

FORCED ENTERTAINMENT LIMITED

England & Wales · Charity number 1049574

Details

Status Registered

Legal form Charitable company

Company number [02170819](#)

Registered 1995-10-03

Register [View on the Charity Commission register](#)

Contact

Address Forced Entertainment Ltd
The Workstation
15 Paternoster Row
Sheffield
S1 2BX

Phone 01142798977

Email fe@forcedentertainment.com

Website www.forcedentertainment.com

Activities

Objects: TO ADVANCE EDUCATION FOR THE PUBLIC BENEFIT BY THE PROMOTION OF THE ARTS IN PARTICULAR BUT NOT EXCLUSIVELY THE ART OF DRAMA

Activities: The principal activity of the company is the advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.

Classification

- **How:** Provides Services
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Barnsley
- Doncaster
- Rotherham
- Sheffield City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£724,213	£707,563	£316,402	10
2024-03-31	£500,032	£581,753	£299,752	9
2023-03-31	£519,018	£556,325	£381,473	9
2022-03-31	£562,164	£648,682	£418,780	9
2021-03-31	£683,007	£439,238	£505,298	9

Trustees

Name	Role	Appointed
David Micklem	Chair	2023-06-05
DR FRANCES BABBAGE		
Daniel Joseph Kok		2019-02-25
Dr Thomas Samuel Payne		2023-10-09
Inga Hirst		2019-09-06
Lauren Nicole Whitter		2021-09-01
Reena Kalsi		2023-06-05
Timothy Norwood		2023-10-09

FORCED ENTERTAINMENT LIMITED

England & Wales - Charity number 1049574

Accounts

Charity registration number 1049574 (England and Wales)

Company registration number 02170819

FORCED ENTERTAINMENT LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

FORCED ENTERTAINMENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	I Hirst
	F H Babbage
	D J Kok
	R Kalsi
	D C Micklem
	T Norwood
	Dr T S Payne
	L N Whitter
Secretary	E Evans - Secretary
Charity number	1049574
Company number	02170819
Registered office	Unit 502 The Workstation 15 Paternoster Row Sheffield South Yorkshire United Kingdom S1 2BX
Independent examiner	Sedulo London Limited Office 605 Albert House 256 - 260 Old Street London United Kingdom EC1V 9DD

FORCED ENTERTAINMENT LIMITED

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FORCED ENTERTAINMENT LIMITED

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

I'm delighted to introduce the company Annual Report for the year ended 31st March 2025 - a year in which the company celebrated 40 years as one of the UK's most exciting, experimental and enduring contemporary makers of theatre.

The company's anniversary year culminated in the London premiere of *Signal to Noise*, an extraordinary new large-scale piece for six performers, at the Southbank Centre. It was presented as part of a season of work curated by Forced Entertainment across three venues including- *If All Else Fails*, *L'Addition* (with Associate Artists Bert and Nasi) and smaller pieces from Tim Etchells. Following a sell-out opening night, playing to over 900 people, the company threw a party to celebrate four decades of a collaborative practice that has influenced artists in the UK and on the international scene.

Signal to Noise is the work of a company at the very top of its game - continually innovating, addressing from unexpected angles the contemporary preoccupations and uncertainties of our modern world, playing with form and content in ways that constantly surprise and engage. There's no resting on laurels here - no returning to tried and tested tropes or dusting off actions or approaches that might have worked before. This is a company mining a 40 year collaboration to create work that appears utterly fresh, completely contemporary.

None of this would be possible without the on-going support of our principal funder – Arts Council England – with whom we continue to enjoy National Portfolio Organisation status. This support helps unlock a highly developed network of co-producers across the EU. Partners in Greece, France, Germany and Holland who invest in this work and maintain our ability to develop productions at scale that continue to engage and grow audiences.

But despite this - and first-class support from a small and brilliant team based in Sheffield, and a committed board of trustees - making and touring work is becoming increasingly difficult. Levels of funding from ACE have seen real-terms cuts, year-on-year, for over a decade. And these cuts have impacted UK theatres, whom we rely on for fees and co-producing support. Over the same period the costs of making and touring have skyrocketed. Other sources of funding are harder too to secure - trusts and foundations, local authorities, individual giving - as on-going austerity continues to bite. Artistically, this has been one of the richest years in the company's 40-year history. And one of the most challenging as the economics of touring become harder to sustain.

The company continues to make some of its very best work. Long may it continue.



.....
D C Micklem
Chairman

Date: 24th July, 2025
.....

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

Objectives and activities

The principal activity of the company in the year under review was that of the advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama, and to present, promote, organise, provide, manage and produce dramas, dance, operas, films, broadcasts, concerts, musical pieces, entertainments, exhibitions, tutorials, seminars, courses and workshops, whether on any premises of the company or elsewhere.

Forced Entertainment's vision is that our work creates a space which allows people of all backgrounds to rethink the world and their potential in it.

Our mission is to explore the possibilities of playful, complex and provocative art, its power to ask questions and to connect people.

Our interactions with colleagues, partners, audiences and participants are guided by our values - generosity, rigour and a commitment to collaboration

Public benefit

With reference to the duty in section 17(5) of the Charities Act 2011, the trustees confirm that they have referred to the Charity Commission's guidance on public benefit - including 'Public benefit: the public benefit requirement (PB1)' and 'Public benefit: running a charity (PB2)' - when reviewing the charity's aims and objectives and in planning its current and future activities. The achievements and activities outlined in this report demonstrate the public benefit arising from the charity's activities.

Achievements and performance

Programme of activity

Forced Entertainment had a busy and productive 40th year.

With 5 collaborators, we presented 6 shows, performing 37 times in 8 countries to an audience of over 12,500. We presented 72 workshops and talks to over 850 participants.

