

During this financial year ICA Direct Limited has made a profit of £544,112(2007: £955,651) and ICA Films Limited has made a profit of £2,780 (2007: profit of £2,512).

ICA Direct Limited comprises the ICA Bookshop and the ICA's Education programme. In addition, sponsorship income is channeled through ICA Direct. The Bookshop activities are primarily in support of the activities of the main charity, through the sale of books and journals related to contemporary cultural issues. Total income in ICA Direct was £875,576 (2007: £1,338,152) including £292,323 (2007: £339,571) from trading activities and £538,903 (2007: £950,843) from sponsorship. ICA Direct was able to gift aid £544,112 (2007: £955,650) to the charity during the year.

ICA Films Limited is closely related to the work of the cinema department in acquiring and distributing films by important but often unknown directors and enabling a theatrical and video release of these films in the UK. ICA Films was able to gift aid £2,780 (2006:£2,512) to the charity during the year.

## FUTURE PLANS

### Artistic Plans

Building on the critical and artistic successes of a refocused programme in 2007/08, the artistic agenda for 2008/09 will seek to address the fast changing contemporary cultural landscape of new art spaces, fairs and international biennales with a dynamic set of activities that highlights significant new figures and movements in cultural practice. The programme will be organised around by three key principles:

#### 1) The Presentation of New Work from Emerging Artists and Cultural Practitioners

In April 2008, this has included the critically acclaimed first UK solo show by rising young French artist Loris Greaud. Further works by emergent artists planned to follow in 2008/09 include solo shows by Italian artist Roberto Cuoghi (October 2008) and American artist Sean Snyder (March 2009).

#### 2) The Establishment of New and Innovative Formats for the Presentation of Work

From May to November 2008, the ICA is staging *Nought to Sixty*, an ambitious programme of exhibitions and events that, over the course of six months, presents solo projects by sixty emerging artists from Britain and Ireland. Throughout this period, there are new events staged every week, including one-off performances, talks and film screenings. *Nought to Sixty* is an attempt to rethink the presentation of art works within institutions. Instead of a static six week show, it offers a model of constant change and open interaction. In staging the exhibition, the ICA also seeks to establish itself as the locus for a forward-thinking community of artists, curators and arts participants attracted by the creative ambitions of the project. Ultimately, the intention is to build up a multi-faceted portrait of the new contemporary art scene in Britain and Ireland and bring a vital artist-led energy into the building.

#### 3) The Importance of Sharing Knowledge, Ideas and Information as Widely as Possible

As well as the staging of work, it is the ICA's responsibility to use the means at its disposal to expand participation in that work. From 2007/08 onwards, the ICA is committing to several different initiatives intended to engage new audiences from diverse cultural, ethnic and socio-economic backgrounds while also using its website to expand and deepen the knowledge exchange that takes place with its visitors. Some of those initiatives are:

- Downloadable education resources for schools and colleges, matching ICA exhibitions to the key stages in the national curriculum.
- Art education projects that span the Education and Exhibitions programmes, existing both through public events at the ICA and through ongoing activities that build distinct relationships with specific community groups.
- The archiving of ICA Talks and Performances. This is an ongoing project starting in 2007/08 to digitise the ICA's archive of talks and performances dating back to the 1970s and make them

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- freely available on the ICA's website. Through collaboration with the British Library Sound Archive, a significant number of talks will be available for streaming during 2009 with more to follow in the future.
- The launch of ICA TV in 2008/09, a web TV area within the ICA's website on which streamed content is available showing footage of ICA events and performances, plus website exclusive interviews with artists and performers. The online dissemination of content is an area the ICA is committed to expanding into the future as a way to share knowledge and information with a wider audience than ordinarily visits the ICA building. With unique website users already at 1.73 million for 2007/08, the ICA is establishing a significant online community for its activities.

## **Financial Plans**

The 2008/09 financial budget is designed to build on some of the foundations that have already been put in place in the past 24 months. For the past two years, the ICA has experienced significant growth while still balancing its books. The ICA has been able to control its costs tightly; the principal challenge in achieving the overall financial objective will be to drive revenues. This will require particular focus on:

- Increasing box office revenue
- Enhancing existing sustainable revenue streams/developing new sustainable revenue streams
- Continuing the growth in the Development function

A key financial event of the year 2008/09 was the 60<sup>th</sup> anniversary auction in October 2008. A number of leading artists whose careers have been influenced by the ICA have donated a piece of work to be auctioned on behalf of the ICA. The proceeds of the auction totalled £673,300 (prior to deduction of related costs).

In recent months, the effects of the current economic crisis have become more pronounced. The duration of this crisis remains uncertain, with most commentators agreeing it will prevail at least throughout the calendar year 2009. It is clear that the ICA is not immune to these effects, particularly with regard to the generation of revenues. As a result, it is anticipated that a deficit will be reported for the year 2008/09. Management and Council are addressing this situation as a matter of high priority, and are also working closely with Arts Council England to this end. Management expect the trading environment to remain very challenging for the ICA over the short-term. To meet these challenges, the ICA will need to maintain a very tight control over its cost base and reduce this where appropriate, while seeking to maximise all potential for revenue generation. Cash positions will also be closely monitored. Achieving a surplus for the year 2009/10 will be a key target, in order to strengthen the ICA's reserves. The draft budget prepared for the year 2009/10 reflects all of these objectives, and is designed to allow the ICA to navigate through these turbulent conditions.

## **Strategic Plans**

The 60<sup>th</sup> Anniversary has provided management of the ICA with an opportunity to review the overall progress of the institution in the three years since they assumed responsibility.

As mentioned above, the accelerating impact of the economic crisis has also intensified the need for very close management of the ICA's cost base. At the same time, revenue generation opportunities remain uncertain in the current climate. Against this economic background, management is currently undertaking a review of the artistic programme of the ICA, in full consultation with Council and Arts Council England with a view to ensuring that it remains relevant and dynamic within a competitive cultural environment, while also achieving financial stability within the boundaries established by the budget. Although it is not yet possible to say what the outcomes of this review will be, it can be anticipated that there may be some changes in how the ICA presents work to the public. This will mark an important development for the ICA as it enters its second 60 years as a public institution.

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These accounts have been prepared in accordance with the special provisions of Part VII of the Companies Act relating to small entities.

Signed on behalf of the Council



**A Yentob**  
Chairman

Date: 3rd April 2009.

**THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
**STATEMENT OF RESPONSIBILITIES OF THE COUNCIL**  
**YEAR ENDED 31 MARCH 2008**

Law applicable to incorporated charities in England and Wales requires the Council, who are also the Directors of the charity, to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity at the end of the year and of its financial activities during the year then ended. In preparing those financial statements, the Council are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in business.

The Council are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the applicable law. 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 Council are also responsible for ensuring that the Report of the Council and other information included in the annual report is prepared in accordance with Company Law in the United Kingdom.

Each of the Council members has confirmed that so far as they are aware, there is no relevant audit information of which the charity's auditors are unaware, and that they have taken all the steps that they ought to have taken as a Council member in order to make themselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

## **INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE INSTITUTE OF CONTEMPORARY ARTS**

We have audited the financial statements of the Institute of Contemporary Arts for the year ended 31 March 2008 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Company Balance Sheets, the Consolidated Cash Flow statement and the related notes. The financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. 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 auditors' 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.

### **Respective responsibilities of council members and auditors**

The responsibilities of the council members (who are also the directors of the charitable company for the purposes of company law) for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom accounting standards ('United Kingdom Generally Accepted Accounting Practice') are set out in the statement of Councils' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and have been properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the councils' report is not consistent with the financial statements, if the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and other transactions is not disclosed.

