

**Charity number: 1097311**  
**Company number: 04579447**  
**(England and Wales)**

**Icon Theatre**

**Report of the Trustees and Unaudited Financial Statements**

**For the year ended 30 April 2021**

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**Icon Theatre**  
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**For the year ended 30 April 2021**

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**Icon Theatre**  
**Report of the Trustees**  
**For the year ended 30 April 2021**

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 30 April 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

**OBJECTIVES AND ACTIVITIES**

**Vision**

Our vision is of communities empowered by theatre.

We want everybody in Medway and north Kent to be able to transform their lives through participation in theatre projects, programmes and productions with professional theatre artists.

We believe in theatre that tells important local stories with national and international relevance, that gives a voice to the unheard, a stage to the unseen, and that acts as a catalyst for people and places to grow.

**Mission**

Icon's mission is to bring local communities and world-class professional artists together to collaborate in equal partnership on theatre projects and productions. Through involvement in our work participants gain personal, social, professional and creative skills that lead to education, employment and improved wellbeing.

Icon stages theatre inspired by local stories that is performed in unconventional, hidden and forgotten spaces. By telling stories that matter to those involved and in surprising ways we develop, diversify and delight our audiences.

Icon supports artist development across the theatre sector with a generation of professional artists who are highly skilled in working with local communities.

**What we do**

Icon is an award-winning Medway-based theatre and participatory arts charity. For twenty years (est. 2002) Icon has transformed lives and strengthened communities by supporting people to make and experience outstanding theatre.

Our work mainly takes place in deprived areas of Medway focusing on under-represented adults, families and young people who face significant socio-economic difficulty, exclusion and have low arts engagement. We work with them to tell their stories, giving a voice to the unheard and a stage to the unseen.

We operate three key strands of creative activity. At the centre of our work are acclaimed large-scale, site-specific, promenade and outdoor narrative-based theatre productions that tell important local stories with national and sometimes global relevance. They are staged in the many forgotten places and spaces of post-industrial Medway, we work in everything from old forts to castles, riversides to disused car parks.

Our shows are intergenerational and open to everybody, they involve local groups, organisations and individuals who contribute on their own terms in a way that fits their lifestyle or interests. They might offer their skills, their story or local history; take a leading role alongside a professional performer, support our designer to create costumes or be part of a mass-dance flash-mob that has been rehearsed in their school's drama lessons. By staging theatre with our community on their terms, in unusual and surprising locations and about stories that matter locally, we attract hundreds of participants and thousands more as new audiences that are representative of the area we serve.

Icon runs ongoing participatory projects and programmes in schools, drop-in centres and criminal justice settings. We are specialists in co-created and youth-led theatre and since 2019 have run one of five Arts Council-funded Youth Performance Partnerships. By linking local schools and organisations in Medway and Sheppey this ambitious programme enables children and young people from areas of low cultural engagement to design their own theatre programme and develop performance, backstage and technical skills.

Each year, Icon is commissioned by Medway Council to create a much-loved interactive Christmas show for early year's children.

'A sharp, impeccably performed and blazingly impassioned piece of theatre... simply terrific.' - The Times

'It is easy to take for granted the acting skills of a top theatre company. But when actors embody characters as superbly as this, you can't help but notice.' - The New Statesman

"Icon Theatre is the best thing I have done in 30 years, makes me feel alive. Icon theatre has given me new friends, taught me new skills and challenged my lack of self belief. I am proud to have been involved in something so amazing. Icon's high quality professional immersive theatre is truly wonderful. Professional theatre for local people by the people."  
- Community performer

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

'At the time [of the project] I'd just dropped out of school, I have ADHD so I find it hard to concentrate for long periods. I was a bit depressed because all my friends were still going to school and I didn't have a lot going on. I worked with the Icon Theatre technician and we did the sound design together I got my Bronze Arts Award and I really got my confidence back. Two weeks afterwards, I got an interview for a job in a warehouse - and I got it! I don't think I would have gone for the interview, and I definitely wouldn't have got the job, if I hadn't done the Six Ways project first.' - Participant, Six Ways to Wellbeing project

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

**ACHIEVEMENTS AND PERFORMANCE**

**Theatre31**

Theatre31 is led by young people, for young people, and was originally designed to engage 2000 young people in performing arts across Medway and Sheppey by June 2022.