Key achievements this year:

Signal to Noise

This new show to mark the company's 40th anniversary was supported by seven international co-producers. The work of Executive Director, Eileen Evans and Artistic Director, Tim Etchells in raising these funds was comprehensive and tenacious with the result that their efforts achieved £82,000 in co-production funds, the highest level of support for six years.

Signal to Noise toured to the Netherlands, Greece, Italy, and Ireland before its UK premiere at London's South Bank Centre in October as part of a 4-week London season that celebrated the company's 40th birthday. Repertoire in the season also included, If All Else Fails (FE), L'Addition (Bert&Nasi), Shown & Told (Etchells & Stuart), and Go On Like This (Etchells & Buck).

The show then toured to Lancaster, Brighton, Cambridge as well as Belgium, France in autumn 2024. Feedback was very positive and has been captured in audience surveys, reported to the board and ACE in February 2025.

'Experiencing a seminal work by probably the most significant theatre artists of a generation, certainly who have changed my life, on the day Trump was re-elected, it all felt so resonant, so sad, weirdly hilarious, deeply consoling.'

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

There were 36 performances of Signal to Noise in 2024-25 (3 in 2023-24).

Other Shows

Other shows that toured outside of the London birthday season were:

- To Move in Time, performed by our outgoing Associate Artist, Tyrone Huggins: 2 England, 1 Germany, 2 Portugal
- If All Else Fails, performed by Cathy Naden from FE and Seke Chimutengwende: 2 Portugal
- Exquisite Pain: performed by Richard Lowdon and Claire Marshall, 3 USA
- Complete Works: performed by all six members of the Artistic Team and Jerry Killick, 42 Australia
- Selected Works: performed by four members of the Artistic Team, 12 Tasmania

Other Productions

As well as producing the English version of L'Addition by Bert&Nasi, directed by Tim Etchells, which did two sold out weeks in both Edinburgh and London, Forced Entertainment supported a Turkish language version of Tomorrow's Parties in a collaboration with Beykoz Kundura in Istanbul with members of the artistic and management teams supporting the production.

Feedback from our partner in Turkey was very positive;

'Our free public performances at Beykoz Kundura, in particular, created a wonderful atmosphere—bringing together diverse audience profiles, sparking new conversations, and inspiring us with the lively exchanges in our post-show Q&A sessions. It's been an incredible experience to see the audience in Turkey engage with this work in such a meaningful way.'

Participation Programme

Fundraising from national trusts has proved challenging, despite the ongoing efforts of Jessica Matthews, our Participation Producer. We achieved a success rate of 25%, being awarded 4 grants out of 16 applications, raising £11,000 for the participation programme, mainly from local trusts and foundations.

A programme of workshops in term time and during the school holidays saw FE extend the range of young people it supports across Sheffield. Our dedicated freelance participation workers Ethel Maqeda and Ali Pidsley, led by Terry O'Connor from the Artistic Team delivered taster workshops for schools and youth groups alongside regular workshops with three long term partners whose mission is to support disadvantaged young people.

Our Days Out programme, which introduces young people from diverse backgrounds to theatre performances in Sheffield, providing food and post-show talks with visiting artists, has continued to be popular. We took groups to see 4 performances. Post-show talks accompanied performances in most venues throughout the year, supporting young people to engage with the productions' artistic teams in more depth. Feedback has been informative as well as positive, with one reflecting that;

"I think [the Q&A] was good because you get an insight into the play that you wouldn't normally get from watching it.

Mentoring by members of the Artistic Team and Management Team has been consistent throughout the year, supporting younger artists to develop their artistic and business practice and established companies to enhance their environmental responsibility through practical, scalable advice from Jim Harrison, our Touring Producer and Production Manager.

Our participation team reflected on their work with young people regularly, learning from every encounter and from each other in reflexive sessions and creative exchange days.

Digital Work

As part of the 40th birthday celebrations, we invited a wide range of collaborators, colleagues and friends to recall one of their favourite Forced Entertainment memories for the Error in formula ->#FERECALL<- project; 26 images and recollections were posted across Forced Entertainment's social media channels to widespread sharing and liking reaching over 13,000 engagements. These personal insights spanned 40 years of the company's work and remain accessible on Forced Entertainment's website.

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Short, creative digital films featuring performers from Signal to Noise were released direct to social media channels in autumn 2024, helping engage online audiences and draw new audiences to the show on tour. These proved extremely effective and sparked an idea for a creative project that was submitted to The Space commissioning fund in May 2025 and will also feed into other online creative projects.

A short film about collaboration, a central tenet of Forced Entertainment's practice and a key value, was made by one of our longest-standing collaborators, filmmaker and photographer, Hugo Glendinning. The film has been viewed 1,000 times. The trailer for Signal to Noise has been viewed 5,700 on YouTube.

Also on our website is the full collection of Complete Works: Table Top Shakespeare recordings that was launched as part of the 40th Birthday celebrations in January 2024. In 2024-25 the plays achieved a total of 3,800 views (861 unique views) and 1,037 viewing hours, with Hamlet as the most viewed play.

Access

All the online video work now has captions thanks to the sustained efforts of Jim Harrison. Advice was sought about how to make FE's live work more accessible in response to feedback in Birmingham from a deaf audience member. Surtitles for Signal to Noise and other works are routinely provided.

Financial review

The statement of financial activities included in this report presents a turnover of £724,213 for 2024-25 (2023-24: £500,032) against expenditure of £707,563 (2023-24: £581,753). Income and expenditure for charitable activities generated a surplus of £16,650 (2023-24: deficit of £81,721).

The statement shows the consolidated position for all funds of £316,402 (2023-24: £299,752), including the Ibsen Award designated fund that was created in 2016-17 and restricted funds for Participation and Agency projects.

