IRIE DANCE THEATRE

England & Wales · Charity number 1003947

Details

Other names	IRIE!, IRIE! DANCE THEATRE
Status	Registered
Legal form	Charitable company
Company number	02636958
Registered	1991-08-21
Register	View on the Charity Commission register

Contact

Address	The Moonshot Centre Angus Street London SE14 6LU
Phone	02086916099
Email	beverley.glean@iriedancetheatre.org
Website	www.iriedancetheatre.org

Activities

Objects: TO PROMOTE MAINTAIN IMPROVE AND ADVANCE EDUCATION IN AND APPRECIATION OF ARTS INCLUDING THE ARTS OF DANCE DRAMA MIME SINGING AND MUSIC IN PARTICULAR BY PROVIDING OR ASSISTING IN THE PROVISION OF TRAINING THE PRESENTATION OF EDUCATIONAL PERFORMANCES AND THE ESTABLISHMENT OF SCHEMES THEREFORE PROVIDED THAT ALL OBJECTS ARE OF A CHARITABLE NATURE

Activities: IRIE! dance theatre exists to deliver and sustain a range of creative, educational and artistic activity

Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, People Of A Particular Ethnic Or Racial Origin

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Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£223,220	£652,234	£44,939	6
2024-03-31	£185,925	£599,632	£49,430	8
2023-03-31	£414,847	£410,653	-	-
2022-03-31	£352,266	£416,106	-	-
2021-03-31	£469,039	£420,696	-	-

Trustees

Name	Role	Appointed
BEVERLEY GLEAN		2010-07-01
Desmond Clarke		2023-03-15
Joseph Jeffers		2025-01-06
Paulette Ryan		2023-03-15
Sheba Montserrat		2023-03-15

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IRIE DANCE THEATRE

England & Wales - Charity number 1003947

Accounts

COMPANY REGISTRATION NUMBER:
02636958

CHARITY REGISTRATION NUMBER: 1003947

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

For the year ended

31 March 2025

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

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2025

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IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

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

Year ended 31 March 2025

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the IRIE! DANCE THEATRE for the year ended 31 March 2025.

Reference and administrative details

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

The trustees

Mr H Beckles - Chair	(Resigned 19 March 2025)
Mr D Clarke - Treasurer	
Ms B Glean - Secretary	
Ms S Montserrat	
Mr P Ryan	
Mr J Jeffers - Chair	(Appointed 6 January 2025)
Ms K Hurst	(Appointed 6 January 2025)

Company secretary	Ms B Glean - CEO & AD and Secretary to the Board
Independent examiner	Darren Smart F.C.C.A. 132 Burnt Ash Road Lee London SE12 8PU

Structure, governance and management

The Trustees present their report and the financial statements for the year ended 31 March 2025. The trustees, who are also Directors of IRIE! (Trading as IRIE! Dance Theatre) for the purposes of company law, and who served during the year and up to the date of this report.

Objectives and activities

Mission Statement

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

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

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

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

Structure, governance and management

Governing Document

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

Appointment of Trustees

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

Current Members of the Board

Joseph Jeffers	Chair
Desmond Clarke	Treasurer
Beverley Glean	Secretary (no voting rights)
Sheba Montserrat	Trustee
Paulette Ryan	Trustee
Kellie Hurst	Trustee

Trustee's Induction, Training and Operational Obligations

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

Operating Model

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

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

Eighty five percent (85%) of the work undertaken by the company from April 2024 to March 2025 took place in the London Borough of Lewisham (LBL). The work of the company is rooted in Caribbean folk dance, music and culture as well as West African traditional dance, drumming and culture. These traditions influence the overall planning and delivery of the programmes alongside other historical and

contemporary local, cultural and social issues.

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

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

Funding Partners

The company's success in securing three-year funding from the National Lottery Community Fund (2022-2025) has been invaluable in supporting its users, the local community, creative practitioners, and its workforce throughout the financial year. This funding has played a key role in sustaining IRIE!'s programmes and maintaining their continuity.

The company's deep connection with the community remains intrinsic to every aspect of its practice and service delivery. As such, the ethos of IRIE!'s activities continue to guide all that we do as we move forward. With this funding cycle approaching its end, the team has begun the process of reviewing current programmes, as well as researching and applying for alternative funding opportunities to ensure the ongoing delivery and impact of our work.

In April 2023, IRIE! dance theatre was awarded Arts Council England National Portfolio Organisation (NPO) funding for three years (2023-2026), with an additional year (2026-2027) subsequently confirmed by ACE. This award supports the re-introduction of the performance company through a research and development process, culminating in the touring of a new work entitled GROUNDATION: Dancing from the Archive. The funding also underpins key areas of organisational development, including good governance, succession planning, restructuring, community centre development, and the creation of work for and with graduates and emerging artists.

Local Authority funding from the London Borough of Lewisham (2023-2026) is also approaching review. This ongoing support has been, and continues to be, instrumental in enabling IRIE! to deliver socially engaged and creative projects that benefit residents across the borough.

Reserves Policy

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

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

Objectives and activities

Key Partnerships

London Borough of Lewisham:
IRIE!'s partnership with the London Borough of Lewisham remains strong and continues to develop positively. The company is an active member of the borough's Cultural Strategy Partnership, contributing feedback to the forthcoming strategy document. Discussions around IRIE!'s management agreement with the borough are ongoing. IRIE! participated in Lewisham's first SEEN Festival, celebrating global majority creatives, and proudly launched Black History Month with GROUNDATION: Dancing from the Archive-an event attended by Brenda Dacres (Mayor of Lewisham) and the Deputy High Commissioner of Jamaica.

Goldsmith University of London:
The partnership with Goldsmiths continues to strengthen through successful collaborations with the Community Engagement and Theatre and Performance (TAP) teams. Joint initiatives have included volunteer programmes, Open Days, workshops, and Museum Lates at the Horniman Museum featuring the performance company. We look forward to further community and academic collaborations.

Nesta:
IRIE! has entered year five of its Cultural Impact Agreement with Nesta, which now concludes in March 2026, following an agreed loan holiday during and after COVID-19. Figurative (formerly a division of Nesta) continues to provide support, with quarterly check-ins ensuring effective programme delivery and organisational stability amid ongoing economic challenges such as the cost-of-living crisis.

Main activities for the year

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

Objectives and activities *(continued)*

Main activities for the year cont...

Workshops
The workshop programme continues to develop and expand, fostering new community relationships, partnerships, and venue hires.

We have successfully delivered an increased range of free and affordable community classes, led by a diverse team of tutors representing a wide range of ages and ethnic backgrounds, ensuring broad appeal and accessibility across the community.

Youth Dance Company
The Youth Dance Company continues to grow in popularity, attracting many young participants from our local partner schools, the majority of whom are of Caribbean and West African heritage. The company primarily focuses on traditional West African dance, a genre that has proven both engaging and successful. While attendance has dipped slightly due to several older members transitioning to secondary school, overall participation remains steady, with 12-18 young people attending weekly sessions. We are particularly encouraged by the enthusiasm, commitment, and ongoing support shown by parents and guardians, whose involvement continues to strengthen the group's sense of community and continuity.

Community Engagement
A thriving community programme continues to encourage local residents and grassroots organisations to hire our facilities and deliver their own sessions. Long-term partners such as Both Dance and the Church of Pentecost demonstrate the value and sustainability of this approach. The diversity of our community is reflected across all aspects of IRIE!'s work-from our delivery team and students to volunteers and beneficiaries. The combined strengths, skills, and lived experiences of those involved continue to enrich our programmes and enhance their impact.

Our monitoring, evaluation, and participant feedback highlight the positive difference IRIE! makes to the community. Participants frequently report that our events and activities make them feel happier, healthier, and more connected, improving both physical and mental wellbeing and building confidence. We recognise the importance of listening to our community, observing what works well, and reviewing areas for improvement. Where sessions are less well attended, we seek feedback to inform actions such as increased promotion, rescheduling, or cancellation.

We are also aware of the challenges many face due to the Cost-of-Living Crisis and therefore remain committed to providing free and affordable opportunities within a welcoming, inclusive, and supportive space.

Work Streams
IRIE!'s delivery and operational programmes are structured across four key work streams:" Arts & Culture: Touring productions; professional development; Making Tracks-routes to employment." Education & Training: Accredited training; education packages; advanced training schemes." Community & Wellbeing: Cultural exchange; community events; volunteering." Operations: Delivering effective, professional, and efficient services to build a robust and resilient organisation, including HR, Finance and Fundraising, IT, Marketing and Communications, Social Media, and Facilities. To strengthen operations further, we will continue to refine and embed our organisational priorities in the following areas:

Objectives and activities *(continued)*

Board Development
A comprehensive Board Development Plan is in place. A skills audit of current Board members has been completed, and recruitment, induction, and training procedures have been reviewed. Work continues to strengthen Board policies, strategic planning, compliance, and risk management.

Succession Planning Artistic Director/CEO
Succession planning remains a key priority to ensure continuity of leadership, particularly for founding roles, ideally planned 2-5 years in advance. Progress has been delayed as the organisation manages ongoing growth and structural change, but this process will ensure the founder's experience is aligned with IRIE!'s evolving strategic and business goals.

Improving Business Efficiency
We are developing a coherent organisational strategy, incorporating adjustments to the staffing structure, delivery functions, and an outcome framework focused on impact. The change management and restructuring process is now in Phase 2, with the new staffing structure implemented and work underway to produce an updated Business Plan and strategic frameworks. IRIE!'s leadership role in Dance of the African Diaspora (DAD) remains as vital as ever. With nearly 40 years of expertise in delivering high-quality dance education and training, IRIE! has built extensive community networks and strong partnerships with Lewisham Council, Goldsmiths University, local schools, and key stakeholders. These strengths are being captured and refined through our Theory of Change process with trustees and staff. This framework enables us to define clearly what we aim to achieve and how we will achieve it, mapping short-, medium-, and long-term goals, outputs, and impact.

Marketing & Publicity
Our Marketing and Communications Strategy is under active review to enhance visibility and engagement across all platforms. This includes the promotion of activities and services, student recruitment, and the elevation of IRIE!'s profile within the professional dance sector. A consistent and integrated approach across digital, print, and social media will ensure strong messaging and brand alignment. Ongoing monitoring and evaluation will help maintain quality and coherence across all work streams.

The Moonshot Centre Management:
Since 2017, IRIE! has managed the Moonshot Centre under a Premises Management Agreement with Lewisham Council. We continue to work collaboratively with the Council to maintain and improve the building, addressing long-standing issues and ensuring compliance with safety and regulatory standards. The Council's £800,000 investment in 2024 to replace the roof marked a major milestone in the Centre's upkeep. Building management continues to present challenges, particularly in liaising with tenants on service costs, but IRIE! remains fully committed to effective facility management. We work closely with Playhouse Community Nursery and Double Jab Boxing Club to ensure compliance, maintain good communication, and deliver timely repairs.

Strategic report

The following sections for achievements and performance and financial review form the strategic report of the IRIE! DANCE THEATRE.

Achievements and performance

To deepen understanding of the company's impact, a series of measurable outcomes were set at the beginning of the year-many of which align with funder expectations. The results demonstrate significant progress and community benefit. " Improved physical and mental wellbeing: IRIE! dance theatre engaged 2,000 participants in physical activities through its community programme, exceeding the original target of 1,000. " Enhanced educational opportunities and life chances: Over 1,900 children and young people participated in educational programmes promoting cultural awareness and identity, surpassing the target of 800. " Increased understanding of culturally diverse dance forms: IRIE! collaborated with six schools, delivering assemblies and workshops that engaged 2,000 pupils in rhythm, dance, and culture-leading to ongoing residencies in culturally diverse dance styles. " Volunteering and skills development - community participants: A total of 54 volunteering opportunities were created, enabling community members to develop social and creative skills through participatory events. " Volunteering and skills development - students and graduates: 28 opportunities were offered to IRIE! students and graduates, including placements with the Performance Company and Youth Dance Company, as well as volunteering across community programmes. " Increased access to activities at the Moonshot Centre and Fordham Park: IRIE!'s Annual Family Fun Day attracted over 650 participants, alongside a Cultural Dance Festival featuring local groups. Combined with increased venue hires, overall community access rose by 65%, more than doubling the initial 30% target.

Risk Management

The Trustees and senior management team continually assess potential risks to the organisation, particularly those related to income generation and fundraising. Risks are managed through regular board reporting, one-to-one supervision, and ongoing monitoring and evaluation of all projects and outcomes. The Board reviews the Fundraising Strategy regularly and makes adjustments to programmes that may present financial or operational risk, including postponement or cancellation when necessary.

The organisation currently holds no financial reserves, which has been identified as a priority concern. A Reserves Strategy is being developed to establish, maintain, and actively manage a sustainable reserves position-providing stakeholders with confidence that the charity remains financially stable and well governed.

Financial review

The organisation's principal funding sources comprise management service fees, the London Borough of Lewisham Main Grant, MA/BA (Hons) course fees, and Trusts and Foundation grants. The ongoing cost-of-living crisis continues to affect the organisation's ability to sustain or grow earned income. However, the National Lottery Community Fund (NLCF) award continues to support a key education and community outreach role.

Income from education programme delivery, venue hires, and partnership projects has increased, and we are now focusing on securing longer-term funding. We remain committed to pursuing new funding opportunities, strengthening partnerships, and investing in community cohesion. Our main grants this year have been received from the Arts Council England and the NLCF.

The income for the year is £647,743 This is an decrease of £21,109 on the year before. The company is carrying surplus funds of £44,939 for this financial year. IRIE! recognises the need to continue to closely monitor the company's income generation targets as part of our Finance Strategy in order to support the next year of operations.