We read the Report of the Council and consider the implications for our report if we become aware of any apparent misstatements within it.

### **Basis of audit opinion**

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

### **Opinion**

In our opinion the financial statements:

- give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the group's and the charitable company's affairs as at 31 March 2008 and of their incoming resources and application of resources, including their income and expenditure, for the year then ended; and
- have been properly prepared in accordance with the Companies Act 1985; and
- information in the Report of Council is consistent with the financial statements.

London, UK

3 April 2009

*PKF (UK) LLP*

**PKF (UK) LLP**  
Registered auditors

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
THE INSTITUTE OF CONTEMPORARY ARTS**

**Emphasis of matter – Going concern**

In forming our opinion, which is not qualified, we have considered the adequacy of the disclosure made in note 1 (a) to the financial statements concerning the ICA's ability to continue as a going concern. These conditions, along with the other matters explained in note 1 (a) to the financial statements, indicate the existence of a material uncertainty which may cast doubt about the ICA's ability to continue as a going concern. The financial statements do not include the adjustments that would result if the ICA was unable to continue as a going concern. As confirmed in note 1(a), the Council and management are fully aware of this issue, and are currently working on plans to strengthen the ICA's financial position in the shorter and longer term

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

## (A Company Limited by Guarantee) CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account) YEAR ENDED 31 MARCH 2008

|  | <u>Note</u> | <u>General</u><br>£ | <u>Unrestricted funds</u><br><u>Designated</u><br>£ | <u>Capital</u><br>£ | <u>Restricted</u><br><u>funds</u><br>£ | <u>Total</u><br><u>2008</u><br>£ | <u>2007</u><br>£ |
|--|-------------|---------------------|---|---------------------|--|----------------------------------|------------------|
| <b>INCOMING RESOURCES</b>  |             |                     |   |                     |  |                                  |                  |
| Activities for generating funds                                    |             | 1,376,196           | -   | -                   | 276,963                                | 1,653,159                        | 1,548,631        |
| Voluntary income   |             | 703,129             | -   | -                   | 53,667                                 | 756,796                          | 970,046          |
| Incoming resources from charitable activities:                     |             |                     |   |                     |  |                                  |                  |
| - Programme activities   |             | 592,524             | -   | -                   | -                                      | 592,524                          | 540,060          |
| - Associated activities  |             | 830,393             | -   | -                   | -                                      | 830,393                          | 671,992          |
| Other incoming resources:  |             |                     |   |                     |  |                                  |                  |
| - Trading income   |             | 502,333             | -   | -                   | -                                      | 502,333                          | 460,072          |
| - Other income   |             | 650,839             | -   | -                   | 434                                    | 651,273                          | 600,556          |
| Investment income  |             | 131                 | 17,814  | -                   | -                                      | 17,945                           | 18,835           |
| <b>TOTAL INCOMING RESOURCES</b>                                    |             | <b>4,655,545</b>    | <b>17,814</b>                                       | <b>-</b>            | <b>331,064</b>                         | <b>5,004,423</b>                 | <b>4,810,192</b> |
| <b>LESS: COST OF GENERATING FUNDS</b>                              |             |                     |   |                     |  |                                  |                  |
| Trading expenses   |             | 523,066             | -   | -                   | -                                      | 523,066                          | 469,491          |
| <b>NET INCOMING RESOURCES AVAILABLE FOR CHARITABLE APPLICATION</b> |             | <b>4,132,479</b>    | <b>17,814</b>                                       | <b>-</b>            | <b>331,064</b>                         | <b>4,481,357</b>                 | <b>4,340,701</b> |
| <b>RESOURCES EXPENDED</b>  |             |                     |   |                     |  |                                  |                  |
| <b>Charitable activities</b>                                       |             |                     |   |                     |  |                                  |                  |
| Costs of activities in furtherance of the objects of the charity:  |             |                     |   |                     |  |                                  |                  |
| - Programme activities   | 3           | 3,636,271           | 61,374  | 2,165               | 287,313                                | 3,987,123                        | 3,966,574        |
| - Associated activities  | 3           | 289,668             | -   | -                   | -                                      | 289,668                          | 211,531          |
| Governance costs   | 3           | 127,130             | -   | -                   | -                                      | 127,130                          | 122,850          |
| Interest payable   | 6           | 10,553              | 39  | -                   | -                                      | 10,592                           | 6,837            |
| <b>TOTAL CHARITABLE EXPENDITURE</b>                                |             | <b>4,063,622</b>    | <b>61,413</b>                                       | <b>2,165</b>        | <b>287,313</b>                         | <b>4,414,513</b>                 | <b>4,307,792</b> |
| <b>TOTAL RESOURCES EXPENDED</b>                                    | 4           | <b>4,586,688</b>    | <b>61,413</b>                                       | <b>2,165</b>        | <b>287,313</b>                         | <b>4,937,579</b>                 | <b>4,777,283</b> |
| <b>NET INCOMING RESOURCES</b>                                      |             | <b>68,857</b>       | <b>(43,599)</b>                                     | <b>(2,165)</b>      | <b>43,751</b>                          | <b>66,844</b>                    | <b>32,909</b>    |
| Transfers between funds  | 16          | (64,667)            | 64,667  | -                   | -                                      | -                                | -                |
| <b>NET MOVEMENTS ON FUNDS</b>                                      |             | <b>4,190</b>        | <b>21,068</b>                                       | <b>(2,165)</b>      | <b>43,751</b>                          | <b>66,844</b>                    | <b>32,909</b>    |
| Total funds brought forward  |             | (228,461)           | 616,248   | 2,165               | 19,066                                 | 409,018                          | 376,109          |
| <b>TOTAL FUNDS CARRIED FORWARD</b>                                 | 16          | <b>(224,271)</b>    | <b>637,316</b>                                      | <b>-</b>            | <b>62,817</b>                          | <b>475,862</b>                   | <b>409,018</b>   |

There are no other recognised gains or losses other than those included in the Statement of Financial Activities.

All income and expenditure of the group is attributable to continuing activities.

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## BALANCE SHEETS

31 MARCH 2008

|  | <u>Notes</u> | <u>2008</u><br>£ | <u>Group</u><br><u>2007</u><br>£ | <u>2008</u><br>£ | <u>Charity</u><br><u>2007</u><br>£ |
|--|--------------|------------------|----------------------------------|------------------|------------------------------------|
| <b>FIXED ASSETS</b>                          |              |                  |                                  |                  |                                    |
| Tangible assets                              | 9            | 293,475          | 402,464                          | 292,935          | 398,598                            |
| <b>CURRENT ASSETS</b>                        |              |                  |                                  |                  |                                    |
| Stocks                                       | 11           | 100,651          | 102,344                          | -                | -                                  |
| Debtors                                      |              | 1,100,706        | 489,713                          | 954,664          | 427,132                            |
| Cash at bank and in hand                     |              | 431,928          | 730,962                          | 428,114          | 690,316                            |
|  |              | 1,633,285        | 1,323,019                        | 1,382,778        | 1,117,448                          |
| <b>CREDITORS</b>                             |              |                  |                                  |                  |                                    |
| Amounts falling due within one year          | 13           | (1,450,898)      | (1,316,465)                      | (1,190,954)      | (1,098,131)                        |
| <b>NET CURRENT ASSETS/LIABILITIES</b>        |              | 182,387          | 6,554                            | 191,824          | 19,317                             |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |              | 475,862          | 409,018                          | 484,759          | 417,915                            |
| <b>Represented by:</b>                       |              |                  |                                  |                  |                                    |
| <b>RESTRICTED FUNDS</b>                      | 16           | 62,817           | 19,066                           | 62,817           | 19,066                             |
| <b>DESIGNATED FUND - CAPITAL</b>             | 16           | -                | 2,165                            | -                | 2,165                              |
| <b>OTHER DESIGNATED FUNDS</b>                |              |                  |                                  |                  |                                    |
| Maintenance fund                             | 16           | 131,396          | 87,373                           | 131,396          | 87,373                             |
| Stabilisation fund                           | 16           | 505,920          | 494,335                          | 505,920          | 494,335                            |
| Exhibition development fund                  | 16           | -                | 34,540                           | -                | 34,540                             |
|  |              | 637,316          | 616,248                          | 637,316          | 616,248                            |
| <b>OTHER UNRESTRICTED FUNDS</b>              |              |                  |                                  |                  |                                    |
| General funds                                | 16           | (224,271)        | (228,461)                        | (215,374)        | (219,564)                          |
| <b>TOTAL FUNDS</b>                           | 16           | 475,862          | 409,018                          | 484,759          | 417,915                            |