Reserves policy

At 31 March 2025, total reserves represented by unrestricted funds were £301,915 (2024: £279,838). Of these, designated funds were £Nil (2024: £17,276) and general funds £301,915 (2024: £262,562). Restricted funds are £14,487 at 31 March 2025 (2024: £19,914).

The policy is to hold general funds equivalent to a minimum of three months' general expenditure, sufficient funds to cover the cost of redundancy payments in the event of winding up the company, and to meet significant future uncertainty due to changes in the market for the company's work or changes in its funding relationship with Arts Council England. The current cost of this at 31 March 2025 is £211,250. The charity is holding the equivalent of 4.5 months reserves at the year end.

Principal funding sources

To achieve the planned programme, annual budgets are modelled on average predicted levels of 55% earned/contributed income and 45% ACE subsidy. 2024-25 was year two of our current (2023-26) NPO agreement with Arts Council England, which is likely to be extended to 31 March 2027.

Achievable targets for earned income are set and approached with confidence through a well-established business model, and production income is raised through an established and evolving range of partnerships.

In addition to funding bids submitted to support the Participation Programme, we also submitted unsuccessful applications to Bloomberg Digital Arts Project, to support digital infrastructure development, and to Cultural Bridge for a project to develop our socially engaged skills and practice with our partners in Essen.

Structure, governance and management

Forced Entertainment Limited is a company limited by guarantee (company no. 02170819), governed by its Memorandum and Articles of Association dated 30 September 1987 and amended to allow the current governance on 21 August 1995 and 16 May 2012. It is registered as a charity with the Charity Commission (registered charity no. 1049574).

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

I Hirst
F H Babbage
D J Kok
R Kalsi
D C Micklem
T Norwood
Dr T S Payne
L N Whitter

Recruitment and appointment of trustees

As set out in the Articles of Association, the Company and Board of Trustees nominate the Chair of the Board. A trustee's term of office terminates if any rules in 6.6 of the Articles of Association apply. When considering recruiting new trustees, the board considers any specialist skills or experience that may be currently under-represented.

Organisational structure

The Board of Trustees, which currently has eight members, administers the charity. The Board meets quarterly and other issue-specific meetings may be convened during the year as required. The artistic policy is decided on by the creative team (Writer/Artistic Director Tim Etchells, Designer/Performer Richard Lowdon and Performers/Co-devisers Robin Arthur, Claire Marshall, Cathy Naden and Terry O'Connor).

The board and company appoint Co-Executive Directors (Eileen Evans and Deb Chadbourn), Participation Producer (Jessica Matthews), and Touring Producer and Production Manager (James Harrison), to manage the day-to-day operations of the charity. To facilitate effective operations, the Co-Executive Directors have delegated authority, within terms and conditions approved by the trustees, for operational matters including finance and employment. The Marketing and PR functions are undertaken by an experienced freelance contractor, Caroline Griffin.

Induction and training of trustees

New trustees receive induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the business plan and recent reports on the financial performance of the charity. They are given a Trustee Handbook as a guide to their role. During the induction training they meet key employees and the Chair of the Board. The trustees have had due regard to guidance published by the Charity Commission on public benefit.

[Note on terminology: when this document refers to 'the company', this includes the Artistic and Management Teams of Forced Entertainment Limited. 'Trustee(s)' is shorthand for the members of the board, who are both directors and trustees of Forced Entertainment Limited.]

Risk management

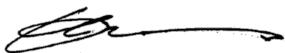
The Company and Board plan for and anticipate risks through a process of artistic, organisational and financial planning which is supported by annual organisational plans, a health and safety policy, a staff handbook, a risk register, and an annual budget that is reviewed quarterly. A key element in the management of financial risk is the setting of a reserves policy and its regular review by the trustees, combined with internal measures covering the setting and revision of budgets and the authorisation of payments.

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees' report was approved by the Board of Trustees.



.....
E Evans - Secretary
Trustee

Date: 24th July, 2025
.....

FORCED ENTERTAINMENT LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF FORCED ENTERTAINMENT LIMITED

I report to the trustees on my examination of the financial statements of Forced Entertainment Limited (the charity) for the year ended 31 March 2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

Since the charity's gross income exceeded £250,000, the independent examiner must be a member of a body listed in section 145 of the Charities Act 2011. 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 that in any material respect:

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

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



Emma Houghton FCCA
Sedulo London Limited

Office 605 Albert House
256 - 260 Old Street
London
EC1V 9DD
United Kingdom

Dated: **30 October 2025**
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FORCED ENTERTAINMENT LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
Income and endowments from:							
Donations and legacies	2	278,810	25,902	304,712	259,281	481	259,762
Charitable activities	3	377,095	32,035	409,130	228,762	-	228,762
Other trading activities	4	1,214	-	1,214	700	-	700
Investments	5	4,547	-	4,547	6,198	-	6,198
Other income	6	4,610	-	4,610	4,610	-	4,610
Total income		<u>666,276</u>	<u>57,937</u>	<u>724,213</u>	<u>499,551</u>	<u>481</u>	<u>500,032</u>
Expenditure on:							
Charitable activities	7	<u>644,199</u>	<u>63,364</u>	<u>707,563</u>	<u>580,533</u>	<u>1,220</u>	<u>581,753</u>
Total expenditure		<u>644,199</u>	<u>63,364</u>	<u>707,563</u>	<u>580,533</u>	<u>1,220</u>	<u>581,753</u>
Net income/(expenditure) and movement in funds		22,077	(5,427)	16,650	(80,982)	(739)	(81,721)
Reconciliation of funds:							
Fund balances at 1 April 2024		<u>279,838</u>	<u>19,914</u>	<u>299,752</u>	<u>360,820</u>	<u>20,653</u>	<u>381,473</u>
Fund balances at 31 March 2025		<u>301,915</u>	<u>14,487</u>	<u>316,402</u>	<u>279,838</u>	<u>19,914</u>	<u>299,752</u>

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

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	12		1,465		1,953
Current assets					
Stocks	13	272		7,922	
Debtors	14	108,448		96,647	
Cash at bank and in hand		229,757		260,898	
		338,477		365,467	
Creditors: amounts falling due within one year	15	(23,540)		(67,668)	
Net current assets			314,937		297,799
Total assets less current liabilities			316,402		299,752
The funds of the charity					
Restricted income funds	16	14,487		19,914	
Unrestricted funds	17	301,915		279,838	
		316,402		299,752	

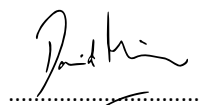
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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.