Investment powers policy and reserves policy:

Statement on investment powers and reserves are available as required. The aim of the organisation is to maintain an annual reserve level to meet a minimum of 3 months operational costs, which we are working towards.

Plans for future periods

We will continue to work on the development of the MA Programme, which will focus on the individual artist's practice and aim to expand IRIE!'s accredited training offer internationally. With 80% of engagement delivered online and 20% in person, promotion of the degree remains a priority as we build partnerships and feeder programmes to support recruitment.

IRIE! will continue to strengthen its international profile by fostering dialogue with key individuals, arts and educational institutions both in the UK and abroad. This is being achieved through conferences, exchanges, and performances, paving the way for increased international student intake to the BA (Hons) Diverse Dance Styles course.

The performance company completed a research and development phase for GROUNDATION: Dancing from the Archives, which explored West African and Jamaican folk dances reflecting social and spiritual traditions. The tour in London and Liverpool was well received, with highly positive feedback. The work will be developed into a full production next year, enhancing IRIE!'s profile and engagement. Operationally, the organisation continues to evolve to support growth, efficiency, and quality across creative, cultural, and community programmes. IRIE!'s community and family programmes will remain at the heart of its work, reinforcing its grassroots identity. The charity is committed to building stronger connections with partners promoting community cohesion, engagement, and well-being, while continuing to invest in professional development, accredited training, and emerging artists.

Plans for future periods *(continued)*

Statement of trustee's responsibilities:

The Trustees (who are also directors of IRIE! dance theatre for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

Small company provisions

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

The trustees' annual report was approved on 1 November 2025 and signed on behalf of the board of trustees by:

Mr D Clarke - Treasurer
Trustee

Ms B Glean - Secretary
Trustee

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of IRIE!

Year ended 31 March 2025

I report to the trustees on my examination of the financial statements of IRIE! ('the IRIE! DANCE THEATRE') for the year ended 31 March 2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

1. accounting records were not kept in respect of the IRIE! DANCE THEATRE as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Year ended 31 March 2025

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



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

132 Burnt Ash Road
Lee
London
SE12 8PU

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2025

	Note	2025 Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Income and endowments					
Grants and local authority funding	5	30,000	394,523	424,523	482,927
Charitable activities	6	202,708	–	202,708	185,741
Other trading activities	7	20,481	–	20,481	–
Investment income	8	31	–	31	184
Total income		253,220	394,523	647,743	668,852
Expenditure					
Expenditure on raising funds:					
Costs of raising donations and legacies	9	593	–	593	–
Expenditure on charitable activities	10,11	257,118	394,523	651,641	599,632
Total expenditure		257,711	394,523	652,234	599,632
Net (expenditure)/income and net movement in funds		(4,491)	–	(4,491)	69,220
Reconciliation of funds					
Total funds brought forward		45,763	3,667	49,430	(19,790)
Total funds carried forward		41,272	3,667	44,939	49,430

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

The notes on pages 18 to 28 form part of these financial statements.

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Position

31 March 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible fixed assets	**16**		43,246		49,412
Current assets					
Debtors	**17**	49,600		68,417	
Cash at bank and in hand		11,333		16,398	
		60,933		84,815	
Creditors: amounts falling due within one year	**18**	31,423		35,552	
Net current assets			29,510		49,263
Total assets less current liabilities			72,756		98,675
Creditors: amounts falling due after more than one year	**19**		27,817		49,245
Net assets			44,939		49,430
Funds of the charity					
Restricted funds			3,667		3,667
Unrestricted funds			41,272		45,763
Total charity funds	**21**		44,939		49,430

For the year ending 31 March 2025 the IRIE! DANCE THEATRE was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

The statement of financial position
continues on the following page.
The notes on pages 18 to 28 form part of these financial statements.

These financial statements were approved by the board of trustees and authorised for issue on 1 November 2025, and are signed on behalf of the board by:



Mr D Clarke - Treasurer
Trustee

The notes on pages 17 to 27 form part of these financial statements.

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Cash Flows

Year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities		
Net (expenditure)/income	(4,491)	69,220
Adjustments for:		
Depreciation of tangible fixed assets	11,496	13,134
Other interest receivable and similar income	(31)	(184)
Interest payable and similar charges	2,087	11,447
Changes in:		
Trade and other debtors	18,817	(35,174)
Trade and other creditors	(26,557)	(10,893)
Cash generated from operations	1,321	47,550
Interest paid	(2,087)	(11,447)
Interest received	31	184
Net cash (used in)/from operating activities	(735)	36,287
Cash flows from investing activities		
Purchase of tangible assets	(5,330)	(22,401)
Net cash used in investing activities	(5,330)	(22,401)
Cash flows from financing activities		
Proceeds from borrowings	1,000	(6,000)
Net cash from/(used in) financing activities	1,000	(6,000)
Net (decrease)/increase in cash and cash equivalents	(5,065)	7,886
Cash and cash equivalents at beginning of year	16,398	8,512
Cash and cash equivalents at end of year	11,333	16,398

The notes on pages 18 to 28 form part of these financial statements.

1. General information

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

2. Statement of compliance

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

3. Accounting policies

Basis of preparation

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

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

Going concern

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

Disclosure exemptions

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

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

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

Judgements and key sources of estimation uncertainty

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

Significant judgements

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

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

Fund accounting

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

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

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

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

Incoming resources

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

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

Resources expended

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

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

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

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

Tangible assets

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

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

Depreciation

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

Fixtures and fittings	-	21% reducing balance

Impairment of fixed assets

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

Government grants

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

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

3. Accounting policies *(continued)*

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its financial liabilities.

4. Limited by guarantee

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

5. Grants and local authority funding

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2025 £**
Grants			
Community grants	–	394,523	394,523
Local authority grants	30,000	–	30,000
	30,000	394,523	424,523

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Grants			
Community grants	–	452,927	452,927
Local authority grants	30,000	–	30,000
	30,000	452,927	482,927

6. Charitable activities

	Unrestricted Funds £	**Total Funds 2025 £**	Unrestricted Funds £	Total Funds 2024 £
Education and communication income	20,206	20,206	18,038	18,038
Moonshot space hire	49,587	49,587	40,605	40,605
Other earned income	8,903	8,903	11,312	11,312
Moonshot management income	59,848	59,848	59,848	59,848
Goldsmith, University of London - student fees	64,164	64,164	55,938	55,938
	202,708	202,708	185,741	185,741

7. Other trading activities

	Unrestricted Funds £	**Total Funds 2025 £**	Unrestricted Funds £	Total Funds 2024 £
Service charge	20,481	20,481	–	–

8. Investment income

	Unrestricted Funds £	**Total Funds 2025 £**	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	31	31	184	184

9. Costs of raising donations and legacies

	Unrestricted Funds £	**Total Funds 2025 £**	Unrestricted Funds £	Total Funds 2024 £
Costs of raising donations and legacies - Other type 1	593	593	–	–

10. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2025 £**
Direct charitable expenditure	244,023	387,123	631,146
Support costs	13,095	7,400	20,495
	257,118	394,523	651,641

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

11. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	**Total funds 2025 £**	Total fund 2024 £
Direct charitable expenditure	631,146	–	631,146	587,232
Governance costs	–	20,495	20,495	12,400
	631,146	20,495	651,641	599,632

12. Net (expenditure)/income

Net (expenditure)/income is stated after charging/(crediting):

	2025 £	2024 £
Depreciation of tangible fixed assets	11,496	13,134

13. Independent examination fees

	2025 £	2024 £
Fees payable to the independent examiner for:		
Independent examination of the financial statements	1,260	1,260

14. Staff costs

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

	2025	2024
	£	£
Wages and salaries	229,590	211,092

The average head count of employees during the year was 8 (2024: 8). The average number of full-time equivalent employees during the year is analysed as follows:

	2025	2024
	No.	No.
Finance, administration and support	3	3
Direct	5	5
	8	8

No employee received employee benefits of more than £60,000 during the year (2024: Nil).

15. Trustee remuneration and expenses

One or more trustees has been paid remuneration from employment with the charity.
Remuneration to a trustee is agreed at the annual trustees meeting at the start of the year.
A total gross salary of £36,776 (2024: £34,920) was paid to Ms B Glean during the year as CEO, AD and secretary to the board, with no voting rights.

16. Tangible fixed assets

	Fixtures and fittings
	£
Cost	
At 1 April 2024	181,885
Additions	5,330
At 31 March 2025	187,215
Depreciation	
At 1 April 2024	132,473
Charge for the year	11,496
At 31 March 2025	143,969
Carrying amount	
At 31 March 2025	43,246
At 31 March 2024	49,412

17. Debtors

	2025	2024
	£	£
Trade debtors	48,091	65,624
Other debtors	1,509	2,793
	49,600	68,417

18. Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	14,029	27,144
Social security and other taxes	14,403	5,528
Other creditors - pension	561	567
Other creditors	120	3
Other creditors	2,310	2,310
	31,423	35,552

19. Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Director loan accounts	10,000	9,000
Other creditors	17,817	40,245
	27,817	49,245

20. Government grants

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

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

21. Analysis of charitable funds

Unrestricted funds

	At 1 April 2024 £	Income £	Expenditure £	At 31 March 2025 £
General funds	45,763	253,220	(257,711)	41,272

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

Restricted funds

	At 1 April 2024 £	Income £	Expenditure £	At 31 March 2025 £
Restricted Fund - London community DCT and Young Londoners Fund	3,667	394,523	(394,523)	3,667

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

22. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2025 £**
Tangible fixed assets	43,246	–	43,246
Current assets	57,266	3,667	60,933
Creditors less than 1 year	(31,423)	–	(31,423)
Creditors greater than 1 year	(27,817)	–	(27,817)
Net assets	41,272	3,667	44,939

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

23. Analysis of changes in net debt

	At 1 Apr 2024 £	Cash flows £	**At 31 Mar 2025 £**
Cash at bank and in hand	16,398	(5,065)	11,333
Debt due after one year	(9,000)	(1,000)	(10,000)
	7,398	(6,065)	1,333

IRIE DANCE THEATRE

England & Wales - Charity number 1003947

Accounts

COMPANY REGISTRATION NUMBER: 02636958
CHARITY REGISTRATION NUMBER: 1003947

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

For the year ended

31 March 2024

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

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2024

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IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

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

Year ended 31 March 2024

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

Reference and administrative details

Registered charity name	IRIE!
Charity registration number	1003947
Company registration number	02636958
Principal office and registered office	Moonshot Centre Fordham Park Angus Street New Cross London SE14 6LU
The trustees	
	Mr H Beckles - Chair Mr D Clarke - Treasurer Ms B Glean - Secretary Ms S Montserrat Ms P Ryan
Company secretary	Ms B Glean - CEO & AD and Secretary to the Board
Independent examiner	Darren Smart F.C.C.A. 132 Burnt Ash Road Lee London SE12 8PU

Structure, governance and management

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

Objectives and activities

Mission Statement

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

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

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

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

Structure, governance and management

Governing Document

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

Appointment of Trustees

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

Current Members of the Board

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

Trustee's Induction, Training and Operational Obligations

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

Operating Model

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

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

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

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

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

Funding Partners

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

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

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

Reserves Policy

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

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

Objectives and activities

Key Partnerships

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

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

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

Main activities for the year

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

Objectives and activities *(continued)*

Main activities for the year cont...

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Objectives and activities *(continued)*

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

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

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

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

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

Community & Wellbeing: Cultural exchange; Community events

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

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

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

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

Objectives and activities *(continued)*

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

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

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

The following priorities were agreed:

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

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

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

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

Objectives and activities *(continued)*

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

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

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

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

Achievements and performance

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

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

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

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

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

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

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

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

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

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

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

Risk Management

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

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

Financial review

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

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

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

Investment powers policy and reserves policy:

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

Plans for future periods

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

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

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

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

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

Plans for future periods *(continued)*

Statement of trustee's responsibilities:

The Trustees (who are also directors of IRIE! dance theatre for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

Small company provisions

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

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

Mr D Clarke - Treasurer
Trustee

Ms B Glean - Secretary
Trustee

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of IRIE!

Year ended 31 March 2024

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

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

1. accounting records were not kept in respect of the IRIE! DANCE THEATRE as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



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

132 Burnt Ash Road
Lee
London
SE12 8PU

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2024

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

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

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

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Position

31 March 2024

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

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

Directors' responsibilities:

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

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

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

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



Mr D Clarke - Treasurer
Trustee

1. General information

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

2. Statement of compliance

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

3. Accounting policies

Basis of preparation

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

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

Going concern

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

Disclosure exemptions

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

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

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

Judgements and key sources of estimation uncertainty

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

Significant judgements

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

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

Fund accounting

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

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

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

3. Accounting policies *(continued)*

Incoming resources

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

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

Resources expended

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

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

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

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

Tangible assets

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

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

Depreciation

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

Fixtures and fittings	-	21% reducing balance

Impairment of fixed assets

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

Government grants

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

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

3. Accounting policies *(continued)*

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its financial liabilities.