These financial statements were approved by and authorised for issue the Council on 3rd April 2008<sup>9</sup> and were signed on its behalf by:

A Yentob  
Chairman





# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)  
CONSOLIDATED CASHFLOW STATEMENT  
31 MARCH 2008

|   | <u>Notes</u> | <u>2008</u> | <u>2007</u> |
|---|--------------|-------------|-------------|
|   |              | £           | £           |
| <b>Cash (outflow)/inflow from operating activities</b>                      | 20           | (364,816)   | (108,340)   |
| <b>Returns on investments and servicing of finance</b>                      |              |             |             |
| Interest received   |              | 17,945      | 18,835      |
| Interest paid   |              | (10,592)    | (6,837)     |
| <b>Net cash inflow from returns on Investments and servicing of finance</b> |              | 7,353       | 11,998      |
| <b>Capital expenditure and financial Investment</b>                         |              |             |             |
| Disposal of fixed asset   |              | -           | 250,000     |
| Purchase of tangible fixed assets   |              | (55,336)    | (129,972)   |
| <b>Net cash outflow for capital expenditure and financial investment</b>    |              | (55,336)    | 120,028     |
| <b>Increase/(Decrease) in cash</b>  |              | (412,799)   | 23,686      |
| <b>Reconciliation of net cashflow to movement in net funds</b>              |              |             |             |
| Change in net funds resulting from cashflows                                |              | (412,799)   | 23,686      |
| Net funds at 1 April 2007   |              | 562,418     | 538,732     |
| Net funds at 31 March 2008  | 21           | 149,619     | 562,418     |

**THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
(A Company Limited by Guarantee)  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2008**

**1 ACCOUNTING POLICIES**

**a) Accounting convention**

The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain fixed assets. They have been prepared in accordance with applicable accounting standards and in accordance with the Statement of Recommended Practice (SORP 2005) - Accounting and Reporting by Charities.

Going concern

At 31 March 2008, ICA had total group unrestricted reserves of £413,045, of which £293,475 is tied up in fixed assets, leaving £119,570 of free reserves. In the year to 31 March 2009, the Council estimates that the result for the year is likely to be a deficit potentially in excess of £110,000, which, if realised, would reduce free reserves to zero. As described in its report for the year, Council has carried out a rigorous review of the organisation in recent months and has implemented an action plan to manage ICA through the challenging times that prevail currently and to improve the financial position through the year ahead; the draft budgeted result for the year ending 31 March 2010 is a surplus in excess of £60,000.

The financial statements have been prepared on the going concern basis. This basis is dependant upon the achievement of a surplus for 2009/10, which the Council believes to be a realistic outcome which will enable the charity to meet its obligations as they fall due, and upon the continued support of its funders and its bankers

**b) Basis of consolidation**

The consolidated accounts include the accounts of the charity and its subsidiary undertakings, ICA Films Limited and ICA Direct Limited, both of which are wholly owned and registered in England and Wales.

**c) Grants**

Revenue grants are allocated equally across the year and applied to running costs and programming. Project specific grants are recognised in the year in which the project they relate to occurs, and matched to the associated expenditure.

The principal source of grant income is London Arts.

**d) Trading income**

Trading income represents the amount derived from the sale of ICA Films Ltd films to cinemas, the bar and café, and the sale of books and videos in the ICA Bookshop.

**e) Other incoming resources**

All other income is accounted for when it is receivable.

**f) Expenditure**

Costs of charitable comprises direct costs attributable to programme activities - presenting exhibitions, films, performances, talks and conferences and to associated activities. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of the resources. Cost of generating funds comprises those costs incurred in

# **THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**

**(A Company Limited by Guarantee)**

## **NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2008**

seeking voluntary contributions and in publicising the ICA and the cost of ICA's trading activities. Governance costs are those incurred in connection with the management of the charity's assets, organisational administration and compliance with constitutional and statutory requirements. Liabilities are recognised when there is an obligation to make payment as a result of past transactions or events.

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2008

### 1 ACCOUNTING POLICIES (continued)

#### b) Fixed assets and depreciation

- i) The cost of leasehold premiums paid to acquire long leasehold buildings is amortised over the unexpired term of the lease. Cost is included net of donations received to assist in the acquisition of the lease. Improvements to leasehold premises and other assets are depreciated as set out below:

|          |   |   |
|----------|---|---|
| 20%-33⅓% | - | plant and equipment, gallery lighting, office equipment, video equipment, soft furnishings, furniture and fixtures. |
| 10%      | - | theatre floor, heating, ventilation and alterations to cinema and bar   |
| 5%       | - | podium roof/leasehold improvement   |

- ii) Works of art owned by the ICA have not been capitalised as allowed by the SORP.

#### c) Stocks

Stocks represent goods for resale, stated at the lower of cost or net realisable value.

#### d) Operating leases

Rental charges for operating leases are charged to the statement of financial activities on a straight line basis over the life of the lease.

#### e) Pension scheme

Certain staff are members of a stakeholder scheme established by the ICA. The ICA makes no contributions to the scheme.

### 2 INCOMING RESOURCES

Income for the year represents amounts received in respect of grants, voluntary income, admission charges, catalogue sales, commission on the operation of the restaurant and the bar, rents receivable, sales of books and videos and the distribution of films through cinema, television and video sales. Income and expenditure carried out through trading subsidiaries are considered to fall substantially within the primary purposes of the charity.