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

The financial statements were approved by the trustees on 24th July 2025.....



D C Micklem

Trustee

Company registration number 02170819 (England and Wales)

FORCED ENTERTAINMENT LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	20		(35,688)		(47,827)
Investing activities					
Investment income received		4,547		6,198	
Net cash generated from investing activities			4,547		6,198
Net cash generated from financing activities			-		-
Net decrease in cash and cash equivalents			(31,141)		(41,629)
Cash and cash equivalents at beginning of year			260,898		302,527
Cash and cash equivalents at end of year			229,757		260,898

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Forced Entertainment Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Unit 502 The Workstation, 15 Paternoster Row, Sheffield, South Yorkshire, S1 2BX, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income from charitable activities is recognised when the production has taken place. Any income received in advance of a production performance, is deferred until such date.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% on cost
Motor vehicles	25% on reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

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

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

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	969	-	969	190	-	190
Grants	259,091	25,902	284,993	259,091	481	259,572
Donated goods and services	18,750	-	18,750	-	-	-
	<u>278,810</u>	<u>25,902</u>	<u>304,712</u>	<u>259,281</u>	<u>481</u>	<u>259,762</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

2 Income from donations and legacies (Continued)

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Grants receivable for core activities						
Arts Council England Core Funding	254,091	-	254,091	254,091	-	254,091
Sheffield Culture Collective City Pledge	5,000	-	5,000	-	-	-
D'Oyly Carte Charitable Trust	-	3,000	3,000	-	-	-
JG Graves Trust	-	3,000	3,000	5,000	-	5,000
Freshgate Trust	-	2,000	2,000	-	481	481
Fabric CIO	-	17,902	17,902	-	-	-
	<u>259,091</u>	<u>25,902</u>	<u>284,993</u>	<u>259,091</u>	<u>481</u>	<u>259,572</u>

3 Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Touring, production and participation						
Participation	12,600	-	12,600	9,067	-	9,067
Royalties	9,115	-	9,115	6,413	-	6,413
Touring and co-production	290,868	32,035	322,903	172,133	-	172,133
Theatre tax relief	64,512	-	64,512	41,149	-	41,149
	<u>377,095</u>	<u>32,035</u>	<u>409,130</u>	<u>228,762</u>	<u>-</u>	<u>228,762</u>

4 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Retail sales	<u>1,214</u>	<u>700</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Deposit account interest	4,547	6,198
	=====	=====

6 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Other income	4,610	4,610
	=====	=====

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Expenditure on charitable activities

	Touring, production and participation 2025 £	Touring, production and participation 2024 £
Direct costs		
Staff costs	371,154	357,404
Insurance	3,789	4,200
Advertising	31,824	19,591
Travel costs	111,684	35,296
General expenses	6,256	9,985
Production costs	121,508	94,539
	<u>646,215</u>	<u>521,015</u>
Share of support and governance costs (see note 8)		
Support	45,497	45,713
Governance	15,851	15,025
	<u>707,563</u>	<u>581,753</u>
Analysis by fund		
Unrestricted funds	644,199	580,533
Restricted funds	63,364	1,220
	<u>707,563</u>	<u>581,753</u>

8 Support costs allocated to activities

	2025 £	2024 £
Depreciation	488	651
Building costs and insurance	9,928	9,249
Premises overheads	26,013	26,150
Personnel	788	3,402
Administration office costs	7,317	6,261
Bad debt	964	-
Governance costs	15,850	15,025
	<u>61,348</u>	<u>60,738</u>
Analysed between:		
Touring, production and participation	<u>61,348</u>	<u>60,738</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

8	Support costs allocated to activities	(Continued)	
		2025	2024
		£	£
	Governance costs comprise:		
	Administration office costs	5,789	3,158
	Governance, legal and compliance	10,061	11,867
		<u>15,850</u>	<u>15,025</u>
9	Net movement in funds	2025	2024
		£	£
	The net movement in funds is stated after charging/(crediting):		
	Fees payable for the independent examination of the charity's financial statements	-	-
	Depreciation of owned tangible fixed assets	488	651
		<u></u>	<u></u>
10	Trustees		
	None of the trustees (or any persons connected with them) received any remuneration during the year, but 2 of them were reimbursed a total of £336 travelling expenses (2024 - £109).		
11	Employees		
	The average monthly number of employees during the year was:		
		2025	2024
		Number	Number
	Creative and management team	10	9
		<u></u>	<u></u>
	Employment costs	2025	2024
		£	£
	Wages and salaries	324,744	314,311
	Social security costs	31,839	29,206
	Other pension costs	14,571	13,887
		<u>371,154</u>	<u>357,404</u>

There were no employees whose annual remuneration was more than £60,000.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

11 Employees

(Continued)

Remuneration of key management personnel

The Key Management Personnel in the year ended 31 March 2025 consisted of the Board of Trustees, the Executive Director, and the Artist Director. All trustees give their time freely and no trustee received remuneration in the year.