Following nine initial months of research, consultation and planning, 2020-21 was Theatre31's first year of full programme delivery. Covid-19 presented significant challenges during this time, but the delivery team reconfigured the programme successfully pivoting to digital, socially distanced and outdoor activities that engaged over 2000 young people in the first twelve months.

Our online and digital commissions during this time included:

·'Hip-Hopera' by the Medway African and Caribbean Association, celebrating the stories of the Windrush generation

·'Morpheus' by local CPP IdeasTest, in collaboration with Dante or Die, a spectacular online game created with young people at a local PRU

·'Medway Megaliths' by SparkedEcho, a 5-part sci-fi drama utilising AR filters and 3D audio, co-created with young artists from across Medway and Sheppey

Other highlights included:

·A young people's theatre programme at Cookham Wood Young Offender's Institute - an ongoing participatory programme led by spoken word artist Lady Unchained, focusing on poetry and the creation of a radio show.

·Young Artist Collective - an ongoing youth-led steering and production panel, who meet regularly to lead the development of the Theatre31 programme, and to develop their own creative projects and practice

·The Snow Queen's Magnificent Message - an outdoor schools tour, co-produced with Circo Rum Ba Ba, enabling live theatre performances that reached 1011 hard-to-reach young people during lockdown.

'It has been lifechanging. Lady Unchained has helped get my life changed, I've started to look for opportunities on the outside, and see that there is life after prison.' - Participant, Cookham Wood Young People's Theatre Programme

Theatre31 is funded by Arts Council England in partnership with Medway Council, Kent County Council & ROH Bridge, with support from the Medway and Sheppey LCEPs, and is one of five flagship Youth Performance Partnerships in the UK.

**Pulse (2018-2020)**

Autumn 2020 saw the completion of our Pulse programme, an ongoing participatory project for 18-30 year olds in Medway, which used theatre as a vehicle to tackle the stigmas surrounding mental health.

Led by its members, it brought together like-minded people who were passionate, creative and friendly to co-create innovative new work with Medway's wider community, with a particular focus on connecting with older adults in care homes. Pulse participants also participated in the creation and performance of Icon's large-scale community productions during this time.

Pulse supported participants to:

- improve mental wellbeing
- develop confidence, communication skills and creativity
- develop social networks and become less isolated
- become more independent and active in the local community.

As a result of participants taking part in the programme, our evaluation demonstrated:

- 93% of participants felt they had increased their confidence levels, and 72% reported that they felt their communication skills had improved.
- 100% of participants reported that their social network had expanded, 87% of participants reported that they had formed

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

- 73% reported that they felt the project had improved their mental health and wellbeing.

'I think I was coming out of quite a rough few years when I started going to Pulse. I was surprised what a difference it made. I suddenly felt like there were people like me living in my neighbourhood, people I wanted to be friends with and get to know. And it's made me feel more positive about all sorts of other things too: where I want to live, what I want to do for a living - everything really! Thank you for making it happen.' - Participant, aged 24

**Covid-19: Impact and response**

Like many performing arts organisations across the UK, Icon Theatre's income and delivery was significantly impacted by Covid-19 restrictions during 2020-21. No productions were able to take place, and a series of projects were cancelled and postponed.

We were fortunate to receive support from Arts Council England's Emergency Response Fund however and were able to continue delivery of our young people's programme throughout all lockdowns and restrictions, using a mixed model of digital, outdoor, socially distanced delivery, and postal craft and care packages.

The impact of restrictions had a significant impact on our local community. Many of our young people reported increased tension and financial pressure at home, including several young people who started reporting missing meals. In response, at points during lockdown, we sent additional food parcels to participants at home, and signposted participants to Medway Food Bank which operated out of the Brook Theatre during lockdown.

**Fundraising activities and objectives**

It is our aim to fundraise for all activities delivered and achieve the necessary funds for each programme at least three months before initiation of activities. We set fundraising objectives at the start of each year which allow us to deliver the programmes and activities we believe are most needed. Most of our fundraising is currently by written application to trusts, foundations and lottery funders, as well as direct partnership working with local authorities to secure financial support for joint objectives and activities.