4. Limited by guarantee

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

5. Grants and local authority funding

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2024 £**
Grants			
Community grants	–	452,927	452,927
Local authority grants	30,000	–	30,000
	30,000	452,927	482,927

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Grants			
Community grants	–	174,566	174,566
Local authority grants	30,000	–	30,000
	30,000	174,566	204,566

6. Charitable activities

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

7. Investment income

	Unrestricted Funds £	**Total Funds 2024 £**	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	184	184	103	103

8. Expenditure on charitable activities by fund type

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

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

9. Expenditure on charitable activities by activity type

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

10. Net income

Net income is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of tangible fixed assets	13,134	11,192

11. Independent examination fees

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

12. Staff costs

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

	2024	2023
	£	£
Wages and salaries	211,092	189,461

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

	2024	2023
	No.	No.
Finance, administration and support	3	3
Direct	5	2
	8	5

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

13. Trustee remuneration and expenses

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

14. Tangible fixed assets

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

15. Debtors

	2024 £	2023 £
Trade debtors	65,624	29,684
Other debtors	2,793	3,559
	68,417	33,243

16. Creditors: amounts falling due within one year

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

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

	2024 £	2023 £
Director loan accounts	9,000	15,000
Other creditors	40,245	54,878
	49,245	69,878

18. Government grants

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

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

19. Analysis of charitable funds

Unrestricted funds

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

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

Restricted funds

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

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

20. Analysis of net assets between funds

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

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

IRIE DANCE THEATRE

England & Wales - Charity number 1003947

Accounts

COMPANY REGISTRATION NUMBER: 02636958
CHARITY REGISTRATION NUMBER: 1003947

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

For the year ended

31 March 2023

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

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2023

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IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

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

Year ended 31 March 2023

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the IRIE! DANCE THEATRE for the year ended 31 March 2023.

Reference and administrative details

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

The trustees

Mr H Beckles - Chair	
Mr A Corbin - Vice Chair	(Resigned 14 March 2023)
Mr D Clarke - Treasurer	
Ms B Glean - Secretary	
Ms L Benjamin - Treasurer	(Resigned 14 March 2023)
Ms D Rose	(Resigned 14 March 2023)
Ms P Warmington	(Resigned 14 March 2023)
Ms S Montserrat	(Appointed 14 March 2023)
Mr P Ryan	(Appointed 14 March 2023)

Company secretary	Ms B Glean - CEO & AD and Secretary to the Board
Independent examiner	Darren Smart 132 Burnt Ash Road Lee London SE12 8PU

Structure, governance and management

The Trustees present their report and the financial statements for the year ended 31 March 2023. The trustees, who are also Directors of IRIE! (Trading as IRIE! Dance Theatre) for the purposes of company law, and who served during the year and up to the date of this report.

Objectives and activities

Mission Statement

IRIE! exists to deliver and sustain a range of creative, educational and artistic activity. Based on stimuli derived from Africa and the Caribbean, the company aims to promote culture and diversity through training; outreach; performance and inspired partnerships. The company's broader aim is to develop and deliver a diverse range of activities for all that will support and address the following:

. Training and Development
. Mentoring and Volunteering
. Creativity and Culture
. Performance and Touring
. Education and Community Outreach
. Accreditation and Partnerships
. Health and Wellbeing

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

Structure, governance and management

Governing Document

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

Appointment of Trustees

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

Current Members of the Board

Patrischia Warmington	Chair - resigned 14 March 2023
Harry Beckles	Chair - appointed position on 14 March 2023
Lin Benjamin	Treasurer - resigned 14 March 2023
Desmond Clarke	Treasurer - appointed position on 14 March 2023
Beverley Glean	Secretary (no voting rights)
Anthony Corbin	Trustee - resigned 14 March 2023
Deborah Rose	Trustee - resigned 14 March 2023
Sheba Montserrat	Trustee
Paulette Ryan	Trustee

Trustee's Induction, Training and Operational Obligations

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

Operating Model

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

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

Ninety five percent (95%) of the work undertaken by the company from April 2022 to March 2023 took

place in the London Borough of Lewisham (LBL). The work of the company is rooted in Caribbean folk dance, music and culture as well as West African traditional dance, drumming and culture. These traditions influence the overall planning and delivery of the programmes alongside other historical and contemporary local, cultural and social issues.

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

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

Funding Partners

The company was very successful in raising funds to support its users, the local community, creatives and its workforce during the COVID19 pandemic. As we navigate through the post-pandemic situation we have continued to build on those relationships as well as exploring new ones as we look to build back strategically and stronger. We are investigating more long-term programmes as we develop our funding strategy. For example applying to Heritage Lottery Fund to achieve IRIE! dance theatre's past performance work, and National Lottery Community Fund to advance our community engagement over a 3 year period (2022-2025). The company's connection with the community is intrinsic in all strands of its practice and service delivery, therefore the ethos of IRIE!'s activities remained intact as we move forward.

Although the programme is not due to start until April 2023, IRIE! dance theatre is thrilled to have secured Arts Council England, National Portfolio Funding (NPO) for three years, from 2023-2026. The award will support the re-introduction of the performance company through a research and development process; support good governance, succession planning and restricting; community centre; developing work for and with graduates and emerging artists.

Reserves Policy

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

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

Objectives and activities

Key Partnerships

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

University of Roehampton:
The relationship with IRIE! dance theatre and Roehampton University came to an end in June 2022. The impact of the pandemic, post-pandemic and cost of living crisis has had a devastating impact of university recruitment. This has seen serious change management in institutions, and unfortunately our partnership is one of the casualties. The decision of Roehampton University to not renew the contract with IRIE! was taken rather late. This meant that the opportunity to be validated by another university in time for September 2023 student's intake would be challenging. We are seeking to augment the existing collaboration with Goldsmith University, which is our local university. We are very interested in further enhancing the partnership with Goldsmiths University. We have recently, successfully partnered with them on the Borough of Culture in 2022 - in Living Memory project and our Pioneers and People film remembering the New Cross Fire that took place in 1981.

Nesta:
We are now at the end of year 3 of our Cultural Impact Agreement with Nesta. The organisation continues to offer support and check-in quarterly to ensure that programme delivery is not facing any challenges due to the changing environment as a result of the pandemic and/or cost of living crisis.

Main activities for the year

Staff engagement
The award from National Lottery Community Fund (NLCF) allowed the organisation a much needed respite for the next 3 years of local community engagement. The project entitled 'Moonshot Community' will enable support from 2022-2025 for the post of Education and Community Engagement Coordinator; Administrator and Facilities Officer. The award will support the company's service delivery, in the areas of education, outreach and community engagement and develop programmes alongside our LBL main grants programme. Also the new posts will support the implementation of the change management process.

Objectives and activities *(continued)*

Main activities for the year cont...

Workshops
Our NLCF award has enabled IRIE! to focus on:

- The development of the community engagement post to manage and develop our programme and community relationships, partnerships and hires.

- The provision of an increased range of diverse choices of free and affordable community classes delivered by a team of tutors diverse in age and ethnicity able to appeal to a wide range of the community.

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

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

"I always enjoy them (the sessions). I feel safe and comfortable talking in front of people" - IRIE! Young Voices.

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

"I was dancing in my seat" - Vintage Tea (Elders event).

Developing our community conversations and community spirit. Participants told us:

"Fantastic film to spark conversation at many levels" - IRIE! Community Film Screening.

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

"I felt after watching a very powerful sense of community" - IRIE! Community Dance Performance.

Through monitoring we have found that the big issue for our elders are places to meet:

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

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

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

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

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

Objectives and activities *(continued)*

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

Children and Young People (CYP)
Young voices, the company's youth civic and creative group, acts as a consultative group for our work with young people. All participants (ages 11-16) are invited to play an active role and contribute to events in-house and outside. For example, they volunteer and observe sessions and event, participate in the AGM, and they will be programming the main stage of Moonshot Community-Family Fun Day in July 2023.

Youth Dance Company
Developing a youth dance company, with focus on traditional West African dance has been a continuous aspiration for the company from the very beginning. This year, we have been able to actively commit to this development. The quick take-up of places and success of our weekly young people's group has been unexpected. We were able to establish a consistent group of between 22-28 young people from our partner schools. We are also encouraged by the commitment, interest and support from all the parents of the young people attending the youth dance group.

Community Engagement
A thriving programme has encouraged local people and grassroots organisation to hire our community space and run their own sessions. These include: Planet Hoop; Dancehall; Muay Thai, and Boxcamp sessions. The diversity of our community is reflected across all areas of the organisation, in its core and sessional team, its students, volunteers and beneficiaries. The combined strengths of their skills and lived experience complement and enrich the programme.

We are able to clearly see the difference we make as an organisation through our monitoring and evaluation, and anecdotal evidence. Participants have told us that our events and activities are making people feel: more connected; improving physical and mental health and well-being; building confidence & skills; better understanding of their area and supporting people of different communities and age groups.

We understand the importance of listening to what the community wants, observing what is working well, and reviewing areas for improvement. For example, where session/s is less well-attended, we seek additional feedback. The outcome/change could result in increased promotion, postpone, review and/or cancellation. We understand that the Cost of Living Crisis is negatively impacting on many of our communities. Therefore, we believe that it is more important than ever to offer free and affordable opportunities in a familiar warm space. We are especially encouraged with the 14% increase in unique participants during the year.

Away Day
The organisation has an Awayday on September 10, 2022, which resulted in 6 recommendations that were taken forward by the Board of Trustees on November 9, 2022. The recommendations were as follows:

1 AWAY DAY: Annual Review 2023 - Establish a culture of annual review and assessment which will enable the organisation to a) come together as one team, b) analyse its business function, staffing structure, operations and financial performance against strategic goals and c) provides an opportunity for individual team member to reflect on personal achievements and shortcomings. These dates need to be set annually in advance.

2 Trustees Board Renewal and Development - The current board are stretched. A highly effective board is

Objectives and activities *(continued)*

a fundamental driver of the organisation's performance across its business and operation functions. Ongoing trustee renewal and development is a hallmark of a high performing organisation. Any board development plan would need to include but not restricted to, skills audit, board policies, board priorities, induction, recruitment, renewal, training, strategy, compliance and risk management.

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

4 Take forward agreed priorities from AWAY DAY.

5 Improving Business Efficiency - The AWAY DAY seeks to provide an enhanced structure and route map to assist the organisation with improving business efficiency. It will also provide guidance and support to the business director. Going forward there will be a need for a change in infrastructure; this will entail the development of a coherent strategy, planning, changes to the current staffing structure, delivery function and an improved outcome framework focused on the impact to the end users.

6 Change Management and Restructuring Process - The restructuring process will involve changes in business activities and staffing structure which will enable the organisation to become more integrated efficient.

The implementation of the change management process has halted the recruitment of Administrator and Facilities Supervisor. The process has highlighted the phasing in of the new staff structure which will start in April 2023. The post of Education and Community Engagement Coordinator will escalate to Community Engagement Manager from April 2023. The new role will shape, consolidate, build partnerships towards sustaining IRIE's engagement with the community.

Marketing & Publicity
We have been working towards making our marketing and publicity more inclusive. The company involves its users and the local and wider community in its work in a number of ways. We have introduced quarterly programming for our community classes, and events. The programme is distributed via email, social media and hard copies. It is also posted on IRIE!'s website. In addition, we promote with other local organisations and partners. For example, Lewisham Homes, (Social housing provider, managing homes on on behalf of Lewisham Council. Our partnership with them allows the programme to reach over 10,000 residents). Lewisham local, (serving local communities in Lewisham); and Community Connections, (Here to connect you to your local community and services that can support your health and wellbeing).

We continue to build our engagement with the local community through our community programmes and hires and through connections and partnerships with local community organisations, including post Lewisham Borough of Culture networks; Goldsmiths University; 2000 Action Community Centre; Telegraph Hill Centre; The Albany, Lewisham Education and Arts Network; Lewisham Voice, and influence Partnerships; Deptford Area Forum, Phoenix Federation and St Joseph's Primary School.

Users have feedback positively, on the look and content of the programme. This is encouraged through monitoring and evaluation of all our sessions, which enables us to be responsive to feedback and evaluation

Objectives and activities *(continued)*

from participants, partners and the wider community. We analyse feedback data, that is regularly collect from participants. This is done via a range of user-friendly platforms, such as, Mailchimp, Survey Monkey, and Eventbrite. Hard copy surveys, structured community conversations, informal feedback and interviews. Q&A sessions after events and via social media platforms are all used as ways to gather information, data and keep connected to our users. The company will be reviewing its social media and communications strategy as part of the change management process.

BA (Hons) Diverse Dance Styles:
The relationship with Roehampton University came to an end in June 2022. The university is restructuring due to the impact of COVID-19 and the impact the pandemic has had on student recruitment. We approached a number of universities to partner, to validate our BA (Hons) Diverse Dance Styles. We are looking to augment the existing collaboration with Goldsmith University, which is our local university. We are very interested in further enhancing the partnership with Goldsmiths University. We have recently, successfully partnered with them on the Borough of Culture in 2022. In Living Memory project. We are proud to say that all 6 students gained first-class honour degrees. As part of their final year, and working as ConnectingVibes* dance company the dancers, successfully, toured schools, Roehampton university, and performance venues with their work entitled 'Right to be Forgotten' doing a total of 6 performances. The company also performed as part of a dance on film performance a new work entitled BLOCK, choreographed by Leroy Dias Dos Santos. The film was presented at the British Film Institute (BFI) as part of the U-Dance on film festival.

The Moonshot Centre Management:
IRIE! Has a Premises Management agreement since 2017 for the Moonshot centre. We have continuously endeavoured to work effectively with Lewisham Council to improve and update the condition of the Moonshot premises in terms of addressing long-standing disrepair issues and achieving regulatory compliance. IRIE! continue to support the delivery of efficient management service and work closely with the tenants of the Centre, Playhouse Community Nursery and Double Jab Boxing Club, to maintain standards of of compliance and report repairs.

Achievements and performance

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

• Improve physical and mental well-being for 1000 local people IRIE! dance theatre engaged 2,421 participants in physical activity within our community programme.

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

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

IRIE! dance theatre worked with three schools, delivering welcome assemblies and engaging a total of 1,800 young people in rhythm, dance and culture. This engagement has led onto long term residency around culturally diverse dance style.