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2008

### 3 RESOURCES EXPENDED

|                               | Unrestricted<br><u>funds</u><br>£ | Designated<br><u>fund</u><br>£ | Capital<br><u>fund</u><br>£ | Restricted<br><u>funds</u><br>£ | Total<br><u>2008</u><br>£ | Restated<br><u>2007</u><br>£ |
|-------------------------------|-----------------------------------|--------------------------------|-----------------------------|---------------------------------|---------------------------|------------------------------|
| <b>Charitable activities:</b> |                                   |                                |                             |                                 |                           |                              |
| <b>Programme activities</b>   |                                   |                                |                             |                                 |                           |                              |
| Cinema                        | 99,503                            | -                              | -                           | -                               | 99,503                    | 95,206                       |
| Exhibitions                   | 222,687                           | -                              | -                           | 42,295                          | 264,982                   | 541,895                      |
| Performing arts               | 53,355                            | -                              | -                           | -                               | 53,355                    | 136,430                      |
| Talks                         | 6,716                             | -                              | -                           | -                               | 6,716                     | 13,123                       |
| Education                     | -                                 | -                              | -                           | 10,650                          | 10,650                    | 12,528                       |
| Other projects                | -                                 | -                              | -                           | 59,686                          | 59,686                    | 12,010                       |
| Marketing                     | 193,447                           | -                              | -                           | 9,462                           | 202,909                   | 232,089                      |
| New media                     | 9,706                             | -                              | -                           | -                               | 9,706                     | 50,510                       |
| Salaries                      | 1,915,599                         | -                              | -                           | 151,988                         | 2,067,587                 | 1,924,804                    |
| Administration                | 320,432                           | -                              | -                           | 13,232                          | 333,664                   | 285,049                      |
| Overheads                     | 340,870                           | 61,374                         | 2,165                       | -                               | 404,409                   | 404,216                      |
| Development                   | 346,666                           | -                              | -                           | -                               | 346,666                   | 157,566                      |
| Music                         | 127,290                           | -                              | -                           | -                               | 127,290                   | 101,148                      |
|                               | <b>3,636,271</b>                  | <b>61,374</b>                  | <b>2,165</b>                | <b>287,313</b>                  | <b>3,987,123</b>          | <b>3,966,574</b>             |
| <b>Associated activities</b>  |                                   |                                |                             |                                 |                           |                              |
| Exhibition/Performance cats   | 44,875                            | -                              | -                           | -                               | 44,875                    | 41,929                       |
| Membership                    | 2,787                             | -                              | -                           | -                               | 2,787                     | 4,899                        |
| Hire                          | 10,643                            | -                              | -                           | -                               | 10,643                    | 12,466                       |
| Salaries                      | 175,973                           | -                              | -                           | -                               | 175,973                   | 128,003                      |
| Administration                | 53,301                            | -                              | -                           | -                               | 53,301                    | 22,542                       |
| Overheads                     | 2,089                             | -                              | -                           | -                               | 2,089                     | 1,692                        |
|                               | <b>289,668</b>                    | <b>-</b>                       | <b>-</b>                    | <b>-</b>                        | <b>289,668</b>            | <b>211,531</b>               |
| <b>Governance Costs</b>       |                                   |                                |                             |                                 |                           |                              |
| Salaries                      | 59,471                            | -                              | -                           | -                               | 59,471                    | 51,980                       |
| Administration                | 22,178                            | -                              | -                           | -                               | 22,178                    | 22,229                       |
| Overheads                     | 35,291                            | -                              | -                           | -                               | 35,291                    | 33,511                       |
| Legal and professional fees   | -                                 | -                              | -                           | -                               | -                         | -                            |
| Audit fees                    | 10,190                            | -                              | -                           | -                               | 10,190                    | 15,130                       |
| <b>Total Governance Costs</b> | <b>127,130</b>                    | <b>-</b>                       | <b>-</b>                    | <b>-</b>                        | <b>127,130</b>            | <b>122,850</b>               |

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2008

### 4 TOTAL RESOURCES EXPENDED

| GROUP                 | Staff<br>Costs<br>£ | Depreciation<br>£ | Other<br>costs<br>£ | Total<br>2008<br>£ | Restated<br>2007<br>£ |
|-----------------------|---------------------|-------------------|---------------------|--------------------|-----------------------|
| Programme activities  | 2,067,587           | 160,998           | 1,758,538           | 3,987,123          | 3,966,574             |
| Associated activities | 175,973             | -                 | 113,695             | 289,668            | 211,531               |
| Governance Costs      | 59,471              | -                 | 67,659              | 127,130            | 122,850               |
| Interest payable      | -                   | -                 | 10,592              | 10,592             | 6,837                 |
| Trading expenses      | 156,908             | 3,327             | 362,831             | 523,066            | 469,491               |
| <b>Total 2007</b>     | <b>2,459,939</b>    | <b>164,325</b>    | <b>2,313,315</b>    | <b>4,937,579</b>   | <b>4,777,283</b>      |
| <b>Total 2006</b>     | <b>2,213,171</b>    | <b>173,195</b>    | <b>2,390,917</b>    | <b>4,777,283</b>   |                       |

In the current financial year, the proportion of staff and support costs relating to governance has been reassessed and the comparative figures for governance and other charitable activities have been restated accordingly. The differences between the costs as originally stated and as restated are not material.

### 5 STAFF COSTS

|                       | 2008<br>£        | Group<br>2007<br>£ |
|-----------------------|------------------|--------------------|
| Wages and salaries    | 2,238,695        | 2,014,209          |
| Social security costs | 221,244          | 198,962            |
|                       | <b>2,459,939</b> | <b>2,213,171</b>   |

The average number of persons employed by the group (including directors and contracted staff) during the year was 103 (2007: 99).

The number of employees with emoluments over £60,000 during the year was:

|                   | 2008 | 2007 |
|-------------------|------|------|
| £50,001 - £60,000 | -    | 3    |
| £60,001 - £70,000 | 3    | 2    |
| £70,001 - £80,000 | 2    | -    |

None of the directors received any emoluments or reimbursement of expenses in the year (2007: £Nil).

### 6 INTEREST PAYABLE AND SIMILAR CHARGES

|  | 2008<br>£ | 2007<br>£ |
|--|-----------|-----------|
| On bank loans, overdrafts and other loans wholly payable within five years | 10,592    | 6,837     |

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2008

### 7 NET OUTGOING RESOURCES

|  | <u>2008</u><br>£ | <u>Group</u><br><u>2007</u><br>£ |
|--|------------------|----------------------------------|
| Net outgoing resources is stated after charging: |                  |                                  |
| Audit fees                                       | 17,680           | 23,130                           |
| Other fees – taxation etc                        | 6,855            | 2,525                            |
| Depreciation of tangible fixed assets            | 164,325          | 173,195                          |

#### Indemnity insurance

The charity paid £1,169 (2007: £1,559) to provide insurance for the Trustees and senior staff to indemnify them against the consequences of any neglect or default on their part.

### 8 TAXATION

The charity is a registered charity and not subject to tax on income falling within the exemptions provided by Section 505 of the Taxes Act 1988. The subsidiaries covenant their taxable profits to the charity and hence there is no charge to taxation within the group.

### 9 TANGIBLE FIXED ASSETS

#### GROUP

|                          | <u>Long<br/>leasehold<br/>buildings</u><br>£ | <u>Improvements<br/>to leasehold<br/>buildings</u><br>£ | <u>Fixtures<br/>and<br/>fittings</u><br>£ | <u>Furniture<br/>and<br/>equipment</u><br>£ | <u>Total</u><br>£ |
|--------------------------|--|---|---|---|-------------------|
| <b>Cost or valuation</b> |  |   |   |   |                   |
| At 1 April 2007          | 150,000                                      | 226,538   | 1,097,240                                 | 613,206                                     | 2,086,984         |
| Additions                | -  | -   | 9,791                                     | 45,545                                      | 55,336            |
| At 31 March 2008         | <b>150,000</b>                               | <b>226,538</b>  | <b>1,107,031</b>                          | <b>658,751</b>                              | <b>2,142,320</b>  |
| <b>Depreciation</b>      |  |   |   |   |                   |
| At 1 April 2007          | 17,912                                       | 182,434   | 955,731                                   | 528,443                                     | 1,684,520         |
| Charge for the year      | 2,239  | 11,027  | 92,089                                    | 58,970                                      | 164,325           |
| At 31 March 2008         | <b>20,151</b>                                | <b>193,461</b>  | <b>1,047,820</b>                          | <b>587,413</b>                              | <b>1,848,845</b>  |
| <b>Net book amounts</b>  |  |   |   |   |                   |
| At 31 March 2008         | <b>129,849</b>                               | <b>33,077</b>   | <b>59,211</b>                             | <b>71,338</b>                               | <b>293,475</b>    |
| At 31 March 2007         | 132,088                                      | 44,104  | 141,509                                   | 84,763                                      | 402,464           |