The total amount of employee benefits (including employer's national insurance contributions) received by Key Management Personnel was £77,689 (2024: £85,786).

12 Tangible fixed assets

	Fixtures and fittings	Motor vehicles	Total
	£	£	£
Cost			
At 1 April 2024	8,103	19,505	27,608
At 31 March 2025	8,103	19,505	27,608
Depreciation and impairment			
At 1 April 2024	8,103	17,552	25,655
Depreciation charged in the year	-	488	488
At 31 March 2025	8,103	18,040	26,143
Carrying amount			
At 31 March 2025	-	1,465	1,465
At 31 March 2024	-	1,953	1,953

13 Stocks

	2025	2024
	£	£
Stocks	272	7,922

14 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	32,899	41,866
Other debtors	2,438	3,984
Prepayments and accrued income	73,111	50,797
	108,448	96,647

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

15 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	5,187	7,105
Trade creditors	7,687	16,029
Other creditors	3,927	8,096
Accruals and deferred income	6,739	36,438
	<u>23,540</u>	<u>67,668</u>

16 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024 £	Incoming resources £	Resources expended £	At 31 March 2025 £
Agency projects	13,104	49,937	(50,854)	12,187
Participation projects	6,810	8,000	(12,510)	2,300
	<u>19,914</u>	<u>57,937</u>	<u>(63,364)</u>	<u>14,487</u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
Agency projects	14,631	-	(1,527)	13,104
Participation projects	6,022	481	307	6,810
	<u>20,653</u>	<u>481</u>	<u>(1,220)</u>	<u>19,914</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

17 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	Transfers	At 31 March 2025
	£	£	£	£	£
General fund	262,562	666,276	(629,253)	2,330	301,915
Designated fund (IBSEN)	17,276	-	(14,946)	(2,330)	-
	<u>279,838</u>	<u>666,276</u>	<u>(644,199)</u>	<u>-</u>	<u>301,915</u>
	<u>279,838</u>	<u>666,276</u>	<u>(644,199)</u>	<u>-</u>	<u>301,915</u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	Transfers	At 31 March 2024
	£	£	£	£	£
General fund	328,787	499,551	(565,776)	-	262,562
Designated fund (IBSEN)	32,033	-	(14,757)	-	17,276
	<u>360,820</u>	<u>499,551</u>	<u>(580,533)</u>	<u>-</u>	<u>279,838</u>
	<u>360,820</u>	<u>499,551</u>	<u>(580,533)</u>	<u>-</u>	<u>279,838</u>

During the year, a transfer of remaining designated funds were transferred into general reserves as this designated fund is no longer needed due to the project coming to an end.

18 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2025	2025	2025
	£	£	£
At 31 March 2025:			
Tangible assets	1,465	-	1,465
Current assets/(liabilities)	300,450	14,487	314,937
	<u>301,915</u>	<u>14,487</u>	<u>316,402</u>
	<u>301,915</u>	<u>14,487</u>	<u>316,402</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

18 Analysis of net assets between funds

(Continued)

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	1,953	-	1,953
Current assets/(liabilities)	277,885	19,914	297,799
	<u>279,838</u>	<u>19,914</u>	<u>299,752</u>

19 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

20 Cash absorbed by operations

	2025 £	2024 £
Surplus/(deficit) for the year	16,650	(81,721)
Adjustments for:		
Investment income recognised in statement of financial activities	(4,547)	(6,198)
Depreciation and impairment of tangible fixed assets	488	651
Movements in working capital:		
Decrease in stocks	7,650	454
(Increase)/decrease in debtors	(11,801)	19,246
(Decrease)/increase in creditors	(44,128)	19,741
Cash absorbed by operations	<u>(35,688)</u>	<u>(47,827)</u>

FORCED ENTERTAINMENT LIMITED

England & Wales - Charity number 1049574

Accounts

Charity registration number 1049574

Company registration number 02170819 (England and Wales)

FORCED ENTERTAINMENT LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

FORCED ENTERTAINMENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

I Hirst
F H Babbage
D J Kok
R Kalsi (Appointed 5 June 2023)
D C Micklem (Appointed 5 June 2023)
T Norwood (Appointed 9 October 2023)
Dr T S Payne (Appointed 9 October 2023)
L N Whitter

Secretary

E Evans - Secretary

Charity number

1049574

Company number

02170819

Registered office

Unit 502 The Workstation
15 Paternoster Row
Sheffield
South Yorkshire
United Kingdom
S1 2BX

Independent examiner

Sedulo London Limited
Office 605 Albert House
256 - 260 Old Street
London
United Kingdom
EC1V 9DD

FORCED ENTERTAINMENT LIMITED

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Statement of financial activities	8
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Statement of cash flows	10
Notes to the financial statements	11 - 21

FORCED ENTERTAINMENT LIMITED

CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2024

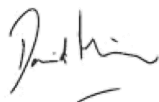
I'm delighted to introduce the company Annual Report for the year ended 31st March 2024 – my first year as Chair of this long-standing theatre ensemble. 2024 marks the company's 40th anniversary. Since 1984 six extraordinary theatre makers have been engaged in a creative collaboration that's generated a huge repertoire of highly original performance pieces and participatory projects offering significant reach and depth, locally, nationally, internationally and online.

None of this would be possible without the on-going support of our principal funder – Arts Council England – with whom we continue to enjoy National Portfolio Organisation status. This commitment enables the company to unlock other resources including fundraised income and fees from stakeholders in the UK and internationally.

The year has been marked by an incredible run of new performance pieces - *If All Else Fails*, *Complete Works* Online version, and the expanded group piece *Signal to Noise* – as well as a participation programme that's increasingly integrated in the core creative thinking and practice of the ensemble. Few performing arts companies can match the group's commitment to change and artistic innovation, a resilience which sees them producing some of their most exciting work in their 40th birthday year.