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

IRIE! dance theatre has created 94 opportunities for volunteers to develop their social skills through participatory events.

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

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

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

The cancellation of our annual family Fun Day, due to dangerous weather, meant that we were not able to reach the target of 30%. However, increase access through our community programs, events, and hirers that utilized our facilities. For example, Tilbury Talks, our Windrush 75 celebration; and hosting our international guest-Spice Dance Company from Grenada, and increase long-term hires saw an increase of 14%

Risk Management

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

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

Financial review

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

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

The income for the year is £414,847 This is an increase of £62,581 on the year before. The company is carrying a deficit fund of £19,790 for this financial year. IRIE! recognises the need to continue to closely monitor the company's income generation targets as part of our Finance Strategy in order to support the next year of operations.

Investment powers policy and reserves policy:

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

Plans for future periods

After an Away Day held on September 9th 2022 with IRIE! dance theatre's Trustees and key staff members. The trustees followed up and agreed on 6 recommendations to take forward.

1-AWAY DAY: Annual Review 2023
2-Trustee Board Renewal and Development
3-Succession planning Creative Director/CEO
4-Take forward agreed priorities from AWAY DAY
5-Improving business efficiency
6-Change Management and Restructuring Process

Despite challenges post pandemic, it is hoped that the above development and changes will provide a practical and realistic vision for the future. We have been fortunate to have received 3-years funding from the National Lottery Community Fund (NLCF). The funding will consolidate IRIE!'s service offer, to the community. We are also waiting to hear from Arts Council England's National Portfolio Organisation (NPO). We intend to reintroduce IRIE! dance theatre performance company to the touring circuit in in London, nationally and internationally. The success of ACE's NPO bid will greatly boost the organisations profile.

Work continues to establish an MA programme, that will focus on the individual artists practice. We are in positive conversations with our local university Goldsmiths. If successful, it will open our accredited training across an international platform, as Eighty percent (80%) of engagement will be on-line and twenty percent (20%) in person. The promotion of the degree will continue to be a priority as we look to develop feeder programmes to support this i.e. IRIE! Dance Advance Training (IDAT) for young people will come on board for 2024.

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

The reintroduction of the touring performance company is envisioned for 2023/4. The IRIE! dance theatre performance company will increase the profile of the organisation and attract more individuals to IRIE!'s programmes and activities. While there will be change operationally. The creative, cultural, artistic and community programmes continue to thrive. The organisation's community & family programmes will continue to support its grassroots identity. We are becoming better connected to a range of of organisations working for the betterment of community cohesion, engagement and well-being both locally and nationally. The delivery of professional development programmes, accredited qualifications, and supporting emerging artists will continue to feature strongly as part of IRIE! dance theatre's future activities.

Plans for future periods *(continued)*

Statement of trustee's responsibilities:

The Trustees (who are also directors of IRIE! dance theatre for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

Small company provisions

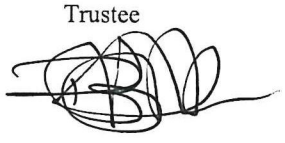
This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 22 December 2023 and signed on behalf of the board of trustees by:

Mr D Clarke - Treasurer
Trustee



Ms B Glean - Secretary
Trustee



IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of IRIE!

Year ended 31 March 2023

I report to the trustees on my examination of the financial statements of IRIE! ('the IRIE! DANCE THEATRE') for the year ended 31 March 2023.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

1. accounting records were not kept in respect of the IRIE! DANCE THEATRE as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Darren Smart
Independent Examiner

132 Burnt Ash Road
Lee
London
SE12 8PU

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2023

	Note	2023 Unrestricted funds £	2023 Restricted funds £	2023 Total funds £	2022 Total funds £
Income and endowments					
Grants and local authority funding	5	30,000	174,566	204,566	161,443
Charitable activities	6	210,178	–	210,178	190,823
Investment income	7	103	–	103	–
Total income		240,281	174,566	414,847	352,266
Expenditure					
Expenditure on charitable activities	8,9	236,087	174,566	410,653	416,106
Total expenditure		236,087	174,566	410,653	416,106
Net income/(expenditure) and net movement in funds		4,194	–	4,194	(63,840)
Reconciliation of funds					
Total funds brought forward		(27,724)	3,740	(23,984)	39,856
Total funds carried forward		(23,530)	3,740	(19,790)	(23,984)

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

The notes on pages 19 to 28 form part of these financial statements.

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Position

31 March 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible fixed assets	14		40,145		51,087
Current assets					
Debtors	15	33,243		31,322	
Cash at bank and in hand		8,512		109	
		41,755		31,431	
Creditors: amounts falling due within one year	16	31,812		24,775	
Net current assets			9,943		6,656
Total assets less current liabilities			50,088		57,743
Creditors: amounts falling due after more than one year	17		69,878		81,727
Net liabilities			(19,790)		(23,984)
Funds of the charity					
Restricted funds			3,740		3,740
Unrestricted funds			(23,530)		(27,724)
Total charity funds	19		(19,790)		(23,984)

For the year ending 31 March 2023 the IRIE! DANCE THEATRE was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

The statement of financial position
continues on the following page.
The notes on pages 19 to 28 form part of these financial statements.

Statement of Financial Position *(continued)*

31 March 2023

These financial statements were approved by the board of trustees and authorised for issue on 22 December 2023, and are signed on behalf of the board by:

Mr D Clarke - Treasurer
Trustee



The notes on pages 19 to 28 form part of these financial statements.

1. General information

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

2. Statement of compliance

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

3. Accounting policies

Basis of preparation

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

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

Going concern

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

Disclosure exemptions

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

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

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

Judgements and key sources of estimation uncertainty

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

Significant judgements

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

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

Fund accounting

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

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

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

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

Incoming resources

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

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

Resources expended

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

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

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

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

Tangible assets

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

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

Depreciation

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

Fixtures and fittings	-	18% reducing balance

Impairment of fixed assets

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

Government grants

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

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

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

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its financial liabilities.

4. **Limited by guarantee**

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

5. **Grants and local authority funding**

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2023 £**
Grants			
Community grants	–	174,566	174,566
Local authority grants	30,000	–	30,000
	30,000	174,566	204,566

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants			
Community grants	140,338	–	140,338
Local authority grants	21,105	–	21,105
	161,443	–	161,443

6. Charitable activities

	Unrestricted Funds £	**Total Funds 2023 £**	Unrestricted Funds £	Total Funds 2022 £
Education and communication income	29,598	29,598	12,976	12,976
Moonshot space hire	35,940	35,940	18,123	18,123
Other earned income	8,699	8,699	7,466	7,466
Moonshot management income	58,478	58,478	63,474	63,474
Roehampton University - student fees	77,463	77,463	88,784	88,784
	210,178	210,178	190,823	190,823

7. Investment income

	Unrestricted Funds £	**Total Funds 2023 £**	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	103	103	–	–

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2023 £**
Direct charitable expenditure	228,804	174,566	403,370
Support costs	7,283	–	7,283
	236,087	174,566	410,653

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Direct charitable expenditure	410,328	–	410,328
Support costs	5,778	–	5,778
	416,106	–	416,106

9. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	**Total funds 2023**	Total fund 2022
	£	£	£	£
Direct charitable expenditure	403,370	–	403,370	410,328
Governance costs	–	7,283	7,283	5,778
	403,370	7,283	410,653	416,106

10. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	11,192	13,753

11. Independent examination fees

	2023	2022
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	1,260	1,200

12. Staff costs

The average head count of employees during the year was 3 (2022: 3). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Finance, administration and support	3	3

No employee received employee benefits of more than £60,000 during the year (2022: Nil).

13. Trustee remuneration and expenses

One or more trustees has been paid remuneration from employment with the charity.
Remuneration to a trustee is agreed at the annual trustees meeting at the start of the year.
A total gross salary of £39,659 (2022: £30,575) was paid to Ms B Glean during the year as CEO, AD and secretary to the board, with no voting rights.

14. Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 April 2022	159,234
Additions	250
At 31 March 2023	159,484
Depreciation	
At 1 April 2022	108,147
Charge for the year	11,192
At 31 March 2023	119,339
Carrying amount	
At 31 March 2023	40,145
At 31 March 2022	51,087

15. Debtors

	2023 £	2022 £
Trade debtors	29,684	27,499
Other debtors	3,559	3,823
	33,243	31,322

16. Creditors: amounts falling due within one year

	2023 £	2022 £
Bank loans and overdrafts	–	2,411
Trade creditors	21,550	17,140
Social security and other taxes	6,760	2,663
Other creditors - pension	1,192	311
Other creditors	2,310	2,250
	31,812	24,775

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

	2023	2022
	£	£
Director loan accounts	15,000	15,000
Other creditors	54,878	66,727
	69,878	81,727

18. Government grants

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

National Lottery Community Fund
City of London
Young Londoners Fund
Arts Council
Rushey Green Infection Control
Lewisham 2022 Creative Change
National Heritage

19. Analysis of charitable funds

Unrestricted funds

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

	At 1 April 2021	Income	Expenditure	At 31 March 2022
	£	£	£	£
General funds	36,116	352,266	(416,106)	(27,724)

19. Analysis of charitable funds *(continued)*

Restricted funds

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

	At 1 April 2021 £	Income £	Expenditure £	At 31 March 2022 £
Restricted Fund - London community DCT and Young Londoners Fund	3,740	–	–	3,740

20. Analysis of net assets between funds

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

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Tangible fixed assets	51,087	–	51,087
Current assets	27,691	3,740	31,431
Creditors less than 1 year	(24,775)	–	(24,775)
Creditors greater than 1 year	(81,727)	–	(81,727)
Net liabilities	(27,724)	3,740	(23,984)

IRIE DANCE THEATRE

England & Wales - Charity number 1003947

Accounts

COMPANY REGISTRATION NUMBER: 02636958
CHARITY REGISTRATION NUMBER: 1003947

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

For the year ended

31 March 2022

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

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2022

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IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

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

Year ended 31 March 2022

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the IRIE! DANCE THEATRE for the year ended 31 March 2022.

Reference and administrative details

Registered charity name	IRIE!
Charity registration number	1003947
Company registration number	02636958
Principal office and registered office	Moonshot Centre Fordham Park Angus Street New Cross London SE14 6LU
The trustees	
	Ms P Warmington - Chair Mr A Corbin - Vice Chair Ms L Benjamin - Treasurer Ms B Glean - Secretary Mr H Beckles Mr D Clarke Ms D Rose
Company secretary	Ms B Glean - CEO & AD and Secretary to the Board
Independent examiner	Darren Smart 132 Burnt Ash Road Lee London SE12 8PU

Structure, governance and management

The Trustees present their report and the financial statements for the year ended 31 March 2022. The trustees, who are also Directors of IRIE! (Trading as IRIE! Dance Theatre) for the purposes of company law, and who served during the year and up to the date of this report.

Objectives and activities

Mission Statement

IRIE! exists to deliver and sustain a range of creative, educational and artistic activity. Based on stimuli derived from Africa and the Caribbean, the company aims to promote culture and diversity through training; outreach; performance and inspired partnerships. The company's broader aim is to develop and deliver a diverse range of activities for all that will support and address the following:

. Training and Development
. Mentoring and Volunteering
. Creativity and Culture
. Performance and Touring
. Education and Community Outreach
. Accreditation and Partnerships
. Health and Wellbeing

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

Structure, governance and management

Governing Document

IRIE! is a company limited by guarantee, governed by its Memorandum and Articles of Association dated August 1991. The Charities Commission registers the company as a Charity. Anyone over the age of 18 can become a member of the company and there are currently 6 members, each of whom agree to contribute £5 in the event of the Charity winding up.

Appointment of Trustees

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

Current Members of the Board

Patrischia Warmington	Chair
Harry Beckles	Vice Chair
Lin Benjamin	Treasurer
Beverley Glean	Secretary
Anthony Corbin	Trustee
Deborah Rose	Trustee
Desmond Clarke	Trustee

Trustee's Induction, Training and Operational Obligations

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

Operating Model

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

The Chief Executive Officer & Artistic Director (CEO & AD) is appointed by the Board to manage the day-to-day operations of the charity as well as plan, guide and implement the artistic vision and policies of the company ensuring that they continue to encapsulate and reflect the company's mission statement. The CEO & AD delegates authority, approved by the trustees, to a Senior Management Team, which comprises the Director of Accredited Training and Business Director (appointed in July 2019) who support the CEO & AD in the day to day managing of operational matters including finance, building management, employment, education & community outreach, and artistic performance related activities.

Ninety five percent (95%) of the work undertaken by the company from April 2021 to March 2022 took place in the London Borough of Lewisham (LBL). The work of the company is rooted in Caribbean folk dance, music and culture as well as West African traditional dance, drumming and culture. This influences the overall planning and delivery of the programmes alongside other local, cultural and social issues.

IRIE! is strongly imbedded in the community and has professional relationships with a number of related local organisations and institutions including, The Midi Music company; The Albany; Goldsmiths College; and Lewisham Education Arts Network. Community cohesion and engagement will continue to be key to the company's development.

IRIE! is both based at and is a resident of the Moonshot Centre, currently holding a Premises Management Agreement for the same, since 2017 with the London Borough of Lewisham. The building is based in Fordham Park in New Cross, which provides ideal surroundings and resources for community-based activities which is key to the company's development. Our activities provide favourable conditions for children and young people to engage with the company and for the company to connect with and understand the needs of the community in which it serves through regular monitoring, questionnaires and anecdotal feedback.