**THE INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
(A Company Limited by Guarantee)  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2008**

**9 TANGIBLE FIXED ASSETS (continued)**

**CHARITY**

|                          | <u>Long<br/>leasehold<br/>buildings</u><br>£ | <u>Improvements<br/>to leasehold<br/>buildings</u><br>£ | <u>Fixtures<br/>and<br/>fittings</u><br>£ | <u>Furniture<br/>and<br/>equipment</u><br>£ | <u>Total</u><br>£ |
|--------------------------|--|---|---|---|-------------------|
| <b>Cost or valuation</b> |  |   |   |   |                   |
| At 1 April 2007          | 150,000                                      | 226,538   | 1,094,970                                 | 596,286                                     | 2,067,794         |
| Additions                | -  | -   | 9,791                                     | 45,545                                      | 55,336            |
|                          | <hr/>  | <hr/>   | <hr/>                                     | <hr/>                                       | <hr/>             |
| At 31 March 2008         | <b>150,000</b>                               | <b>226,538</b>  | <b>1,104,761</b>                          | <b>641,831</b>                              | <b>2,123,130</b>  |
|                          | <hr/>  | <hr/>   | <hr/>                                     | <hr/>                                       | <hr/>             |
| <b>Depreciation</b>      |  |   |   |   |                   |
| At 1 April 2007          | 17,912                                       | 182,434   | 952,187                                   | 516,663                                     | 1,669,196         |
| Charge for the year      | 2,239  | 11,027  | 88,763                                    | 58,970                                      | 160,999           |
|                          | <hr/>  | <hr/>   | <hr/>                                     | <hr/>                                       | <hr/>             |
| At 31 March 2008         | <b>20,151</b>                                | <b>193,461</b>  | <b>1,040,950</b>                          | <b>575,633</b>                              | <b>1,830,195</b>  |
|                          | <hr/>  | <hr/>   | <hr/>                                     | <hr/>                                       | <hr/>             |
| <b>Net book amounts</b>  |  |   |   |   |                   |
| At 31 March 2008         | <b>129,849</b>                               | <b>33,077</b>   | <b>63,811</b>                             | <b>66,198</b>                               | <b>292,935</b>    |
|                          | <hr/>  | <hr/>   | <hr/>                                     | <hr/>                                       | <hr/>             |
| At 31 March 2007         | 132,088                                      | 44,104  | 142,783                                   | 79,623                                      | 398,598           |
|                          | <hr/>  | <hr/>   | <hr/>                                     | <hr/>                                       | <hr/>             |

**GROUP AND CHARITY**

Furniture and equipment at cost or valuation includes computers donated by Sun Microsystems valued by the directors at £90,293 (2007: £90,293) and with a net book value of £nil (2007: £nil). The directors valuation is based, in accordance with the Statement of Recommended Practice, on their estimate of the value of the equipment to the charity.

**10 INVESTMENT IN SUBSIDIARY UNDERTAKINGS**

|                            | <u>2008</u><br>£ | <u>2007</u><br>£ |
|----------------------------|------------------|------------------|
| Investment at market value | -                | -                |
|                            | <hr/>            | <hr/>            |

The company owns the entire issued share capital of ICA Films Limited and ICA Direct Limited. The investment represents 2 ordinary shares of £1 each in ICA Films Limited and ICA Direct Limited respectively. Both companies are registered in the United Kingdom. The principal activity of ICA Films Limited is the acquisition and distribution of films for theatrical, television and video release. The principal activity of ICA Direct Limited is that of a bookshop and the ICA's exhibition programme.



# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2008

### 10 INVESTMENT IN SUBSIDIARY UNDERTAKINGS (continued)

Financial information relating to the subsidiaries is set out below:

|   | <u>2008</u><br>£ | <u>2007</u><br>£ |
|---|------------------|------------------|
| ICA Films Limited   |                  |                  |
| Aggregate capital and reserves                            | (3,126)          | (3,126)          |
| Profit/(loss) for the year (after payment under gift aid) | -                | -                |
| ICA Direct Limited  |                  |                  |
| Aggregate capital and reserves                            | (5,771)          | (5,771)          |
| Profit for the year (after payment under gift aid)        | -                | -                |

### 11 STOCKS

|                 | <u>2008</u><br>£ | <u>Group</u><br><u>2007</u><br>£ |
|-----------------|------------------|----------------------------------|
| Bookshop stocks | 100,651          | 102,344                          |

### 12 DEBTORS

|                                   | <u>2008</u><br>£ | <u>Group</u><br><u>2007</u><br>£ | <u>2008</u><br>£ | <u>Charity</u><br><u>2007</u><br>£ |
|-----------------------------------|------------------|----------------------------------|------------------|------------------------------------|
| Trade debtors                     | 552,470          | 311,020                          | 271,062          | 163,861                            |
| Amounts owed by group undertaking | -                | -                                | 336,347          | 176,042                            |
| Other debtors                     | 13,868           | 11,771                           | 13,868           | 10,909                             |
| Prepayments and accrued income    | 534,368          | 166,922                          | 333,387          | 76,320                             |
|                                   | <u>1,100,706</u> | <u>489,713</u>                   | <u>954,664</u>   | <u>427,132</u>                     |

### 13 CREDITORS

#### Amounts falling due within one year

|  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| Bank overdraft                         | 282,309          | 168,544          | 261,665          | 168,165          |
| Trade creditors                        | 342,802          | 379,096          | 285,236          | 331,740          |
| Taxation and social security           | 123,767          | 63,760           | 117,681          | 60,858           |
| Other creditors                        | 44,594           | 46,579           | 44,594           | 46,579           |
| Amount owed to group undertaking       | -                | -                | -                | 20,331           |
| Accruals and deferred income (Note 14) | 657,426          | 658,486          | 481,778          | 470,458          |
|  | <u>1,450,898</u> | <u>1,316,465</u> | <u>1,190,954</u> | <u>1,098,131</u> |

The overdraft is secured by a charge over the leasehold premises.

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2008

### 14 ACCRUALS AND DEFERRED INCOME

|                                       | <u>Group</u><br><u>2008</u><br>£ | <u>Charity</u><br><u>2008</u><br>£ |
|---------------------------------------|----------------------------------|------------------------------------|
| <b>Deferred income:</b>               |                                  |                                    |
| Balance at 1 April 2007               | 248,434                          | 133,951                            |
| Amount released to incoming resources | (1,040,252)                      | (749,429)                          |
| Amount deferred in the year           | 949,861                          | 724,439                            |
|                                       | <hr/>                            | <hr/>                              |
| Balance at 31 March 2008              | 158,043                          | 108,961                            |
| Accruals                              | 499,383                          | 372,817                            |
|                                       | <hr/>                            | <hr/>                              |
|                                       | <b>657,426</b>                   | <b>481,778</b>                     |
|                                       | <hr/>                            | <hr/>                              |

### 15 SHARE CAPITAL

The company is limited by guarantee and has no share capital. The liability of the directors of the company is limited to £1 each.