**FINANCIAL REVIEW**

**Significant events**

The impact of Covid-19 restrictions on our income and activity during the 2020-2021 financial year saw our turnover achieve £233,051, a significant decrease from our initial confirmed budget for the year and from our income for the previous financial year (£272,729). The year saw a small overall surplus of £1,457.

**Income**

This year, 78% of Icon's £233,051 income was achieved through earned income from commissions, tenders and contracts. The remainder came from donations, gifts, and grants.

**Expenditure**

This year's expenditure was £231,594, a significant decrease from the previous financial year (£267,030), again reflecting the impact of Covid-19 restrictions on our turnover and activity.

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

**Reserves**

Our reserves policy is to maintain a level of reserves that trustees believe to be consistent both with ongoing financial stability, alongside maximum utilisation of resources for the delivery of activities. The level of reserves held by Icon Theatre is monitored and regularly reviewed by the Trustees. Certain unrestricted funds are designated for use in the event of any unforeseen circumstances that could materially affect the ability of Icon Theatre to pursue its objectives or fulfil any contractual obligations. The level of this designated fund is reviewed annually by trustees, and trustees have the power to transfer funds from this designated fund into other unrestricted funds.

Currently Icon Theatre's reserves are £31,888. The trustees continue to target a level of free reserves equivalent to three months' turnover based on the average of the previous three years. Due to the significantly increased turnover of the organisation during this period, this level is now £55,236. These costs include core commitments such as rent, salaries, overheads and administration, as well as project and staff costs. Increasing our reserves to this level during Covid-19 has been exceptionally challenging and we acknowledge we have not been able to build reserves during this time as we had originally planned. Trustees recognise the need to continue to work towards achieving this level in the future; to avoid significantly reducing our activities in order to achieve this, we plan to achieve this reserves level through further incremental increases over the next three years.

**Financial impact of significant events and activities**

This year all activities were supported by trusts, foundations, local authority partnership working and lottery funding. All programmes had raised full funds to support activity before we started delivery, which mitigated against any potential negative financial impact of events and activities delivered during this year. Due to Covid-19 several funded projects and productions had to be cancelled or postponed. All funds received for impacted projects were deferred or, where possible and only after confirmation from funders, used to support new models of delivery and activity (including digital, socially distanced and outdoor) during this time.

**Principal risk and uncertainties facing the charity**

The Trustees have assessed the principal risks and uncertainties facing Icon Theatre and review these, and the mitigating actions required, on a quarterly basis. The current principal risk is the potential for the ongoing impact of Covid-19 on our delivery, and the increasingly challenging funding climate. Trustees are currently satisfied that our ability to deliver programmes digitally, our multi-agency approach to fundraising and service contracts, as well as the support of many small trusts and foundations will enable Icon Theatre to continue to achieve our fundraising goals in the foreseeable future.

Further uncertainty is involved in our partnership working with local authorities, with the budgetary restraints they are currently facing. Our trustees are currently satisfied that our approach of supporting partners to secure additional external funding as part of long-term project development will mitigate against these risks. In the longer term, Trustees are aiming to increase earned revenue for services and box office income as a percentage of the organisation's turnover, further mitigating against both risks outlined above.



**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

**Going concern**

**PUBLIC BENEFIT STATEMENT**

The charity provides public benefit by advancing education by the promotion of arts, in particular but not exclusively the art of drama. A summary of the major work and assistance provided by the charity is contained in its website at <http://www.icontheatre.org.uk> where its services are outlined. The trustees have reviewed this Charity Commission guidelines on public benefit and are satisfied that the charity provides public benefit in line with this guidance.

**FUTURE PLANS**

Since April 2021, through continued digital, outdoor and socially distanced delivery, and supported by the further easing of Covid-19 restrictions, the full delivery of Theatre31 has successfully continued, with over 4000 young people engaging in programme activities and over 20,000 audiences watching 'If Not Now', our large-scale outdoor production at Rochester Castle.

To support this growth in our activities, our core team has now grown to include our new Executive Director Daniel King and part-time Marketing Officer Olivia Toulmin.

Currently we are developing sustainability plans to support the long-term delivery and impact of Theatre31; developing and extending our work in criminal justice settings; building a new artist development programme to support practitioners from under-represented communities; and producing a new large-scale production exploring the voices and experiences of Medway's LGBTQ+ community.