Funding Partners

Despsite the pandemic we have been successful in raising funds to support its users, the local community, creatives and its workforce during the COVID19 pandemic, and we have continued to build those relationships and explore new ones as we moved out of this period and looked to build back strategically and stronger. We are working on more long-term programmes and funding development. For example applying to Heritage Lottery Fund to achieve IRIE! dance theatre's past performance work, and National Lottery Community Fund to advance our community engagement over a 3 year period. The company's connection with the community is intrinsic in all strands of its practice and service delivery, therefore the ethos of IRIE!'s activities remained intact as we move forward.

Reserves Policy

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

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

Objectives and activities

Key Partnerships

London Borough of Lewisham:
IRIE!'s relationship with LBL remains stable and continues to progress positively. This year has been particularly exciting as we move towards the launch of a year of creative, cultural, artistic and social activities to celebrate Lewisham London Borough of Culture (BOC) in January 2022. The BOC programme launch took place on November 25, 2021 at the Rivoli Ballroom in Brockley. IRIE! launched the 'L BOC Bop; with students and local people who had learnt the dance via a borough wide outreach programme steered by IRIE! The official launch took place on Friday January 28, 2022. (Unfortunately, on returning for the Christmas break, COVID restrictions in relation to large gathering were still in place. Therefore, the Mass Dance opening event was postponed, which meant the BA students were unable to perform. However, by the time the restrictions were lifted IRIE! had taught the Bop to a total of 19 schools, reaching over 1800 in 11 weeks. 8 schools, which included: St Josephs Catholic Primary School; Grinling Gibbons Primary School; Watergate SEN School; Torridon Primary School; Trinity CoE Primary School; Perrymount Primary School; Tidemill Primary School and St Mary's CE Primary School; were chosen to be part of a film to present on Day One of BOC. COVID restrictions were relaxed on January 26th. Sadiq Khan, the Mayor of London attended activities at Lewisham Shopping Centre. IRIE! taught the Bop at St Mary's primary school, the sessions were attended by the Mayor of Lewisham Damien Egan, Councillor Brenda Dacres and film crews from BBC and ITV London. In the evening the children of St Joseph's Primary school had the opportunity to perform the Bop to the Mayor of London and Lewisham and their entourage. Link to Lewisham Borough of Culture IRIE! BOC Film:https:drive.google.com/drive/folders/12kxrFJ_ccvniG8gU-1Jo-3kNq4CbonIx

The soundtrack for the Bop was commissioned with The Midi Music Company and the track entitled 'Plantain & Dumplings. This became the official soundtrack for Lewisham Borough of Culture aka (Lewisham's Anthem).

As a partner, involved in the Mass Dance event, and working closely with the Albany, IRIE! was pivotal to the commissioning of Alleyne Dance to create the Mass Dance production entitled 'I Am Here' in January 2022 and later in the year 'Close to Home'.7 of IRIE! students studying the BA in Diverse Dance Style performed in the January production and will also, be performing in 'Close to Home' scheduled for October 2022, and we are excited by the number of social, cultural and creative activities due to take place in the borough throughout 2022. Our base, the Moonshot centre, continues to be a going concern in terms of the PMA, tenant's issues and building repairs. However, we continue to communicate with the local authority in relation to legacy repairs and other building related concerns. We continue to seek independent support via funding applications to finance some of the above legacy repairs in particular the buildings Air Conditioning system.

University of Roehampton:
The impact of COVID-19 has had a knock-on effect on all higher education institutions in the UK, including the University of Roehampton (UoR). This has been a major concern for IRIE! as we too have felt the consequences. IRIE! continues to have a strong relationship with the UoR dance department as we collaborate on programmes including shared workshops. We are keen to build and expand our Higher Education accredited training to further support the future development of Dance of the African Diaspora and to increase income generation. However, we await feedback from the university of Roehampton as too the future nature of the partnership with IRIE!

Nesta:
We continue with our Cultural Impact Agreement with Nesta as they continue to support and check-in every quarter to ensure that the organisation and programme delivery are not facing any challenges due to the changing environment as a result of the Covid-19 pandemic. The intake of BA students in 2020-2021 had a negative impact on the organisations cashflow which we fortunately managed to address. The company has submitted the year-2 monitoring report, which has been accepted. We are pleased to report that despite the lockdown and subsequent relative protective regulations, we have managed to meet and in a number of cases surpass set targets.

Main activities for the year

Staff engagement
Connor Taylor, a graduated from the company's BA (Hons) Diverse Dance Styles Joined the company in August 2021 as Education and Community Engagement Coordinator. The post will support the company's service delivery, in the areas of education, outreach and community engagement, and develop programmes alongside Lewisham's Mayor of London Borough of Culture.

COVID-19
The IRIE! Board of Trustees; team dedicated employees; freelancers; and volunteers continue to embrace the challenges of the pandemic and create strategies for moving forward. IRIE!'s remote workshops and programmes for children and young people, adults, elders and schools continue to thrive and assist in continued student and user's engagement. Staff were able to occupy the building from the middle of July of 2021 in a Covid safe environment and subsequently BA students were able to start the academic year in September 2021. We were then able to gradually return to a full in-house delivery programme, as well as accommodate and support a number of local community groups needing access to COVID-19 safe spaces to deliver their services.

Objectives and activities *(continued)*

Main activities for the year cont...

Workshops
We continued to deliver free online workshops to the community throughout the pandemic which are advertised via social media including YouTube, Instagram, facebook, twitter and the company's website. This continued up to January 2022.

From January 2021, IRIE! was fully engaged in the planning and delivery of the 'L BOC Bop. L BOC Bop was created to involve all across the borough, and the uptake was quite remarkable. January-March 2022 was an exciting and creative time for the organisation. Aside from our partner schools, which include The Phoenix Federation and St Joseph's primary school we were able to engage with a further 17 schools in the borough, and 4 youth and community centres, which translated into engaging 2,091 individuals. We had also hoped to engage with elders in our community however this remained a challenge as care homes, day centres and sheltered accommodation were are still not fully accessible. However, in February we were given access to deliver our vintage tea programme at Milliners Court which we engaged with 20 elders of which 15 participated.

Children and Young People (CYP)
As we emerged from the pandemic, and due to the company's profile and partnerships with schools within the borough, it was possible for IRIE! to seamlessly continue its education programme. For example, the company continued to work remotely with a number of its partner schools. Being a key partner in Lewisham's Mayor of London Borough of Culture and responsible for the Mass Dance this meant that the company would engaged with more schools and community venues in the borough reaching #2, 241. IRIE! delivered its first half-term programme after the pandemic, where we were pleased to engage with 13 disadvantaged local young people from the launch. This included 3 unique participants who are children with special educational needs and disabilities. We were also able to target CYP from Lewisham Homes, who are a social housing provider.

Marketing & Publicity
The post continues to make the company's presence more visible, locally, nationally and internationally. IRIE! Continues to be keen and invested in keeping abreast of content within dance and the Dance of the African Diaspora(DAD) sector and place ourselves both firmly and strategically within arts and culture in the UK. The company will be consolidating its' image and branding across social media and communications platforms in addition to Instagram, Facebook, Twitter, YouTube where we are already present. We are developing a PR and Marketing Plan, which will allow for brand continuity and space for growth. The past year has seen an increase to the Company's social media interaction of 60%.

Objectives and activities *(continued)*

BA (Hons) Diverse Dance Styles:
Face to face teaching returned on March 8th 2021. Practical courses were allowed to return as lockdown measures eased and the relevant checks and tests undertaken. On return, students became engaged with final preparations for their end of year assessments with everyone working hard to finish projects and make up for lost time. Sadly, performances that had been geared for wider audiences had to be restricted to small in-house sharing's of work. 70% of IRIE! students worked with a Master of Fine Arts (MFA) student from the university of Roehampton on his final performance project which was showcased in June 2021 at University of Roehampton's theatre. On May 20th, year 1 students took part in a matinee and evening performance of their work at 3pm and 7.30pm at the Moonshot centre . 8 Year 2 students, created their Site- Specific Performance entitled 'No Justice Just Us', inspired by different forms of protest, in particular The Black Peoples Day of Action, which took place in Fordham Park in 1981 as a result of the aftermath surrounding the New Cross Fire. 'No Justice Just Us' was performed in Fordham Park on June 3rd 2021 at 2pm and 7pm to audiences of up to 335. Year 3 BA students performed their final Independent Projects on May 26th and 27th to full houses at the Moonshot centre. The final exam board for the academic year was held on June 16th 2021. Degree classifications of the year were very good with 60% students gaining a 1st 40% gaining a 2.1.

The September 2021 BA (Hons) Diverse Dance Styles academic year started with face to face teaching as planned. Students were responsible for taking their own COVID tests twice a week, as stipulated by University of Roehampton guidelines. The cohorts were smaller than expected due to the general uncertainty caused by COVID-19 and the desire by students to not return to online learning. After discussions with other HE institution, IRIE! Learnt that enrolments were down nationally in terms of physical activity, and in particular dance as this subject did not transfer well to online learning. To address this issue IRIE! BA Year 3 students developed a workshop tour to practically fulfil the requirements of their teaching module, and delivering workshops to a range of diverse groups. This included bespoke workshops events in a number of arts/dance training institutions including Uxbridge and Colchester College, Centres of Advanced Training in London, Ipswich and Leeds as well as Youth Dance Projects in Hertfordshire and Cambridge reaching 422 unique participants. Extracts from this performance programme were also included in workshops for interested participants as an introduction to the BA Course. This included a work by IRIE!'s 'Artist in Residence' company FUBUNATION. Students also participated in creating the L BOC Bop with the Artistic Director, with some also participating in the launch of Borough of Culture that took place in Lewisham Shopping centre on February 4th 2022 engaging over 500 local people.

Objectives and activities *(continued)*

The Moonshot Centre Management:
IRIE! Has a Premises Management agreement since 2017 for the Moonshot centre. We have continuously endeavoured to work effectively with Lewisham Council to improve the condition of the Moonshot premises in terms of addressing long-standing disrepair issues and achieving regulatory compliance. The Business Director and Caretaking staff continue to support the delivery of efficient management service and work closely with the tenants of the Centre, Playhouse Community Nursery and Double Jab Boxing Club, to maintain standards of compliance and report repairs.

Although COVID-19 had a significant impact on our ability to earn income through hires, upon return to the building full-time post pandemic hires are beginning to pick up which we expect to be positively reflected in 2022/23.

Achievements and performance

IRIE! dance theatre continues to build a greater relationship with the local community as well as develop the practice of Dance of the African Diaspora(DAD) regionally, nationally and internationally. Through a number of successful funding applications that focus on community engagement, and dance sector development we were able to design and implement the delivery dance and culture activities for all. During the year IRIE! was able to:

- Work with a total of 10 schools, engaging with 2,550 young people.
- Deliver 210 in-house workshops reaching 1,050 individuals.
- Participated in two street performance with our Federation schools where a total of 1,100 participated, including teachers, parents/guardians and carers.
- Delivered 30 L BOC Bop workshops with 1,292 people participating.
- Created a music video with 9 local schools to celebrate Lewisham, mayor of London Borough of Culture, engaging 945 local children and young people.
- The video was viewed 3,795 times.
- Created a standing and seated tutorial for the Bop, with an online present of 1,800.
- Deliver 4 Vintage Tea events for local elders, where 40 elders participated in movement, drumming and percussion, crafts, storytelling and performance.
- 7 students achieved a BA (Hons) in Diverse Dance Styles from University of Roehampton.
- The companys on line presences increased by 30% over the year.
- BA year 2, performed site-specific performance in Fordham Park accompanied by 4 graduates. The performances were interactive engaging up to 180 audience members.
- Hosted/joint facilitated an event on January 18th 2022 entitled 'Evening of Togetherness' for Families and survivors of the New Cross Fire, in collaboration with outreach undertaken by SE17 Working and supported by the producers of the BBC 'Uprising' Series which engaged 48 individuals from the same due to the historic link to the Moonshot Centre.

The company is proud of how it is recovering so soon after the pandemic. We have learnt that working in partnership has the ability to support and sustain good relations locally and nationally, building stronger communities with a focus on arts, culture, health and well-being.

Risk Management

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

Although, there are some challenges, the financial position of the company continues to be reviewed as IRIE! takes on more management responsibilities as well as increased cost of services.

Financial review

The principal funding source for the organisation is an amalgamation of management service fees, London Borough of Lewisham Main Grant, BA (Hons) fees and Trusts and Foundation grants. COVID-19 impacted on the organisation's ability to maintain and/or increase its earned income. However, with the relaxing of government guidelines, Lewisham, Mayor of London Borough of Culture and the appointment of a key worker dedicated to the role of education and community outreach, earned income from education outreach and hires started picking up. Building on our successful run of funding applications during the pandemic and lessons learnt, to stay abreast of funding opportunities, build and sustain partnerships and invest in community cohesion have seen more rewards as we received awards from the following: Thriving Communities; Sports England; City Bridge; Heritage Lottery Fund; Goldsmiths (In Living Memory, Lewisham Borough of Culture) and Awards for All.

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

The income for the year is £352,266 This is a reduction of £116,773 on the year before. The company is carrying a deficit fund of (£63,840) for this financial year. IRIE! recognises the need to continue to closely monitor the company's income generation targets as part of our Finance Strategy in order to support the next year of operations.

Investment powers policy and reserves policy:

Policies on investment powers and reserves are available as required. The aim of the Company is to maintain an annual reserve level to meet a minimum of 3 months operational costs, which we are working towards, however our subsidising of income due to LBL historic failures to recognise this has been challenging, however we are of an understanding that this will be high on the agenda for 2022/23.