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2008

### 16 MOVEMENT IN FUNDS

| GROUP                           | Balance<br>1 April<br>2007<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfers<br>and<br>designations<br>£ | Balance<br>31 March<br>2008<br>£ |
|---------------------------------|---------------------------------|----------------------------|----------------------------|---------------------------------------|----------------------------------|
| <b>Restricted Funds:</b>        |                                 |                            |                            |                                       |                                  |
| Staff training programme        | -                               | -                          | -                          | -                                     | -                                |
| World Cinema fund               | 19,066                          | -                          | -                          | -                                     | 19,066                           |
| Westminster City Council        | -                               | 40,667                     | (40,667)                   | -                                     | -                                |
| London Development Agency       | -                               | 24,206                     | (24,206)                   | -                                     | -                                |
| ACE                             | -                               | 212,757                    | (212,757)                  | -                                     | -                                |
| Cinema Refurbishment            | -                               | 53,434                     | (9,683)                    | -                                     | 43,751                           |
|                                 | 19,066                          | 331,064                    | (287,313)                  | -                                     | 62,817                           |
| <b>Unrestricted Funds:</b>      |                                 |                            |                            |                                       |                                  |
| <b>Capital fund</b>             | 2,165                           | -                          | (2,165)                    | -                                     | -                                |
| <b>Other designated funds</b>   |                                 |                            |                            |                                       |                                  |
| Maintenance fund                | 87,373                          | 4,023                      | -                          | 40,000                                | 131,396                          |
| Stabilisation fund              | 494,335                         | 13,792                     | (26,873)                   | 24,667                                | 505,920                          |
| Exhibition development fund     | 34,540                          | -                          | (34,540)                   | -                                     | -                                |
| <b>Total designated funds</b>   | 616,248                         | 17,814                     | (61,413)                   | 64,667                                | 637,316                          |
| <b>General funds</b>            | (228,461)                       | 4,655,545                  | (4,586,688)                | (64,667)                              | (224,271)                        |
| <b>Total unrestricted funds</b> | 389,952                         | 4,673,359                  | (4,650,266)                | -                                     | 413,045                          |
| <b>Total funds</b>              | 409,018                         | 5,004,423                  | (4,937,579)                | -                                     | 475,862                          |

£

The accumulated surplus is represented by:

|  |                |
|--|----------------|
| Retained by The Institute of Contemporary Arts | 484,759        |
| Retained by subsidiary undertakings            | (8,897)        |
|  | <b>475,862</b> |

**INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
(A Company Limited by Guarantee not having a Share Capital)  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2008**

**16 MOVEMENT IN FUNDS (continued)**

**RESTRICTED FUNDS**

**Staff Training Programme**

In 2001 the Arts Council of England awarded a grant of £30,000 for staff training.

**World Cinema Fund**

In 2001 London Arts awarded £50,000 for the promotion and distribution of World Cinema. Each year, and where appropriate, the ICA makes advances to ICA Films to purchase and show films under the terms of this award. Surpluses from films purchased by ICA Films with this grant are passed back to ICA under gift aid and reinvested in this fund.

**Westminster City Council**

Westminster City Council awarded £40,667 for the promotion of educational achievement by way of a provision by ICA of artistic and educational sciences for the residents of Westminster City Council.

**London Development Agency (LDA)**

LDA contributed £24,206 for the Networking of the ICA Club

**Arts Council**

Arts Council contributed £9,462 for the re-design of the website. It also contributed £42,205 to the exhibition programme, £131,000 to the Cultural Leadership programme, and £30,000 to A Frame.

**Cinema refurbishment**

The ICA was successful in its application for a grant of £200,000 from the Arts Council for 'Refurbishment and programming expansion of ICA screening facilities'. £40,000 of this grant was drawn down in the year to 31 March 2008. Conditions attaching to this funding require the ICA to contribute in part towards this project.

A further £13,000 has been received towards the refurbishment of the cinema.

**UNRESTRICTED FUNDS**

**Capital fund**

This fund comprises grants and donations given to the ICA for capital projects. Depreciation on the assets is charged to the fund.

**Maintenance Fund**

The Maintenance Fund is used to make an annual provision for the cost of the four yearly redecoration and repairs to the exterior of 12 Carlton House Terrace. The ICA has a deposit account to ensure funds are earmarked for this specific purpose. Redecoration took place in the year ended 31 March 2007.

**Stabilisation Fund**

The Stabilisation Fund is for the purpose of developing the ICA and was set up after the ICA was awarded a Stabilisation grant from the Arts Council. The fund can be used to buy assets or to finance projects for the development of the ICA. Any use of funds has to be agreed by the ICA Council and the amount used needs to be transferred back to the fund over an agreed period of time.

**Exhibition Development Fund**

The Exhibition Development Fund was designated in 1999 to ensure that the proceeds from the 50th Anniversary Auction are applied to supporting the Exhibitions programme. A committee has been established to determine how the capital and interest earned on it will be spent.

**INSTITUTE OF CONTEMPORARY ARTS LIMITED**  
**(A Company Limited by Guarantee not having a Share Capital)**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2008**

**17 ANALYSIS OF NET ASSETS BY FUNDS - GROUP**

|                      | <u>Restricted<br/>funds</u><br>£ | <u>Maintenance<br/>fund</u><br>£ | <u>Stabilisation<br/>fund</u><br>£ | <u>Accumulated<br/>deficit</u><br>£ | <u>Total</u><br>£ |
|----------------------|----------------------------------|----------------------------------|------------------------------------|-------------------------------------|-------------------|
| Fixed assets         |                                  |                                  | 26,908                             | 266,567                             | 293,475           |
| Net current          | 62,817                           | 131,396                          | 479,012                            | (490,838)                           | 182,387           |
| assets/(liabilities) |                                  |                                  |                                    |                                     |                   |
|                      | <u>62,817</u>                    | <u>131,396</u>                   | <u>505,920</u>                     | <u>( 224,271)</u>                   | <u>475,862</u>    |

**18 RELATED PARTY TRANSACTIONS**

ICA Limited has two subsidiary companies, ICA Films Limited and ICA Direct Limited. Exemption has been taken from disclosing transactions with these companies, as the results for the year are incorporated into the consolidated accounts of The Institute of Contemporary Arts Limited.

Harbottle and Lewis provided services as solicitors to ICA to the value of £24,510 at a discounted rate. Gerrard Tyrrell is a director of ICA Ltd and a partner of Harbottle and Lewis.

Guestinvest provided sponsorship to the ICA for the production of films produced under the name ICA TV : London Now during the year to the value of £88,900. Johnny Sandelson was a director of ICA Ltd and was the Chief Executive Officer of Guestinvest. On 2<sup>nd</sup> October 2008 Guestinvest went into Administration. As at the date hereof there is an amount outstanding of £33,753 outstanding in respect of 08/09 transactions, the recovery of which is uncertain.

Spinvox provided sponsorship to the ICA for Figures of Speech, and the Gala 2008 during the year to the value of £163,000. James Scroggs is a director of the ICA Ltd and VP Consumer Business at Spinvox.

Channel 4 donated £13,000 to the ICA Cinematica fund during the year. Tessa Ross is a director of the ICA and Controller, Film and Drama, Channel 4.