The work is supported by a dedicated, hard-working, expert team comprising Eileen Evans and Deb Chadbourn (co-Executive Directors), Jim Harrison (Touring Producer and Production Manager), and Jessica Matthews (Participation Producer) with marketing and communications support from Caroline Griffin.

This year, we welcomed three new trustees to the board, bringing further diversity, fresh perspectives and complementary skills to our organisation. We also bid farewell to long-term board members Annie Lloyd and Adrian Friedli, whose support and commitment over the years made a significant contribution to the company's ongoing success. Heartfelt thanks also to Deb Chadbourn for her exemplary six year tenure as Chair. Her wisdom and expertise have steered the company through two periods of ACE NPO funding, a global pandemic and an on-going cost-of-living crisis. Despite the ongoing challenging landscape, the company is in good health and well-prepared for the opportunities and challenges ahead.



.....
D C Micklem
Chairman

Date: 9th September 2024
.....

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)".

Objectives and activities

The principal activity of the company in the year under review was that of the advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama, and to present, promote, organise, provide, manage and produce dramas, dance, operas, films, broadcasts, concerts, musical pieces, entertainments, exhibitions, tutorials, seminars, courses and workshops, whether on any premises of the company or elsewhere.

Our vision is that our work creates a space which allows people of all backgrounds to rethink the world and their potential in it. Our mission is to explore the possibilities of playful, complex and provocative art, its power to ask questions and to connect people; our interactions with colleagues, partners, audiences and participants are guided by our values - generosity, rigour and a commitment to collaboration.

Public benefit

With reference to the duty in section 17(5) of the Charities Act 2011, the trustees confirm that they have referred to the Charity Commission's guidance on public benefit - including 'Public benefit: the public benefit requirement (PB1)' and 'Public benefit: running a charity (PB2)' - when reviewing the charity's aims and objectives and in planning its current and future activities. The achievements and activities outlined in this report demonstrate the public benefit arising from the charity's activities.

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance

Programme of activity

In 2023-24, considerable efforts by the Artistic Director, Tim Etchells and Executive Director, Eileen Evans secured record levels of co-production support for the new show, *Signal to Noise*, which marks Forced Entertainment's 40th Anniversary. The distinguished list of international partners consists of: Athens Epidaurus Festival, GR; Centre Pompidou, Paris; Festival d'Automne à Paris; HAU Hebbel Am Ufer, Berlin; Holland Festival Amsterdam; Kunstler*innenhaus Mousonturm, Frankfurt; PACT Zollverein, Essen and Theatre Garonne, Toulouse.

The company's evolving collaboration with Seke Chimutengwende including the two-hander *If All Else Fails* with Cathy Naden, and his involvement in the making and performance of *Signal to Noise*, as well as Tim Etchells' work with Bertrand Lesca and Nasi Voutsas, demonstrated the importance and generosity of our collaboration with younger artists, and provided opportunities for Forced Entertainment to learn from these creative partnerships.

In his role as Associate Artist, Tyrone Huggins, contributed enormously to the making of *Signal to Noise* and meanwhile supported the company to approach Equity, Diversity and Inclusion in more creative ways, engaging artists from diverse backgrounds in a thoughtful exchange of views and ideas with the core Artistic Team.

The participation programme continued with three existing partners in our home base city of Sheffield, building on the findings of our Subject to Change project to engage marginalised young people in the arts, enabling them to develop their self-confidence, a sense of belonging, and enhanced social and team-working skills.

Key achievements this year:

- Launch of **Complete Works Online**, Forced Entertainment's free to view retelling of all 36 of Shakespeare's plays using everyday objects on a tabletop. Two versions of each play are available, the first filmed in Berlin in 2015 and the second filmed 'At Home' in 2020.
- Making and premiering a new touring show, **Signal to Noise**, premiering with three performances at PACT Zollverein in Essen, Germany.
- Setting up a London residency comprising five shows over three venues for autumn 2024 to celebrate FE's 40th anniversary.
- Creating and touring **If All Else Fails** with collaborator Seke Chimutengwende.
- Creating an Italian version of our 2011 show, **Tomorrow's Parties**, with a local cast and reviving 2014's show for children, **The Possible Impossible House** in France.
- Delivering 75 participatory sessions to just under 1,000 young people and emerging artists both in the UK and overseas.
- Reducing the company's carbon footprint by approximately 20% from 2022/23 with a similar level of activity.

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Audience development

This year we delivered 27 performances in the UK and internationally, achieving a total of 3,660 audience members. As the company was immersed in making the new show, Signal to Noise, touring was limited. Average attendance per performance increased from 116 in 2022/23 to 136 in 2023/24.

The launch of Complete Works Online in February 2024 enabled the company to increase social media activity at the start of the anniversary year. Levels of engagement continued to be strong through the initiation of the FE Recall campaign, which invited members of the company and long-term collaborators and partners to share their memories of particular shows.

In February 2024 we undertook a further review of our digital activity and assets to provide the basis for an application to the Bloomberg Digital Accelerator Programme which would, if successful, enable us to build a new website and improve our digital infrastructure to build online engagement further.

Participation

The company's work in Sheffield continued to be delivered with five regular partners; SAYiT (Emotional and Wellbeing Support for LGBTQ+ YP in Sheffield), Handsworth Grange a community college with particular strengths in its care of disadvantaged children, ACCT (Autism Children and Carers Together), youth-led charity Element Society, health and well-being organisation Shipshape and Buzz who work with vulnerable children, young people, adults and older people. Our two key freelance Participation Workers have taken on greater responsibility for running sessions using FE's Five Principles Methodology, derived from the company's well-established artistic practice.