We will continue our focus on engaging young people and participants from excluded and disadvantaged communities across Medway and north Kent, and co-creating high-quality, contemporary new work.

We will also continue to explore new funding and partnership opportunities, in particular focusing on achieving sustainable revenue streams and increasing our income generation activities.

**Summary**

Icon Theatre is ending the year 2020- 2021 in a good financial position, and we are looking forward to continuing to expand and develop both our participation and production activities. We are confident that our work in the coming year will see Icon working with a range of partners to reach more audiences, more communities and more participants than ever before.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

**Recruitment and appointment of trustees**

We recruit trustees through an open and transparent recruitment process, following best practice. We identify skills needed on our board through an annual skills audit. A Person Specification and Job Description are then drawn up, and adverts are placed in a variety of national and local outlets, to secure the best range of candidates which also reflect the diversity of contemporary England. Potential trustees apply in writing, and shortlists for interview are drawn up through assessment against the Person Specification. Candidates are the invited to interview with the Chair and a second trustee, then meet with the Artistic Director before confirmation of acceptance.

A thorough training and induction process is then provided before new trustees begin their appointment. Away Days for the board and senior management provide additional ongoing opportunities for reflection, training and continuing professional development.

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

**Pay policy for senior staff**

**Full time staff**

Nancy Hirst is the founder and Artistic Director/CEO. In 2020-21 she oversaw both company management and artistic development. Her primary roles included strategic direction, overseeing the management of the community programme, directing productions, fundraising and recruiting.

Amy Riley was our Outreach Officer during 2020-21, and her remit covered youth theatre facilitation and outreach oversight. During this year, to support the growth and delivery of Theatre31, our team grew to include 3 new full time staff: two facilitators and the Theatre31 Head of Programme.

**Part time staff and project workers**

A small freelance team of up to 5 project officers, workshop leaders, workshop assistants, and facilitators are employed each year to deliver our community and education programme. A freelance artistic team of up to fifteen people work on each new production.

**Volunteers**

We have an ongoing volunteering programme based in our administrative office and provide regular opportunities for young people to observe and assist on various aspects of our productions, as well as taking youth leadership and mentoring roles in our community projects.

As a charity, we value the contributions of our volunteers and seek to provide high-quality internships which are of genuine benefit to participants. As part of this we adhere to the guidelines set out by Creative & Cultural Skills and Arts Council England, and deliver a rolling programme of paid work placements to support young practitioners develop skills and experience.

**Management structure**

The charity is led by our Board of Trustees, who meet four to six times a year to oversee the management and strategic direction of the charity as well as scrutinising and finalising accounts, and hold additional monthly EGMs as required. The day-to-day running of the organisation is delegated to the Artistic Director/CEO, who reports back to the Board at the regular meetings, and works with the permanent and freelance staff to deliver the objectives and activities of the organisation.

**Key management remuneration**

Staff remuneration is set at industry approved levels and follows sector specific rates as advised by ITC/Equity (management, administrators, performers and facilitators), BECTU (technicians) and the Artists Information Company (visual artists).

**Referrals and Links**

Icon Theatre are strong supporters and active members of Creative Medway, which is Medway's Creative Compact framework leading on and delivering Medway's Cultural Strategy. We are active members of the Medway Local Cultural Education Partnership, and over 20 years, have built strong links to a range of local third sector and support agencies, including IdeasTest, the University of Kent, the Chatham Historical Dockyard, All Saints Community Project, Medway Voluntary Action, MACA (Medway African Caribbean Association), MEMF (Medway Ethnic Minority Forum), MEGAN (Medway's Mental Health Engagement Group), Medway Youth Inclusion Team, local foster agencies, PRUs, social services, individual youth workers, support workers and local schools. We are extremely grateful for the partnership working of these agencies, many of whom regularly refer participants and young people to our services, and have supported us over many years to engage the hardest-to-reach communities and young people.