**19 OPERATING LEASE COMMITMENTS**

|  | <u>Buildings</u> |             |
|--|------------------|-------------|
|  | <u>2008</u>      | <u>2007</u> |
|  | £                | £           |
| At 31 March 2008 the Institute had the following annual commitments under operating leases which expire: |                  |             |
| Next year  | 18,401           | 18,401      |
| After 1 year   | 18,401           | 18,401      |

# INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee not having a Share Capital)

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2008

### 20 RECONCILIATION OF NET (OUTGOING)/INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

|  | <u>2008</u><br>£ | <u>Group</u><br><u>2007</u><br>£ |
|--|------------------|----------------------------------|
| Net (outgoing)/incoming resources                          | 66,764           | 32,909                           |
| Depreciation   | 164,325          | 173,195                          |
| Interest received  | (17,945)         | (18,835)                         |
| Interest paid  | 10,592           | 6,837                            |
| (Increase)/Decrease in stock                               | 1,693            | (4,194)                          |
| Decrease/(increase) in debtors                             | (610,899)        | 40,181                           |
| (Decrease)/increase in creditors                           | 20,654           | (88,433)                         |
| Disposal of fixed asset                                    | -                | (250,000)                        |
|  | <hr/>            | <hr/>                            |
| <b>Net cash (outflow)/inflow from operating activities</b> | <b>(364,816)</b> | <b>(108,340)</b>                 |
|  | <hr/>            | <hr/>                            |

### 21 ANALYSIS OF CHANGES IN NET FUNDS

|                          | <u>At 1 April</u><br><u>2007</u><br>£ | <u>Cash</u><br><u>flows</u><br>£ | <u>At 31 March</u><br><u>2008</u><br>£ |
|--------------------------|---------------------------------------|----------------------------------|--|
| Cash at bank and in hand | 730,962                               | (299,034)                        | 431,928                                |
| Overdrafts (Note 13)     | (168,544)                             | (113,765)                        | (282,309)                              |
|                          | <hr/>                                 | <hr/>                            | <hr/>                                  |
|                          | 562,418                               | (412,799)                        | 149,619                                |
|                          | <hr/>                                 | <hr/>                            | <hr/>                                  |

**INSTITUTE OF CONTEMPORARY ARTS LIMITED**

**MANAGEMENT INFORMATION**

**(Not forming part of the audited accounts)**

|   |       |
|---|-------|
| STATEMENT OF FINANCIAL ACTIVITIES OF THE CHARITY          | 1     |
| FUNDS OF THE CHARITY                                      | 2     |
| SCHEDULE OF GRANTS ATTRIBUTABLE TO THE YEAR FOR THE GROUP | 3 - 4 |
| SCHEDULE OF SPONSORSHIP AND DONATIONS FOR THE GROUP       | 5 - 6 |

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## STATEMENT OF FINANCIAL ACTIVITIES OF THE CHARITY YEAR ENDED 31 MARCH 2008

|   | <u>Unrestricted funds</u> |                   |                | <u>Total</u>      | <u>Total</u>     | <u>Total</u>     |
|---|---------------------------|-------------------|----------------|-------------------|------------------|------------------|
|   | <u>General</u>            | <u>Designated</u> | <u>Capital</u> | <u>Restricted</u> | <u>funds</u>     | <u>funds</u>     |
|   | <u>£</u>                  | <u>£</u>          | <u>£</u>       | <u>funds</u>      | <u>2008</u>      | <u>2007</u>      |
|   | <u>£</u>                  | <u>£</u>          | <u>£</u>       | <u>£</u>          | <u>£</u>         | <u>£</u>         |
| <b>INCOME AND EXPENDITURE</b>                                     |                           |                   |                |                   |                  |                  |
| <b>INCOMING RESOURCES</b>   |                           |                   |                |                   |                  |                  |
| Activities for generating funds                                   | 1,335,529                 | -                 | -              | 276,963           | 1,612,492        | 1,505,684        |
| Voluntary income  | 204,893                   | -                 | -              | 13,000            | 217,893          | 19,203           |
| Incoming resources from Charitable activities:                    |                           |                   |                |                   |                  |                  |
| - Programme activities  | 588,841                   | -                 | -              | -                 | 588,841          | 535,210          |
| - Associated activities   | 830,393                   | -                 | -              | -                 | 830,393          | 671,992          |
| Other incoming resources:   |                           |                   |                |                   |                  |                  |
| - Gift aid from subsidiaries                                      | 546,892                   | -                 | -              | -                 | 546,892          | 958,163          |
| - Other income  | 650,147                   | -                 | -              | 434               | 650,581          | 598,068          |
| Investment income   | -                         | 17,814            | -              | -                 | 17,814           | 18,711           |
| <b>TOTAL INCOMING RESOURCES</b>                                   | <b>4,156,695</b>          | <b>17,814</b>     | <b>-</b>       | <b>290,397</b>    | <b>4,464,906</b> | <b>4,307,031</b> |
| <b>RESOURCES EXPENDED</b>   |                           |                   |                |                   |                  |                  |
| <b>Charitable Activities</b>                                      |                           |                   |                |                   |                  |                  |
| Costs of activities in furtherance of the objects of the charity: |                           |                   |                |                   |                  |                  |
| - Programme activities  | 3,663,215                 | 61,374            | 2,165          | 246,646           | 3,973,400        | 3,934,042        |
| - Associated activities   | 289,668                   | -                 | -              | -                 | 289,668          | 211,531          |
| Management and administration                                     | 127,130                   | -                 | -              | -                 | 127,130          | 122,851          |
| Interest payable  | 7,825                     | 39                | -              | -                 | 7,864            | 5,698            |
| <b>TOTAL RESOURCES EXPENDED</b>                                   | <b>4,087,838</b>          | <b>61,413</b>     | <b>2,165</b>   | <b>246,646</b>    | <b>4,398,062</b> | <b>4,274,121</b> |
| <b>NET OUTGOING RESOURCES</b>                                     | <b>68,857</b>             | <b>(43,599)</b>   | <b>(2,165)</b> | <b>43,751</b>     | <b>66,844</b>    | <b>32,910</b>    |
| Transfers between funds   | (64,667)                  | 64,667            | -              | -                 | -                | -                |
| <b>FUNDS BROUGHT FORWARD</b>                                      | <b>(219,564)</b>          | <b>616,248</b>    | <b>2,165</b>   | <b>19,066</b>     | <b>417,915</b>   | <b>385,005</b>   |
| <b>FUNDS AT 31 MARCH 2007</b>                                     | <b>(215,374)</b>          | <b>637,316</b>    | <b>-</b>       | <b>62,817</b>     | <b>484,759</b>   | <b>417,915</b>   |

There are no other recognised gains or losses other than those included in the Statement of Financial Activities.

All income and expenditure is attributable to continuing activities.



# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

FUNDS OF THE CHARITY

YEAR ENDED 31 MARCH 2008

| CHARITY                         | Balance<br>1 April<br>2007<br>£ | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Transfers<br>and<br>designations<br>£ | Balance<br>31 March<br>2008<br>£ |
|---------------------------------|---------------------------------|----------------------------|----------------------------|---------------------------------------|----------------------------------|
| <b>Restricted funds:</b>        |                                 |                            |                            |                                       |                                  |
| Staff training programme        | -                               | -                          | -                          | -                                     | -                                |
| World Cinema fund               | 19,066                          | -                          | -                          | -                                     | 19,066                           |
| London Development Agency       | -                               | 24,206                     | (24,206)                   | -                                     | -                                |
| ACE                             | -                               | 212,757                    | (212,757)                  | -                                     | -                                |
| Cinema Refurbishment            | -                               | 53,434                     | (9,683)                    | -                                     | 43,751                           |
|                                 | 19,066                          | 290,397                    | (246,646)                  | -                                     | 62,817                           |
| <b>Unrestricted funds:</b>      |                                 |                            |                            |                                       |                                  |
| <b>Capital fund</b>             | 2,165                           | -                          | (2,165)                    | -                                     | -                                |
| <b>Other Designated Funds</b>   |                                 |                            |                            |                                       |                                  |
| Maintenance fund                | 87,373                          | 4,023                      | -                          | 40,000                                | 131,396                          |
| Stabilisation fund              | 494,335                         | 13,792                     | (26,873)                   | 24,667                                | 505,920                          |
| Exhibition development fund     | 34,540                          | -                          | (34,540)                   | -                                     | -                                |
| <b>Total designated funds</b>   | 616,248                         | 17,814                     | (61,413)                   | 64,667                                | 637,316                          |
| <b>Accumulated funds</b>        |                                 |                            |                            |                                       |                                  |
| General funds                   | (219,564)                       | 4,393,658                  | (4,324,801)                | (64,667)                              | (215,374)                        |
| <b>Total unrestricted funds</b> | 398,849                         | 4,411,472                  | (4,388,379)                | -                                     | 421,942                          |
| <b>Total Funds</b>              | 417,915                         | 4,701,869                  | (4,635,025)                | -                                     | 484,759                          |