Financial review *(continued)*

Fees from University of Roehampton University for the year 21/22 has decreased from the previous year by 48%. This is due to substantial decrease in our student numbers because of COVID-19 and BREXIT, where unlike before, European Union students are now seen as international students which requires a Tier 4 license we can no longer accept them. The organisation is currently brokering a new partnership with another university, which will make a substantial difference to earned income over the next 2-3 years.

The company have been successful receiving National Lottery Community funds in September 2022 - £379,040, three-year funding from 2022-2025 The award is to develop and deliver IRIE!'s community engagement and outreach programme which has been revamped. Also, in November of 2022 IRIE! became a National Portfolio Organisation (NPO) with Arts Council England (ACE) to redevelop its performance company £718,176, three-year funding 2023-2026. Naturally, the deficit is disappointing. We are confident it will be addressed within 12 months as we are subject to rigorous financial checks and balances as a condition of their funding agreements/frameworks.

We are committed to building reserves over the next 2 years as follows:" Using our new accreditation/validation for our course we will run a MA in dance practice with a focus on Dance of the African Diaspora - 80% on line 20% in person. Current virtual resources. This will facilitate an international reach, which will boost our earned income capacity " Re launch the BA (Hons) with a new provider. " Restructuring the organisation with a stronger focus on key roles and business efficiency." Reintroducing the IRIE! dance theatre Performance Company to create new relative and thematic paid works at theatres and events locally, nationally and internationally. This will also include additional paid education and outreach activities and accredited training, which will boost earned income " We continually review our fundraising strategy at quarterly Board meetings and continue to developing new and interesting partners whether through IRIE! proactive direct engagement prior to completing applications or through Trusts, Grant Makers, and other Funding Bodies solicitation processes.

Plans for future periods

Despite challenges faced as we come out of the pandemic, the capacity to increase earned income and fundraise remains high on IRIE!'s agenda. The organisations has reviewed and revised a number of its strategies including Fundraising, Community Engagement and Communications & Marketing for dealing with future developments through 2022-2025. These documents alongside other development plans, such as Accredited Training and, Creating and Touring provides a practical and realistic vision for the future. Moonshot, and the facilities the building offers is an invaluable resource for the company's work in the Moonshot Centre post COVID-19, our recognition and partnership with Lewisham Mayor of London Borough of Culture and development of accredited training will inevitably enable capacity to increase earned income and fundraising. So much so, that the organisation is looking at the possibility of expanding the facilities, this would include additional studio space and a redesign of the building ensuring it improves more community facing engagement and accessibility.

Staffing levels are being addressed for the company to operate at full potential. The services of a freelance Fundraiser continue to support both grant income capacity and facilities management. The organisation will be approaching NLCF Reaching Communities with a 3-year funding proposal to develop and consolidate IRIE!'s service offer to the community. IRIE! Will also approach Arts Council England's National Portfolio Organisation(NPO) to reintroduce the IRIE! performance and touring company. The success of the above bids will boost the organisations profile locally, nationally, and internationally.

Going forward, IRIE! will be looking to introduce an MA programme, that will focus on the individual artists practice. This will be open to international students, as eighty percent of engagement will be on-line and twenty percent in person. The promotion of the degree will continue to be a priority as we look to develop feeder programmes to support this. i.e. a Centre for Advance Training scheme (CAT) by 2024.

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

The reforming of the touring performance company is envisioned for 2023/4. The IRIE! dance theatre performance company will increase the profile of the organisation and attract more individuals to the BA (Hons), Children & Young Peoples programmes and Community Engagement activities. The organisation's community& family programmes will continue to support its grassroots identity. We are becoming better connected to many more organisations working for the betterment of community cohesion, engagement and well-being both locally and nationally. The delivery of professional development programmes, accredited qualifications, and supporting emerging artists will continue to feature strongly as part of IRIE! dance theatre's future activities.

Plans for future periods *(continued)*

Statement of trustee's responsibilities:

The Trustees (who are also directors of IRIE! dance theatre for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to: . Select suitable accounting policies and then apply them consistently; . Observe the methods and principles in the Charities SORP;. Make judgments and estimates that are reasonable and prudent
. State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and . Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

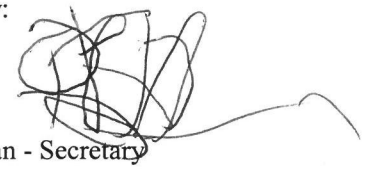
The Trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities Act 1993. They are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

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

Small company provisions

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

The trustees' annual report was approved on 23 December 2022 and signed on behalf of the board of trustees by:



Ms B Glean - Secretary
Trustee

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of IRIE!

Year ended 31 March 2022

I report to the trustees on my examination of the financial statements of IRIE! ('the IRIE! DANCE THEATRE') for the year ended 31 March 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

1. accounting records were not kept in respect of the IRIE! DANCE THEATRE as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



Darren Smart
Independent Examiner

132 Burnt Ash Road
Lee
London
SE12 8PU

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2022

	Note	2022 Unrestricted funds £	2022 Restricted funds £	2022 Total funds £	2021 Total funds £
Income and endowments					
Grants and local authority funding	**5**	161,443	–	161,443	248,171
Charitable activities	**6**	190,823	–	190,823	220,860
Investment income	**7**	–	–	–	8
Total income		352,266	–	352,266	469,039
Expenditure					
Expenditure on charitable activities	**8,9**	416,106	–	416,106	420,696
Total expenditure		416,106	–	416,106	420,696
Net (expenditure)/income and net movement in funds		(63,840)	–	(63,840)	48,343
Reconciliation of funds					
Total funds brought forward		36,116	3,740	39,856	(8,487)
Total funds carried forward		(27,724)	3,740	(23,984)	39,856

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

The notes on pages 20 to 29 form part of these financial statements.

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Position

31 March 2022

	Note	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible fixed assets	**14**		51,087		64,691
Current assets					
Debtors	**15**	31,322		84,677	
Cash at bank and in hand		109		10,009	
		31,431		94,686	
Creditors: amounts falling due within one year	**16**	24,775		22,102	
Net current assets			6,656		72,584
Total assets less current liabilities			57,743		137,275
Creditors: amounts falling due after more than one year	**17**		81,727		97,419
Net liabilities			(23,984)		39,856
Funds of the charity					
Restricted funds			3,740		3,740
Unrestricted funds			(27,724)		36,116
Total charity funds	**19**		(23,984)		39,856

For the year ending 31 March 2022 the IRIE! DANCE THEATRE was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

The statement of financial position
continues on the following page.
The notes on pages 20 to 29 form part of these financial statements.

These financial statements were approved by the board of trustees and authorised for issue on 23 December 2022, and are signed on behalf of the board by:



Ms P Warmington - Chair
Trustee

1. General information

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

2. Statement of compliance

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

3. Accounting policies

Basis of preparation

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

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

Going concern

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

Disclosure exemptions

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

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

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

Judgements and key sources of estimation uncertainty

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

Significant judgements

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

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

Fund accounting

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

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

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

3. Accounting policies *(continued)*

Incoming resources

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

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

Resources expended

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

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

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

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

Tangible assets

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

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

Depreciation

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

Fixtures and fittings	-	18% reducing balance

Impairment of fixed assets

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

Government grants

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

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

3. Accounting policies *(continued)*

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its financial liabilities.

4. Limited by guarantee

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

5. Grants and local authority funding

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2022 £**
Grants			
Community grants	140,338	–	140,338
Local authority grants	21,105	–	21,105
Trusts income	–	–	–
	161,443	–	161,443

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants			
Community grants	58,357	169,585	227,942
Local authority grants	15,829	–	15,829
Trusts income	–	4,400	4,400
	74,186	173,985	248,171

6. Charitable activities

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
Education and communication income	12,976	12,976	355	355
Moonshot space hire	18,123	18,123	6,630	6,630
Other earned income	7,466	7,466	5,992	5,992
Moonshot management income	63,474	63,474	43,148	43,148
Roehampton University - student fees	88,784	88,784	164,735	164,735
	190,823	190,823	220,860	220,860

7. Investment income

	Unrestricted Funds £	**Total Funds 2022 £**	Unrestricted Funds £	Total Funds 2021 £
Bank interest receivable	–	–	8	8

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2022 £**
Direct charitable expenditure	410,328	–	410,328
Support costs	5,778	–	5,778
	416,106	–	416,106

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Direct charitable expenditure	244,821	170,245	415,066
Support costs	5,630	–	5,630
	250,451	170,245	420,696

9. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	**Total funds 2022**	Total fund 2021
	£	£	**£**	£
Direct charitable expenditure	410,328	–	410,328	415,066
Governance costs	–	5,778	5,778	5,630
	410,328	5,778	416,106	420,696

10. Net (expenditure)/income

Net (expenditure)/income is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation of tangible fixed assets	13,753	14,201

11. Independent examination fees

	2022	2021
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	1,200	1,150

12. Staff costs

The average head count of employees during the year was 3 (2021: 3). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Finance, administration and support	3	3

No employee received employee benefits of more than £60,000 during the year (2021: Nil).

13. Trustee remuneration and expenses

One or more trustees has been paid remuneration from employment with the charity.
Remuneration to a trustee is agreed at the annual trustees meeting at the start of the year.
A total gross salary of £30,575 (2021: £30,733) was paid to Ms B Glean during the year as CEO, AD and secretary to the board, with no voting rights.

14. Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 April 2021	159,085
Additions	149
At 31 March 2022	159,234
Depreciation	
At 1 April 2021	94,394
Charge for the year	13,753
At 31 March 2022	108,147
Carrying amount	
At 31 March 2022	51,087
At 31 March 2021	64,691

15. Debtors

	2022 £	2021 £
Trade debtors	27,499	79,124
Other debtors	3,823	5,553
	31,322	84,677

16. Creditors: amounts falling due within one year

	2022 £	2021 £
Bank loans and overdrafts	2,411	1,329
Trade creditors	17,140	15,173
Social security and other taxes	2,663	3,073
Other creditors - pension	311	327
Other creditors	2,250	2,200
	24,775	22,102

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

	2022	2021
	£	£
Director loan accounts	15,000	15,000
Other creditors	66,727	82,419
	81,727	97,419

18. Government grants

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

National Lottery Community Fund
City of London
Young Londoners Fund
Arts Council
Rushey Green Infection Control
Lewisham 2022 Creative Change
National Heritage

19. Analysis of charitable funds

Unrestricted funds

	At 1 April 2021	Income	Expenditure	At 31 March 2022
	£	£	£	£
General funds	36,116	352,266	(416,106)	(27,724)

	At 1 April 2020	Income	Expenditure	At 31 March 2021
	£	£	£	£
General funds	(8,487)	295,054	(250,451)	36,116

19. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 April 2021 £	Income £	Expenditure £	**At 31 March 2022 £**
Restricted Fund - London community DCT and Young Londoners Fund	3,740	–	–	3,740

	At 1 April 2020 £	Income £	Expenditure £	At 31 March 2021 £
Restricted Fund - London community DCT and Young Londoners Fund	–	173,985	(170,245)	3,740

20. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2022 £**
Tangible fixed assets	51,087	–	51,087
Current assets	27,691	3,740	31,431
Creditors less than 1 year	(24,775)	–	(24,775)
Creditors greater than 1 year	(81,727)	–	(81,727)
Net liabilities	(27,724)	3,740	(23,984)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Tangible fixed assets	64,691	–	64,691
Current assets	90,946	3,740	94,686
Creditors less than 1 year	(22,102)	–	(22,102)
Creditors greater than 1 year	(97,419)	–	(97,419)
Net liabilities	36,116	3,740	39,856

IRIE DANCE THEATRE

England & Wales - Charity number 1003947

Accounts

COMPANY REGISTRATION NUMBER: 02636958

CHARITY REGISTRATION NUMBER: 1003947

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

For the year ended

31 March 2021

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

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2021

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IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

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

Year ended 31 March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the IRIE! DANCE THEATRE for the year ended 31 March 2021.

Reference and administrative details

Registered charity name	IRIE!
Charity registration number	1003947
Company registration number	02636958
Principal office and registered office	Moonshot Centre Fordham Park Angus Street New Cross London SE14 6LU
The trustees	
	Ms P Warmington - Chair Mr A Corbin - Vice Chair Ms L Benjamin - Treasurer Ms B Glean - Secretary Mr H Beckles Mr D Clarke Ms D Rose
Company secretary	Ms B Glean - CEO & AD and Secretary to the Board
Independent examiner	Darren Smart 132 Burnt Ash Road Lee London SE12 8PU

Structure, governance and management

The Trustees present their report and the financial statements for the year ended 31 March 2021. The trustees, who are also Directors of IRIE! (Trading as IRIE! Dance Theatre) for the purposes of company law, and who served during the year and up to the date of this report.

Governing Document

IRIE! is a company limited by guarantee, governed by its Memorandum and Articles of Association dated August 1991. The Charities Commission registers the company as a Charity. Anyone over the age of 18 can become a member of the company and there are currently 6 members, each of whom agree to contribute £5 in the event of the Charity winding up.

Appointment of Trustees

Trustees are asked to nominate new Trustees prior to the AGM. The Trustees are also entitled to co-opt specialist Trustees, with full consideration given to the requirements of any skills needed towards the advancement of the company's objectives. These are highly experienced individuals in their field who provide support and advice but are unable, because of other commitments, to become full members. Invitations for self-nomination are distributed to similar charities locally. Advisors are asked to to attend Board and other meetings as deemed appropriate by the Board. The company currently has no such advisors.