**REFERENCE AND ADMINISTRATIVE INFORMATION**

<b>Name of Charity</b>	Icon Theatre
<b>Charity registration number</b>	1097311
<b>Company registration number</b>	04579447
<b>Principal address</b>	The Brook Theatre Old Town Hall

**Icon Theatre**  
**Report of the Trustees Continued**  
**For the year ended 30 April 2021**

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**Trustees**

The trustees and officers serving during the year and since the year end were as follows:

Ms S Robson  
(Resigned: 17 May 2021)  
Ms A Fowler Mitchell, Chair of Trustees  
(Resigned: 18 December 2020)  
Ms N Mitchell  
Ms A Sargent, Chair of Trustees  
Ms A Fullman  
Ms N Alison  
(Appointed: 07 September 2020)  
Ms T Siddiq Amin  
(Appointed: 07 September 2020)  
Ms S Hamlet

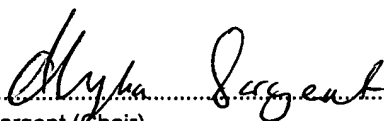
**Secretary**

Ms NR Hirst

**Independent examiner**

Andrew M Wells FMAAT  
Counterculture Partnership LLP  
Unit 115 Ducie House  
Ducie Street  
Manchester  
M1 2JW

Approved by the Board of Trustees and signed on its behalf by

.....  
Ms A Sargent (Chair)

25 February 2022

**Icon Theatre**  
**Independent Examiners Report to the Trustees**  
**For the year ended 30 April 2021**

I report to the trustees on my examination of the accounts of the charitable company for the year ended 30 April 2021.

**Responsibilities and basis of report**

As the charity Trustees, who are also directors for the purposes of company law, are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

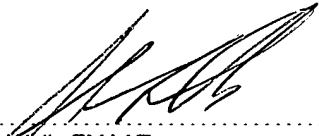
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act').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

**Independent examiners statement**

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

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

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Andrew M. Wells FMAAT  
Counterculture Partnership LLP  
Unit 115 Ducie House  
Ducie Street  
Manchester  
M1 2JW  
.  
25 February 2022

**Icon Theatre**  
**Statement of Financial Activities (including Income and Expenditure Account)**  
**For the year ended 30 April 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 £	2020 £
<b>Income and endowments from:</b>					
Donations and legacies	2	38,370	14,950	53,320	123,161
Charitable activities	3	179,731	-	179,731	121,810
Investments	4	-	-	-	1
Other income	5	-	-	-	27,757
<b>Total</b>		<b>218,101</b>	<b>14,950</b>	<b>233,051</b>	<b>272,729</b>
<b>Expenditure on:</b>					
Charitable activities	6/7	(216,644)	(14,950)	(231,594)	(267,030)
<b>Total</b>		<b>(216,644)</b>	<b>(14,950)</b>	<b>(231,594)</b>	<b>(267,030)</b>
<b>Net income/expenditure</b>		<b>1,457</b>	<b>-</b>	<b>1,457</b>	<b>5,699</b>
<b>Reconciliation of funds</b>					
Total funds brought forward		30,431	-	30,431	24,732
<b>Total funds carried forward</b>		<b>31,888</b>	<b>-</b>	<b>31,888</b>	<b>30,431</b>

**Icon Theatre**  
**Statement of Financial Position**  
**As at 30 April 2021**

	Notes	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	13	1,637	733
		<u>1,637</u>	<u>733</u>
<b>Current assets</b>			
Debtors	14	13,999	24,530
Cash at bank and in hand		72,650	17,868
		<u>86,649</u>	<u>42,398</u>
<b>Creditors: amounts falling due within one year</b>	15	(56,398)	(12,699)
<b>Net current assets</b>		<u>30,251</u>	<u>29,699</u>
<b>Total assets less current liabilities</b>		<u>31,888</u>	<u>30,432</u>
<b>Net assets</b>		<u>31,888</u>	<u>30,432</u>
<b>The funds of the charity</b>			
Unrestricted income funds	16	31,888	30,431
<b>Total funds</b>		<u>31,888</u>	<u>30,431</u>

For the year ended 30 April 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:

.....  
Ms A Sargent (Chair)  
Trustee

25 February 2022

**Icon Theatre**  
**Notes to the Financial Statements**  
**For the year ended 30 April 2021**

**1. Accounting Policies**

**Basis of accounting**

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Companies Act 2006.

Icon Theatre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**Going concern**

The financial statements are prepared, on a going concern basis, under the historical cost convention.