In addition to workshops and post-show talks, members of the Artistic Team continued to support younger artists through mentoring.

Financial review

The statement of financial activities included in this report presents a turnover of £500,032 for 2023-24 (2022-23: £519,018) against expenditure of £581,753 (2022-23: £556,325). Income and expenditure for charitable activities generated a deficit of £81,721 (2022-23: £37,307).

The statement shows the consolidated position for all funds of £299,752 (2022-23: £381,743) including the Ibsen Award designated fund that was created in 2016-17 and restricted funds for Participation and Agency projects.

Reserves policy

At 31 March 2024, total reserves represented by unrestricted funds were £279,838 (2023: £360,820). Of these, designated funds were £17,276 (2023: £32,033) and general funds £262,562 (2023: £328,787). The designated funds represent funds earmarked for ongoing projects and are being spent down over a number of years. Restricted funds are £19,914 at 31 March 2024 (2023: £20,653)

The policy is to hold general funds equivalent to a minimum of three months' general fund expenditure and sufficient funds to cover the cost of redundancy payments in the event of winding up the company. The current cost of this at 31st March 2024 is £200,000 and can be supported with the unrestricted reserves funds. Furthermore, these reserves are needed to meet significant future uncertainty due to changes in the market for the company's work, or changes in its funding relationship with Arts Council England.

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Principal funding sources

To achieve the planned programme, annual budgets are modelled on average predicted levels of 55% earned/contributed income and 45% ACE subsidy. This year the ratio was 50/50 ACE subsidy/earned income. 2023-24 was the first year of a new National Portfolio Organisation award, originally for three years, but extended to a four-year agreement in January 2024. The agreement will now run until March 31st 2027.

Achievable targets for earned income are set and approached with confidence through a well-established business model, and production income is raised through an established and evolving range of partnerships. 2023-24 saw successful efforts to raise £79,000 in co-production support for the making of the new 40th Anniversary show, Signal to Noise.

Income generation from Trusts and Foundations this year was successful with £7,884 raised from Sheffield Grammar School Trust, Sheffield Town Trust, Sheffield City Council Ward Pots and the Church Burgesses. Larger, multi-year applications to the Garfield Weston, John Ellerman and Paul Hamlyn Foundation were unsuccessful.

Structure, governance and management

Forced Entertainment Limited is a company limited by guarantee (company no. 02170819), governed by its Memorandum and Articles of Association dated 30 September 1987 and amended to allow the current governance on 21 August 1995 and 16 May 2012. It is registered as a charity with the Charity Commission (registered charity no. 1049574).

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

A J Friedli	(Resigned 5 June 2023)
I Hirst	
A E Lloyd	(Resigned 5 June 2023)
F H Babbage	
D J Chadbourn	(Resigned 5 June 2023)
D J Kok	
R Kalsi	(Appointed 5 June 2023)
D C Micklem	(Appointed 5 June 2023)
T Norwood	(Appointed 9 October 2023)
Dr T S Payne	(Appointed 9 October 2023)
L N Whitter	

Recruitment and appointment of trustees

As set out in the Articles of Association, the Company and Board of Trustees nominate the Chair of the Board. A trustee's term of office terminates if any rules in 6.6 of the Articles of Association apply. When considering recruiting new trustees, the board considers any specialist skills or experience that may be currently under-represented.

FORCED ENTERTAINMENT LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Organisational structure

The Board of Trustees, which currently has seven members, administers the charity. The Board meets quarterly and the pay and remuneration sub-committee meets annually. Other issue-specific meetings may be convened during the year as required. The artistic policy is decided on by the creative team (Writer/Artistic Director Tim Etchells, Designer/Performer Richard Lowdon and Performers/Co-devisers Robin Arthur, Claire Marshall, Cathy Naden and Terry O'Connor). The board and company appoint an Executive Director (Eileen Evans), Participation Producer (Imogen Ashby to September 2022), and Production Manager (James Harrison), to manage the day-to-day operations of the charity. To facilitate effective operations, the Executive Director has delegated authority, within terms and conditions approved by the trustees, for operational matters including finance and employment.

The Executive Director and Production Manager roles were reviewed during the year, with the outcome that the Executive Director's role was divided into two parts, one to focus largely on touring and finance, the other on fundraising and reporting. Eileen Evans was joined by Deb Chadbourn from September 2023 in a job-share.

The Production Manager's job description was updated to reflect the increased responsibility undertaken by Jim Harrison. The job title was changed to Touring Producer and Production Manager.

Induction and training of trustees

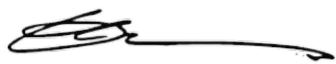
New trustees receive induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the business plan and recent reports on the financial performance of the charity. During the induction training they meet key employees and other trustees. The trustees have had due regard to guidance published by the Charity Commission on public benefit.

[Note on terminology: when this document refers to 'the company', this includes the creative and management teams of Forced Entertainment Limited. 'Trustee(s)' is shorthand for the members of the board, who are both directors and trustees of Forced Entertainment Limited.]

Risk management

The Company and Board plan for and anticipate risks through a process of artistic, organisational and financial planning which is supported by a three-year business plan, annual organisational plans, a health and safety policy, a quarterly risk register and an annual budget that is reviewed quarterly. A key element in the management of financial risk is the setting of a reserves policy and its regular review by the trustees, combined with internal measures covering the setting and revision of budgets and the authorisation of payments.

The trustees' report was approved by the Board of Trustees.



.....
E Evans - Secretary
Trustee

Date: 9th September 2024
.....

FORCED ENTERTAINMENT LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF FORCED ENTERTAINMENT LIMITED

I report to the trustees on my examination of the financial statements of Forced Entertainment Limited (the charity) for the year ended 31 March 2024.