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## SCHEDULE OF GRANTS ATTRIBUTABLE TO THE YEAR FOR THE GROUP YEAR ENDED 31 MARCH 2008

|                          | Core<br>£ | Cinema<br>£ | Exhibition<br>£ | Education<br>£ | Other<br>Projects<br>£ | Total<br>£ |
|--------------------------|-----------|-------------|-----------------|----------------|------------------------|------------|
| London Arts Board        |           |             |                 |                |                        |            |
| Revenue grant            | 1,321,685 | -           | -               | -              | -                      | 1,321,685  |
| Website                  | -         | -           | 42,296          | -              | 170,462                | 212,758    |
|                          |           |             |                 |                |                        |            |
|                          | 1,321,685 | -           | 42,296          | -              | 170,462                | 1,534,442  |
|                          |           |             |                 |                |                        |            |
| Westminster City Council |           |             |                 |                |                        |            |
| Revenue grant            | -         | -           | -               | 40,667         | -                      | 40,667     |
|                          |           |             |                 |                |                        |            |
| Arts Alliance            |           |             |                 |                |                        |            |
| Revenue Grant            | -         | 6,250       | -               | -              | -                      | 6,250      |
|                          |           |             |                 |                |                        |            |
| European Commission      |           |             |                 |                |                        |            |
| Cinema                   | -         | 7,593       | -               | -              | -                      | 7,593      |
|                          |           |             |                 |                |                        |            |
| LDA                      |           |             |                 |                |                        |            |
| Club                     | -         | -           | -               | -              | 24,206                 | 24,206     |
|                          |           |             |                 |                |                        |            |
| Total                    | 1,321,685 | 13,843      | 42,296          | 40,667         | 194,668                | 1,613,159  |

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)

## SCHEDULE OF SPONSORSHIP AND DONATIONS FOR THE GROUP YEAR ENDED 31 MARCH 2008

|                                      | <u>Core</u><br><u>£</u> | <u>Cinema</u><br><u>£</u> | <u>Exhibition</u><br><u>£</u> | <u>Talks</u><br><u>£</u> | <u>Other</u><br><u>Projects</u><br><u>£</u> | <u>Total</u><br><u>£</u> |
|--------------------------------------|-------------------------|---------------------------|-------------------------------|--------------------------|---|--------------------------|
| Becks Fusions<br>Slice               | -                       | -                         | -                             | -                        | 115,959                                     | 115,959                  |
| Swedish Erotica Season<br>Muse       | -                       | 6,500                     | -                             | -                        | -   | 6,500                    |
| Secret Public<br>Agnes Bea           | -                       | -                         | 4,000                         | -                        | -   | 4,000                    |
| Talks Programme<br>Peter Hall        | -                       | -                         | -                             | 21,277                   | -   | 21,277                   |
| Figures of Speech<br>Spinvox         | -                       | -                         | -                             | -                        | 88,000                                      | 88,000                   |
| Enrico David<br>Elephant Trust       | -                       | -                         | 2,000                         | -                        | -   | 2,000                    |
| ICA TV<br>Guestinvest                | -                       | -                         | -                             | -                        | 88,900                                      | 88,900                   |
| Double Agent<br>Mondriaan Foundation | -                       | -                         | 566                           | -                        | -   | 566                      |

# THE INSTITUTE OF CONTEMPORARY ARTS LIMITED

(A Company Limited by Guarantee)  
SCHEDULE OF SPONSORSHIP AND DONATIONS FOR THE GROUP  
YEAR ENDED 31 MARCH 2008

|                                | <u>Core</u><br><u>£</u> | <u>Cinema</u><br><u>£</u> | <u>Exhibition</u><br><u>£</u> | <u>Talks</u><br><u>£</u> | <u>Other Projects</u><br><u>£</u> | <u>Total</u><br><u>£</u> |
|--------------------------------|-------------------------|---------------------------|-------------------------------|--------------------------|-----------------------------------|--------------------------|
| <b>Gala 2008</b>               |                         |                           |                               |                          |                                   |                          |
| Moët Hennessey                 | -                       | -                         | -                             | -                        | 45,000                            | 45,000                   |
| Spinvox                        | -                       | -                         | -                             | -                        | 75,000                            | 75,000                   |
|                                |                         |                           |                               |                          |                                   |                          |
|                                | -                       | -                         | -                             | -                        | 120,000                           | 120,000                  |
|                                |                         |                           |                               |                          |                                   |                          |
|                                |                         |                           |                               |                          |                                   |                          |
| <b>Iraq Memorial</b>           |                         |                           |                               |                          |                                   |                          |
| Henry Moore Foundation         | -                       | -                         | 10,000                        | -                        | -                                 | 10,000                   |
| Mondriaan Foundation           | -                       | -                         | 2,037                         | -                        | -                                 | 2,037                    |
|                                |                         |                           |                               |                          |                                   |                          |
|                                | -                       | -                         | 12,037                        | -                        | -                                 | 12,037                   |
|                                |                         |                           |                               |                          |                                   |                          |
|                                | -                       | -                         | -                             | -                        | 94,267                            | 94,267                   |
|                                |                         |                           |                               |                          |                                   |                          |
| <b>All Tomorrow's Pictures</b> |                         |                           |                               |                          |                                   |                          |
| Iris/Sony                      | -                       | -                         | -                             | -                        | -                                 | -                        |
|                                |                         |                           |                               |                          |                                   |                          |
| <b>Donations</b>               |                         |                           |                               |                          |                                   |                          |
| Film 4 – Cinematica            | -                       | 13,000                    | -                             | -                        | -                                 | 13,000                   |
| Charity Pecha Kucha            | -                       | -                         | -                             | -                        | 15,535                            | 15,535                   |
| Gala 2008                      | -                       | -                         | -                             | -                        | 126,449                           | 126,449                  |
| REM                            | -                       | -                         | -                             | -                        | 41,431                            | 41,431                   |
| Individual                     | -                       | -                         | -                             | -                        | 6,875                             | 6,875                    |
|                                |                         |                           |                               |                          |                                   |                          |
|                                | -                       | 13,000                    | -                             | -                        | 190,290                           | 203,290                  |
|                                |                         |                           |                               |                          |                                   |                          |
|                                |                         |                           |                               |                          |                                   |                          |
|                                | -                       | 19,500                    | 18,603                        | 21,277                   | 697,416                           | 756,796                  |
| <b>Total</b>                   |                         |                           |                               |                          |                                   |                          |