Current Members of the Board

Patrischia Warmington	Chair
Harry Beckles	Vice Chair
Beverley Glean	Secretary
Lin Benjamin	Treasurer
Deborah Rose	Trustee
Desmond Clarke	Trustee
Anthony Corbin	Trustee

Trustee's Induction, Training and Operational Obligations

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

Structure, governance and management *(continued)*

Operating Model

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

The Chief Executive Officer & Artistic Director (CEO & AD) is appointed by the Board to manage the day-to-day operations of the charity as well as plan, guide and implement the artistic vision and policies of the company ensuring that they continue to encapsulate and reflect the company's mission statement. The CEO & AD delegates authority, approved by the trustees, to a Senior Management Team, which comprises the Director of Accredited Training and Business Director (appointed in July 2019) who support the CEO & AD in the day to day managing of operational matters including finance, building management, employment, education & community outreach, and artistic performance related activities.

Ninety five percent (95%) of the work undertaken by the company from April 2020 to March 2021 took place in the London Borough of Lewisham (LBL). The work of the company is rooted in Caribbean folk dance, music and culture as well as West African traditional dance, drumming and culture. This influences the overall planning and delivery of the programmes alongside other local, cultural and social issues.

IRIE! is strongly imbedded in the community and has professional relationships with a number oof related local organisations and institutions including, The Midi Music company; The Albany; Goldsmiths College; and Lewisham Education Arts Network. Community cohesion and engagement will continue to be key to the companys development.

IRIE! is both based at and is a resident of the Moonshot Centre. The buildings in the surroundings provide ideal resources of community-based activities which is key to the company's development. We are able to offer valuable opportunites for showcasing, monitoring and evaluating the company's work. Our activities provide favourable conditions for children and young people to engage with the company and for the company to connect with and understand the needs of the community in which it serves.

Funding Partners

Depsite the pandemic we have been successful in raising operations funding, including staff salaries, whilst enabling capacity to work from home. Successful funding applications included Arts Council England-Rescue and Recovery fund; City Bridge Trust; London Borough of Lewisham and CCLORS. Our community engagement activities were delivered online where we were able to actively engage with a large and diverse cross section of our local community. The company's community engagement is intrinsic in all strands of IRIE!'s practice abd service delivery, therefore the ethos of IRIE!'s community engagement activities remained intact throughout the COVID-19 lockdown period.

Risk Management

As the charity's existence is primarily based on its capacity to earn income and fundraise, the Trustees continually assess potential risk to the organisation. Senior staff members manage this process through direct reporting to the Board at meetings, 1 to 1 supervision, and continual monitoring and evaluation of

Structure, governance and management *(continued)*

project plans and outcomes. The Trustees regularly review the IRIE! Fundraising Strategy and, when necessary, programmes that may result in financial risk to the organisation, are adjusted; postponed; or cancelled.

Although, there are some challenges. London Borough of Lewisham's Culture and Community Development Service continue to be supportive and has worked closely with the Chair, Artistic Director & CEO, and Business Director, to manage any challenges faced by the charity regarding its managing of the Moonshot Centre. The financial position of the company continues to be reviewed as IRIE! takes on more management responsibilities in terms of the BA (Hons) and the Moonshot Centre in pursuance of meeting targets and full sustainability.

Reserves Policy

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

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

Objectives and activities

Mission Statement

IRIE! exists to deliver and sustain a range of creative, educational and artistic activity. Based on stimuli derived from Africa and the Caribbean, the company aims to promote culture and diversity through training; outreach; performance and inspired partnerships. The company's broader aim is to develop and deliver a diverse range of activities for all that will support and address the following:

. Training and Development
. Mentoring and Volunteering
. Creativity and Culture
. Performance and Touring
. Education and Community Outreach
. Accreditation and Partnerships
. Health and Wellbeing

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

Key Partnerships

London Borough of Lewisham:

IRIE!'s relationship with London Borough of Lewisham (LBL) remains stable and continues to progress positively. We continue to engage with the local authority via resources provided to promote our work as well as promoting networking and the forming of new relationships. We normally participate in local festivals, however, due to the pandemic a number of LBL events had to be cancelled. LBL's Borough of Culture for 2021 event, which IRIE! was integral to winning the bid, has also been postponed to 2022. IRIE!'s CEO & AD are currently working in partnership with The Albany on the Mass Dance event entitled From Quadrille to Hip-Hop. We welcome and are excited by the planning of social, cultural andcreative activities due to take place in the year ahead.

Although, creatively things are progressing there is concern regarding the disrepair of the Moonshot Centre, owned by LBL and managed by IRIE! dance theatre on their behalf.

Inherited issues of roof leaks have increased in several areas around the building causing significant damage to the internal fabric of the building due to delays with the LBL agreeing repair costs. We continue to pursue LBL to carry out these and other legacy repairs and take responsibility for the internal damage caused by roof leaks. Further disrepair as a result of negligence of LBL contractors has resulted in the breakdown of the buildings Air Conditioning system. LBL officers have been notified however state that they are not in the financial position to pay for the repair. Whilst this is being discussed we are seeking options to replace the system.

We maintain high levels of compliance under our Premises Management Agreement, but sadly face challenges with LBL meeting their contractual and legal compliance obligations.

Objectives and activities *(continued)*

Key Partnerships cont....

University of Roehampton

The company is in year 4 of its five-year partnership agreement with University of Roehampton. The dance department continue to work closely with us and we have collaborated on programmes including shared workshops. The company is keen to build and expand its Higher Education accredited training to further support the future development of Dance of the African Diaspora and to increase income generation. We are seriously investigating capital investment to upscale our base at the Moonshot centre as this is needed to further consolidate IRIE!'s standing as an establishment of learning that will assist growth and sustainability for the future.

One Dance UK Partnership

One Dance UK (ODUK), the national organisation working both with and on behalf of the dance sector, and funded by Arts Council England (ACE), remains a strategic partner for IRIE! The partnership works well, especially as it is based on IRIE!'s standing as one of the UK's leading organisations working in the field of Dance of the African Diaspora (DAD). Naturally, COVID-19 impacted on the organisations work, especially as it had recently relocated to Birmingham in the West Midlands. Nevertheless, like the rest of the nation all activities moved online and IRIE!'s Artistic Director was able to contribute remotely to the judging of the Lifetime Achievement Award for Dance of the African Diaspora. IRIE!'s association with ODUK continues to support the company's reach across a range of platforms for the promotion of activities through publications, conferences, performances and networking.

Main activities for the year:

. COVID-19 - COVID-19 impacted greatly on the company's operations over the year. Nevertheless, IRIE! has held steadfast during the pandemic, mainly due to a team of dedicated employees, freelancers and volunteers and the support of the Board. As a result of successful grant applications, the company have been able to address a number of issues in reference to making the building safe for staff, students, hires and other members of the community as we planned for returning to the building in September 2020. Personal Protective Equipment (PPE) and other safety measures were put in place including reviewing policies and procedures to accommodate the new normal.

. Workshops - We delivered free online workshops to the community throughout the pandemic. Not to be able to engage with our elders at Vista Reminiscence, Milliners and Cinnamon Court during early stages of lockdown was disappointg, however, in september 2020 the Albany set up their 'Meet Me' programme on the radio, where elders had the opportunity to engage with each other over the airwaves. Working in partnership with Julia Honess at the Copleston Community Centre, we produced a series of short voice and film exercise footage, in Caribbean dance/movement, Drumming and percussions and Tai Chi for elders to engage with as part of their health and well-being.

. Children and Young people - IRIE!'s Children and Young Peoples programme, particularly for school's, had to be reimagined with conversations with funders to find an agreed way forward. For example, we spoke with Young Londoners Fund team at the Mayor of London Office to discuss the relaxing of programmes, with the main focus being on simply finding creative ways to keep young people engaged and involved throughout these challenging times. Additional Rescue funding from Arts Council England

Objectives and activities *(continued)*

enabled us us to devise, film and present a programme of creative activities for young people ages 5-16 online. The sessions included drumming; story-telling; percussion; Hip-Hop; Caribbean fusion; Ideas for making new dances and street Dance fusion. The programmes were put on IRIE!'s Youtube channel for children, young people, teachers, parents and guardians to both access and participate.

. Saturday School - Asking parents and guardians about their challenges with home schooling, we were able to raise funds from National Lottery Community Fund to deliver a virtual Saturday School where we delivered lessons in general studies (Maths and English); and Black History. During the October half-term, when regulations were relaxed slightly, we ran a face to face programme in West African traditional dance and drumming where 20 children and young people attended, with COVID-19 regulations applied, and the programme proved to be very successfully. The Young Londoners Fund (Wave 3) afforded capacity to develop and run the Saturday school until March 2021. A total of 328 children and young people benefited from the programme.

In March 2021 IRIE! employed a community Engagement Coordinator - Amarr Wright. This 6-month contract helped shift and consolidate IRIE! dance theatre's work at the Moonshot centre and take the organisations thriving community programme to the next level.

Main activities for the year...cont:

Marketing & Publicity - The employment of Ines Carvalho - Coordinator for Social Media and Content Creator - provided critical development for IRIE! dance theatre and the Moonshot websites have been developed with views to IRIE!'s website and social media followers increased by 70%. There has also been a rise in the number of small donations to the organisation. We have now produced an internal weekly Newsletter and monthly User's Newsletter.

Objectives and activities *(continued)*

BA (Hons) Diverse Dance Styles:

During lockdown, classes have been delivered online and students learnt how to deliver their work differently, for example, third year students have put rehearsal clips together and made films of their final projects and year 2 students transferred a performance originally designed to take place by the river Thames to their living rooms, delivering the work on Zoom. However, some students found the new online learning challenging, while other have used the time for reflection and preparation for next year. University of Roehampton have relaxed the progression requirements for each year and the final degree classification to take account of the disruption caused by COVID-19.

The BA students completed the year with positive results in June 2020, with many Year 1 and 2 students achieving an average of a 2:1. The two years survived the disruption of COVID-19 and the absence of performance events to complete the year on a positive note. Students who had come in to complete a third year having previously completed 2 years of Foundation degree course all gained the BA successfully, with one student Ofelia Balogun gaining a First-Class Honours Degree.

Classes returned to face-to-face learning in September 2020. COVID-19 restrictions continued to be observed, e.g. social distancing, no physical contact, temperature checks and work restricted to year groups. Guest artists have had a powerful presence during the year. Alleyne Dance, www.alleynedance.com, conducted a mock audition and gave valuable feedback with the intention of returning later in the year to see how the group has improved and taken feedback on board. Rhys Denis and Waddah Sinada, who form Fubunation, www.fubunation.org, they are the current artists in residence, who led an excellent rehearsal week during October to create new work with Year 3 as part of their role as Artist in Residence at IRIE! Both Events have provided opportunities for students to build up their professional portfolios.

Following further lockdown measures, all classes finished by 9th December 2020. Once again this caused disruption to timetables and assessments, resulting in students having to consolidate their work into a shorter period of time. Returning after the Christmas holidays in January 2021, further restrictions meant we had to move all classes online, with some lecturers delivering from Moonshot and others from their homes. Technically, we were in a better position to deliver remotely. The pandemic remains a challenge for students and the staff team but we continue to work through the situation so that everyone remains safe and can gain the most from their studies.

Auditions and interviews were held online. Interestingly, more students chose this course as their first or second choice out of a selection of 5 on their UCAS form, a positive move forwards and proof that the course is developing notoriety.

Objectives and activities *(continued)*

The Moonshot Centre Management:

IRIE! continues to work effectively with Lewisham Council to improve the condition of the Moonshot premises in terms of addressing long-standing disrepair issues and achieving regulatory compliance. The Business Director and Caretaking staff continue to support the delivery of efficient management service and work closely with the tenants of the Centre, Playhouse Community Nursery and Double Jab Boxing Club, to maintain standards of compliance and report repairs. As the providers of day care for children of Keyworkers, the Playhouse Community Nursery reopened in June 2020 and we continued to provide a building management service to them. We continue to struggle with Lewisham Council to carry out long-standing statutory and structural repairs which impact on the interior condition and the safety of building users.

Following successful funding, we used part of the lockdown period to make internal improvements to the building like the installation of thermal blinds and LED lighting to improve our energy efficiency. We also carried out the remodelling of a disused space into a cleaning station to improve cleaning efficiency in response to the COVID-19 pandemic. We also purchased PPE e.g. steam cleaners, thermal thermometers, sanitizing stations, masks and signage to ensure the building was adequately furnished and prepared for the return of staff and service users. Effective management of the cleaning of the Centre was supported by the production of comprehensive Risk Assessment developed with the staff team.

The loss of hires due to the impact of the COVID-19 pandemic had a significant impact on our earned income however, our long-term church worship group who were exempt under Government guidelines continued to hire space but with a reduced congregation and fewer services.

Achievements and performance

IRIE! dance theatre continues to build a greater relationship with the local community as well as develop the practice of Dance of the African Diaspora (DAD) regionally, nationally and internationally. Through a number of successful funding applications that focus on community engagement and dance sector development we were able to design and implement the delivery of online Zoom classes and workshops from our dance studios, as follows:

- Delivered workshops for 105 Trinity Laban students as part of their Centre of Advance Training scheme. The sessions were delivered digitally from Italy by IRIE! graduate Ofelia Balogun.

- 1,224 users accessed programmes remotely and in the building, up by 10%.

- Kept in contact with local elders during lockdown, delivering through combined creative programmes and partnerships, reaching over 58 participants.

- 170 dancers accessed Making Tracks Professional development programme remotely.

- 10 professionals engaged to deliver Making Tracks.

- 328 children and young people accessed online learning (general studies and black history) to support their classroom studies.

- 10 Students achieved a BA (Hons) in Diverse Dance Styles from University of Roehampton.

- People accessing IRIE! website and social media increased by7 70%.

- 12 online programmes in dance, drumming, storytelling and choreography for children and young people were produced to engage creatively.