**Statement of cash flows**

The Trustees have taken advantage of the exemption in SORP FRS 102 from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

**Funds**

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

**Incoming resources**

All incoming resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy.

**Resources expended**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Taxation**

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only.

**Tangible fixed assets**

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Computer Equipment	50% Straight line
Fixtures and Fittings	25% Straight line

**Debtors**

The Trustees consider that any debt not paid within six months should be written off. Any amount recovered after this period is written back in the relevant accounting period. The Trustees also review all material debtors, whether they are

**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

**Irrecoverable VAT**

Irrecoverable VAT is included in the Statement of Financial Activities, and is reported as part of the expenditure to which it relates.

**2. Income from donations and legacies**

	Unrestricted funds	Restricted funds	2021	2020
	£	£	£	£
Donations received	-	-	-	1,589
Grants received	38,370	14,950	53,320	121,572
	<b>38,370</b>	<b>14,950</b>	<b>53,320</b>	<b>123,161</b>

**Analysis of grants received**

	2021	2020
	£	£
Arts Council England	28,000	57,422
Children In Need	-	19,700
Garfield Weston	20,000	-
Henry Smith	-	7,500
Kent Arts Investments Fund	6,170	3,300
National Lottery	-	9,772
Other Grants	-	9,500
Peoples Health Trust	5,750	14,378
The D'Oyly Carte Youth Theatre	3,400	-
The Dulverton Trust	5,000	-
	<b>68,320</b>	<b>121,572</b>

Of the grant income received in the year £5,000 from the Dulverton Trust and £10,000 from Garfield Weston has been deferred to next year, in relation to specific projects deliverable in the following year.

**3. Income from charitable activities**

	2021	2020
	£	£
<b>Unrestricted funds</b>		
<i>Projects and productions</i>		
Theatre production	-	29,914
Youth theatre	-	5,357
Theatre 31	179,731	86,539
	<b>179,731</b>	<b>121,810</b>
	<b>179,731</b>	<b>121,810</b>



**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

**4. Investment income**

	2021	2020
	£	£
Bank interest receivable	-	1
	<u>-</u>	<u>1</u>

**5. Other income**

	2021	2020
	£	£
Theatre tax credit	-	27,757
	<u>-</u>	<u>27,757</u>

**6. Costs of charitable activities by fund type**

	Unrestricted funds £	Restricted funds £	2021 £	2020 £
Projects and productions	197,084	14,950	212,034	250,604
Support costs	19,560	-	19,560	16,426
	<u>216,644</u>	<u>14,950</u>	<u>231,594</u>	<u>267,030</u>

**7. Costs of charitable activities by activity type**

	Activities undertaken directly £	Grant funding of activities £	Support costs £	2021 £	2020 £
<b>Support costs</b>					
Projects and productions	89,299	122,735	19,560	231,594	267,030

**8. Analysis of support costs**

	2021 £	2020 £
<b>Projects and productions</b>		
Management	1,426	1,733
IT	2,950	2,194
Other	3,748	5,428
Governance costs	11,436	7,071
	<u>19,560</u>	<u>16,426</u>

**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

**9. Net income/(expenditure) for the year**

This is stated after charging/(crediting):

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Depreciation of owned fixed assets	819	67
Accountancy fees	1,500	1,500
Staff pension contributions	1,800	1,392
	<u>          </u>	<u>          </u>

**10. Staff costs and emoluments**

Total staff costs for the year ended 30 April 2021 were:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Salaries and wages	117,110	70,330
Social security costs	6,168	3,076
Pension costs	1,800	1,392
	<u>125,078</u>	<u>74,797</u>

No employee earned more than £60,000 during the year (nil:2020).

	<b>2021</b>	<b>2020</b>
Artistic management	6	3
	<u>6</u>	<u>3</u>

**11. Trustee remuneration and related party transactions**

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020:£nil).

No charity trustee received payment for professional or other services supplied to the charity (2020:£nil). The trustees all give freely their time and expertise without any form of remuneration or other benefit in cash or kind (2020:£nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2020:£342).