The local community increasingly associates IRIE! with the Moonshot Centre, which means our mission to build a stronger community profile is recognised and we will continue to underpin this through listening, strategic planning and informing and monitoring user's participation via evaluation forms and anecdotal feedback. The company's interface with the community will always influence programme delivery.

Financial review

The principal funding source for the organisation is an amalgamation of management service fees, London Borough of Lewisham Main Grant, BA (Hons) fees and Trusts and Foundation grants. COVID-19 impacted on the organisation's ability to maintain and/or increase its earned income, however we were fortunate not to have to put any of our staff team on furlough.

IRIE! have not been successful with Lewisham nor the service providers in its attempts to resolve inherited bills that were issued before IRIE! took over the management agreement. This is ongoing with Lewisham, and in the interim, the company has made arrangements to cover these costs. We continue to bring to the attention of the local authority that the current Moonshot Centre tenants service charges do not reflect increases in water, gas and electric rates and the costs of communal facilities upkeep.

COVID-19:

Moonshot closed its doors on Mar 23rd 2020 as part of government lockdown instructions due to the global pandemic COVID-19.

Unfortunately for staff and students COVID-19 caused a major disruption to the BA and its operation as IRIE! were forced to close the Moonshot Centre on March 23rd 2020 due to Lockdown measures set out by the government. The teaching team had to then very quickly refocus and deliver work remotely via zoom. All arrangements were made in consultation with the university of Roehampton and London Borough of Lewisham in order to keep students and staff safe. The teaching team continued to develop as a a collaborative group and worked hard to ensure that the second phase of the year could be delivered as smoothly as possible. IRIE's staff and tenants shifted operations to their homes. The nursery, who are part of frontline services, looking after children of other frontline workers reopened shortly afterwards, observing government guidelines for staying safe.

As with numerous businesses and charities, we anticipate that there will be an impact to earnt income and service delivery in 2020-21. With these challenges in mind, emergency team meetings were held via Zoom with Senior staff members and Trustees, whilst we fervently stayed abreast of the rapidly changing government guidelines and daily challenges. IRIE's policy for remote working was issued to all staff, and update and guidelines were placed on the company's website and social media platforms.

Financial review *(continued)*

Financial review cont...:

Working remotely, strategies were put in place to:

. Review and revise 2020-21 budget and cashflow.

. Apply for local, national and other agencies emergency funding.

. Liaise with London Borough of Lewisham and other current funders to discuss grants and programme delivery.

. Liaise with University of Roehampton regarding BA student' position/delivering classes on-line and guidelines for final gradings.

. Liaise and provide support for staff, freelance artists, students and users.

. Safeguard and maintain health and safety check and implement COVID-19 safety guidelines in Moonshot.

. Develop strategy for delivering community engagement remotely.

The trustees are aware that in this uncertain time a level of flexibility has to be adopted while they consider the wider and long-term impact of COVID-19 on any decisions taken on behalf of the charity's future.

The action taken resulted in a number of successful applications including Arts Council England Rescue, £35,000, and Recovery, £60,000. London Borough of Lewisham supported through Business Rate scheme of £25,000. UCAS brought forward payments of student fees to University of Roehampton, which resulted in the same for IRIE! NESTA, agreeing a 4 months payment holiday for the organisation and existing funders i.e. Sports England released fund so freelancers could be paid up to their agreed end dates, while Mayor of London, Young Londoners Fund supported ways of engaging with young people online.

We continue to bring to the attention of the local authority that the current Moonshot Centre tenants service charges do not reflect increases in water, gas and electric rates and the costs of communal facilities up keep.

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

The income for the year is £469,039. This is an increase of £86,187 on the year before.

The company is carrying a surplus fund of £48,343 for this financial year. IRIE! recognises the need to continue to closely monitor the company's income generation targets as part of our Finance Strategy in order to support the next year of operations.

Investment powers and policy & reserves policy:

Financial review *(continued)*

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

Plans for future periods

Despite COVID-19 challenges, the capacity to increase earned income and fundraise remains high on IRIE!'s agenda. The organisations have reviewed and revised a number of its strategies including Fundraising, Community Engagement and Communications & Marketing for dealing with future developments through 2021-2024. Along with our Business Plan, these documents will continue to provide a practical and realistic vision for the future. Moonshot, with its excellent facilities, is an invaluable resource for IRIE! The company's work in the building post COVID-19 will inevitably enable capacity to increase earned income and fundraising. So much so, that the organisation is looking at the possibility of expanding the facilities, this would include additional studio space and a total redesign of the entrance making the building more community facing and accessible.

Staffing levels are being addressed in order for the company to operate at its full potential. The services of a Fundraiser continue to support both grant income capacity and facilities management. Delivering a BA (Hons) Diverse Dance Styles is a significant milestone in IRIE!'s standing as an arts organisation delivering Higher Education accreditation programme in dance as well as a critical addition to income generation. The promotion of the degree is encouraging more enquiries, some of which have converted to individuals applying to the course. We are working towards reaching the target of students (20 in each year) by 2023.

IRIE! will continue to build the profile for international dialogue engaging with Key individuals, arts and educational institutions abroad and in the UK. This will be done through conferences, student & lecturer exchanges and performance. The addition of international students to the course intake is planned for September 2021. It is hoped that as a key partner in the Re:generations International Conference will widen international interest in the course.

The re-emergence of the touring performance company is set for 2022. The performance company will increase the profile of the organisation and attract more individuals to the BA (Hons), Children and Young Peoples programmes and Community Engagement activities. The organisation's community and family programmes will continue to support its grassroots identity. We are becoming better connected to many more organisations working for the betterment of community cohesion, engagement and well-being both locally and nationally. The delivery of professional development programmes, accredited qualifications, and supporting emerging artists will continue to feature strongly as part of IRIE! dance theatre's future activities.

Plans for future periods *(continued)*

Statement of trustee's responsibilities:

The Trustees (who are also directors of IRIE! dance theatre for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to: . Select suitable accounting policies and then apply them consistently; . Observe the methods and principles in the Charities SORP;. Make judgments and estimates that are reasonable and prudent
. State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and . Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

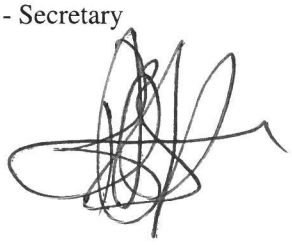
R.E. Jones & Co are deemed to be reappointed in accordance with Section 487(2) of the Companies Act 2006.

Small company provisions

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

The trustees' annual report was approved on 27 September 2021 and signed on behalf of the board of trustees by:

Ms B Glean - Secretary
Trustee



IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of IRIE!

Year ended 31 March 2021

I report to the trustees on my examination of the financial statements of IRIE! ('the IRIE! DANCE THEATRE') for the year ended 31 March 2021.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

1. accounting records were not kept in respect of the IRIE! DANCE THEATRE as required by section 386 of the 2006 Act; or

2. the financial statements do not accord with those records; or

3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or

4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Darren Smart
Independent Examiner

132 Burnt Ash Road
Lee
London
SE12 8PU

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2021

	Note	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Income and endowments					
Grants and local authority funding	**5**	74,186	173,985	248,171	55,882
Charitable activities	**6**	220,860	–	220,860	326,947
Investment income	**7**	8	–	8	23
Total income		295,054	173,985	469,039	382,852
Expenditure					
Expenditure on charitable activities	**8,9**	250,451	170,245	420,696	392,963
Total expenditure		250,451	170,245	420,696	392,963
Net income/(expenditure) and net movement in funds		44,603	3,740	48,343	(10,111)
Reconciliation of funds					
Total funds brought forward		(8,487)	–	(8,487)	1,624
Total funds carried forward		36,116	3,740	39,856	(8,487)

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

The notes on pages 20 to 29 form part of these financial statements.

IRIE!

TRADING AS IRIE! DANCE THEATRE

Company Limited by Guarantee

Statement of Financial Position

31 March 2021

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible fixed assets	**14**		64,691		64,249
Current assets					
Stocks	**15**	–		6,464	
Debtors	**16**	84,677		83,949	
Cash at bank and in hand		10,009		68	
		94,686		90,481	
Creditors: amounts falling due within one year	**17**	22,102		42,356	
Net current assets			72,584		48,125
Total assets less current liabilities			137,275		112,374
Creditors: amounts falling due after more than one year	**18**		97,419		120,861
Net assets			39,856		(8,487)
Funds of the charity					
Restricted funds			3,740		–
Unrestricted funds			36,116		(8,487)
Total charity funds	**19**		39,856		(8,487)

For the year ending 31 March 2021 the IRIE! DANCE THEATRE was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

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

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

The statement of financial position
continues on the following page.
The notes on pages 20 to 29 form part of these financial statements.

Statement of Financial Position *(continued)*

31 March 2021

These financial statements were approved by the board of trustees and authorised for issue on 27 September 2021, and are signed on behalf of the board by:



Ms P Warmington - Chair
Trustee

The notes on pages 20 to 29 form part of these financial statements.

1. General information

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

2. Statement of compliance

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

3. Accounting policies

Basis of preparation

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

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

Going concern

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

Disclosure exemptions

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

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

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

Judgements and key sources of estimation uncertainty

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

Significant judgements

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

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

Fund accounting

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

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

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

3. Accounting policies *(continued)*

Incoming resources

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

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

Resources expended

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

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

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

3. Accounting policies *(continued)*

Tangible assets

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

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

Depreciation

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

Fixtures and fittings	-	18% reducing balance

Impairment of fixed assets

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

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the entity after deducting all of its financial liabilities.

4. Limited by guarantee

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

5. Grants and local authority funding

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
Grants			
Community grants	58,357	169,585	227,942
Local authority grants	15,829	–	15,829
Trusts income	–	4,400	4,400
	74,186	173,985	248,171

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Grants			
Community grants	17,945	–	17,945
Local authority grants	34,091	–	34,091
Trusts income	3,846	–	3,846
	55,882	–	55,882

6. Charitable activities

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
Education and communication income	355	355	6,262	6,262
Moonshot space hire	6,630	6,630	34,038	34,038
Other earned income	5,992	5,992	6,403	6,403
Moonshot management income	43,148	43,148	59,848	59,848
Roehampton University - student fees	164,735	164,735	220,396	220,396
	220,860	220,860	326,947	326,947

7. Investment income

	Unrestricted Funds £	**Total Funds 2021 £**	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	8	8	23	23

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2021 £**
Direct charitable expenditure	244,821	170,245	415,066
Support costs	5,630	–	5,630
	250,451	170,245	420,696

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Direct charitable expenditure	386,014	–	386,014
Support costs	6,949	–	6,949
	392,963	–	392,963

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	**Total funds 2021 £**	Total fund 2020 £
Direct charitable expenditure	415,066	–	415,066	386,014
Governance costs	–	5,630	5,630	6,949
	415,066	5,630	420,696	392,963

10. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	14,201	14,104

11. Independent examination fees

	2021	2020
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	1,150	1,150

12. Staff costs

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

	2021	2020
	£	£
Wages and salaries	179,722	134,592
Other employee benefits	123	513
	179,845	135,105

The average head count of employees during the year was 3 (2020: 3). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Finance, administration and support	3	3

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

13. Trustee remuneration and expenses

One or more trustees has been paid remuneration from employment with the charity.
Remuneration to a trustee is agreed at the annual trustees meeting at the start of the year.
A total gross salary of £39,840 (2020: £33,577) was paid to Ms B Glean during the year as CEO, AD and secretary to the board, with no voting rights.

14. Tangible fixed assets

	Fixtures and fittings £
Cost	
At 1 April 2020	144,442
Additions	14,643
At 31 March 2021	159,085
Depreciation	
At 1 April 2020	80,193
Charge for the year	14,201
At 31 March 2021	94,394
Carrying amount	
At 31 March 2021	64,691
At 31 March 2020	64,249

15. Stocks

	2021 £	2020 £
Stock of books and literature	–	6,464

16. Debtors

	2021 £	2020 £
Trade debtors	79,124	80,647
Other debtors	5,553	3,302
	84,677	83,949

17. Creditors: amounts falling due within one year

	2021	2020
	£	£
Bank loans and overdrafts	1,329	3,070
Trade creditors	15,173	28,526
Social security and other taxes	3,073	5,948
Other creditors - pension	327	521
Other creditors	2,200	4,291
	22,102	42,356

18. Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Director loan accounts	15,000	–
Other creditors	82,419	120,861
	97,419	120,861

19. Analysis of charitable funds

Unrestricted funds

	At 1 April 2020	Income	Expenditure	At 31 March 2021
	£	£	£	£
General funds	(8,487)	295,054	(250,451)	36,116

	At 1 April 2019	Income	Expenditure	At 31 March 2020
	£	£	£	£
General funds	1,624	382,852	(392,963)	(8,487)

19. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 April 2020 £	Income £	Expenditure £	**At 31 March 2021 £**
Restricted Fund - London community DCT and Young Londoners Fund	–	173,985	(170,245)	3,740

	At 1 April 2019 £	Income £	Expenditure £	At 31 March 2020 £
Restricted Fund - London community DCT and Young Londoners Fund	–	–	–	–

20. Analysis of net assets between funds

	Unrestricted Funds £	**Total Funds 2021 £**
Tangible fixed assets	64,691	64,691
Current assets	94,686	94,686
Creditors less than 1 year	(22,102)	(22,102)
Creditors greater than 1 year	(97,419)	(97,419)
Net assets	39,856	39,856

	Unrestricted Funds £	Total Funds 2020 £
Tangible fixed assets	64,249	64,249
Current assets	90,481	90,481
Creditors less than 1 year	(42,356)	(42,356)
Creditors greater than 1 year	(120,861)	(120,861)
Net assets	(8,487)	(8,487)