There are no related party transactions to disclose for 2021 (2020:none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

**12. Comparative for the Statement of Financial Activities**

	Unrestricted funds £	Restricted funds £	2020 £
<b>Income and endowments from:</b>			
Donations and legacies	3,159	120,002	123,161
Charitable activities	121,810	-	121,810
Investments	1	-	1
Other income	27,757	-	27,757
<b>Total</b>	<b>152,727</b>	<b>120,002</b>	<b>272,729</b>
<b>Expenditure on:</b>			
Charitable activities	(147,028)	(120,002)	(267,030)
<b>Total</b>	<b>(147,028)</b>	<b>(120,002)</b>	<b>(267,030)</b>
<b>Net income/expenditure</b>	<b>5,699</b>	<b>-</b>	<b>5,699</b>
<b>Reconciliation of funds</b>			
Total funds brought forward	24,732	-	24,732
<b>Total funds carried forward</b>	<b>30,431</b>	<b>-</b>	<b>30,431</b>

**13. Tangible fixed assets**

Cost or valuation	Computer Equipment £
At 01 May 2020	4,354
Additions	1,723
At 30 April 2021	<b>6,077</b>
<b>Depreciation</b>	
At 01 May 2020	3,621
Charge for year	819
At 30 April 2021	<b>4,440</b>
<b>Net book values</b>	
At 30 April 2021	<b>1,637</b>
At 30 April 2020	<b>733</b>

**14. Debtors**

	2021 £	2020 £
<b>Amounts due within one year:</b>		
Trade debtors	-	5,450
Prepayments and accrued income	13,999	19,080
	<b>13,999</b>	<b>24,530</b>

**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

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

	2021	2020
	£	£
Trade creditors	3,194	5,664
Other creditors	19,920	5,535
Accruals and deferred income	33,284	1,500
	<u>56,398</u>	<u>12,699</u>

**16. Movement in funds**

**Unrestricted Funds**

	Balance at 01/05/2020	Incoming resources	Outgoing resources	Balance at 30/04/2021
	£	£	£	£
<i>General</i>				
General	30,431	218,101	(216,644)	31,888
	<u>30,431</u>	<u>218,101</u>	<u>(216,644)</u>	<u>31,888</u>

**Unrestricted Funds - Previous year**

	Balance at 01/05/2019	Incoming resources	Outgoing resources	Balance at 30/04/2020
	£	£	£	£
<i>General</i>				
General	24,732	152,727	(147,028)	30,431
	<u>24,732</u>	<u>152,727</u>	<u>(147,028)</u>	<u>30,431</u>

**Purpose of unrestricted Funds**

**General**

Unrestricted funds are expendable at the discretion of the trustees in furtherance of the objects of the charity.

**Restricted Funds**

	Incoming resources	Outgoing resources	Balance at 30/04/2021
	£	£	£
Pulse	5,750	(5,750)	-
Youth Theatre	9,200	(9,200)	-
	<u>14,950</u>	<u>(14,950)</u>	<u>-</u>

**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

**Restricted Funds - Previous year**

	Incoming resources	Outgoing resources	Balance at 30/04/2020
	£	£	£
ACE (Catalyst)	6,700	(6,700)	-
ACE (Cuckoo)	4,810	(4,810)	-
BBC Children In Need	19,700	(19,700)	-
Chatham Witch	57,142	(57,142)	-
Pulse	21,878	(21,878)	-
Youth Theatre	9,772	(9,772)	-
	<b>120,002</b>	<b>(120,002)</b>	<b>-</b>

**Purpose of restricted funds**

**BBC Children In Need**

For the support of the Outreach Officer post.

**ACE (Catalyst)**

For organisational development.

**Chatham Witch**

For the creation of theatrical production.

**Fort Amherst**

For a community workshops programme.

**ACE (Cuckoo)**

For the creation of theatrical production.

**Pulse**

For a health and wellbeing programme for young adults.

**Youth Theatre**

For the youth theatre programme.

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

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
<b>Unrestricted funds</b>			
<i>General</i>			
General	1,637	30,251	31,888

**Icon Theatre**  
**Notes to the Financial Statements Continued**  
**For the year ended 30 April 2021**

**Previous year**

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
<b>Unrestricted funds</b>			
<i>General</i>			
General	733	29,699	30,432
	<b>733</b>	<b>29,699</b>	<b>30,432</b>