Responsibilities and basis of report

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

Having satisfied myself that the financial statements of the charity 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 charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination 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 that in any material respect:

- 1 accounting records were not kept in respect of the charity 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 financial statements to be reached.



Emma Houghton FCCA
Sedulo London Limited
Office 605 Albert House
256 - 260 Old Street
London
EC1V 9DD
United Kingdom

Dated: 24 October 2024

FORCED ENTERTAINMENT LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Notes							
Income and endowments from:							
Donations and legacies	2	259,281	481	259,762	273,037	2,643	275,680
Touring, production and participation	3	228,762	-	228,762	237,523	-	237,523
Other trading activities	4	700	-	700	2,949	-	2,949
Investments	5	6,198	-	6,198	1,366	-	1,366
Other income	6	4,610	-	4,610	1,500	-	1,500
Total income		<u>499,551</u>	<u>481</u>	<u>500,032</u>	<u>516,375</u>	<u>2,643</u>	<u>519,018</u>
Expenditure on:							
Touring, production and participation	7	<u>580,533</u>	<u>1,220</u>	<u>581,753</u>	<u>512,355</u>	<u>43,970</u>	<u>556,325</u>
Total expenditure		<u>580,533</u>	<u>1,220</u>	<u>581,753</u>	<u>512,355</u>	<u>43,970</u>	<u>556,325</u>
Net expenditure and movement in funds		(80,982)	(739)	(81,721)	4,020	(41,327)	(37,307)
Reconciliation of funds:							
Fund balances at 1 April 2023		<u>360,820</u>	<u>20,653</u>	<u>381,473</u>	<u>356,800</u>	<u>61,980</u>	<u>418,780</u>
Fund balances at 31 March 2024		<u>279,838</u>	<u>19,914</u>	<u>299,752</u>	<u>360,820</u>	<u>20,653</u>	<u>381,473</u>

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

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	12		1,953		2,604
Current assets					
Stocks	13	7,922		8,376	
Debtors	14	96,647		115,893	
Cash at bank and in hand		260,898		302,527	
		365,467		426,796	
Creditors: amounts falling due within one year	15	(67,668)		(47,927)	
Net current assets			297,799		378,869
Total assets less current liabilities			299,752		381,473
Net assets excluding pension liability			299,752		381,473
			=====		=====
The funds of the charity					
Restricted income funds	16	19,914		20,653	
Unrestricted funds		279,838		360,820	
		299,752		381,473	
			=====		=====

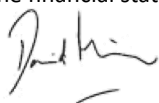
The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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.

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

The financial statements were approved by the trustees on 9th September 2024



D C Micklem
Trustee

Company registration number 02170819 (England and Wales)

FORCED ENTERTAINMENT LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2024

		2024		2023	
	Notes	£	£	£	£
Cash flows from operating activities					
Cash absorbed by operations	20		(47,827)		(140,027)
Investing activities					
Investment income received		6,198		1,366	
Net cash generated from investing activities			6,198		1,366
Net cash used in financing activities			-		-
Net decrease in cash and cash equivalents			(41,629)		(138,661)
Cash and cash equivalents at beginning of year			302,527		441,188
Cash and cash equivalents at end of year			260,898		302,527

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Forced Entertainment Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Unit 502 The Workstation, 15 Paternoster Row, Sheffield, South Yorkshire, S1 2BX, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	25% on cost
Motor vehicles	25% on reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

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

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

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

2 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	190	-	190	346	-	346
Grants	259,091	481	259,572	272,691	2,643	275,334
	<u>259,281</u>	<u>481</u>	<u>259,762</u>	<u>273,037</u>	<u>2,643</u>	<u>275,680</u>
Grants receivable for core activities						
Arts Council England Core Funding	254,091	-	254,091	254,091	-	254,091
British Council Funding	-	-	-	18,600	-	18,600
Sheffield Theatres Crucible Trust	-	-	-	-	2,643	2,643
Sheffield Culture Collective City Pledge	5,000	-	5,000	-	-	-
Sheffield City Council	-	481	481	-	-	-
	<u>259,091</u>	<u>481</u>	<u>259,572</u>	<u>272,691</u>	<u>2,643</u>	<u>275,334</u>

3 Income from charitable activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Touring, production and participation		
Participation	9,067	38,918
Royalties	6,413	2,662
Touring and co-production	172,133	138,351
Theatre tax relief	41,149	57,592
	<u>228,762</u>	<u>237,523</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

4 Income from other trading activities

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Retail sales	700	2,949

5 Income from investments

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Deposit account interest	6,198	1,366

6 Other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Other income	4,610	1,500

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

7 Expenditure on charitable activities

	Touring, production and participation 2024 £	Touring, production and participation 2023 £
Direct costs		
Staff costs	357,404	332,084
Insurance	4,200	9,403
Advertising	19,591	13,060
Travel costs	35,296	64,558
General expenses	9,985	4,009
Production costs	94,539	85,396
	<u>521,015</u>	<u>508,510</u>
Share of support and governance costs (see note 8)		
Support	45,713	41,663
Governance	15,025	6,152
	<u>581,753</u>	<u>556,325</u>
Analysis by fund		
Unrestricted funds	580,533	512,355
Restricted funds	1,220	43,970
	<u>581,753</u>	<u>556,325</u>

8 Support costs allocated to activities

	2024 £	2023 £
Depreciation	651	868
Building costs and insurance	9,249	9,626
Premises overheads	26,150	20,846
Personnel	3,402	3,373
Administration office costs	6,261	6,950
Governance costs	15,025	6,152
	<u>60,738</u>	<u>47,815</u>
Analysed between:		
Touring, production and participation	<u>60,738</u>	<u>47,815</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

8	Support costs allocated to activities	(Continued)	
		2024	2023
		£	£
	Governance costs comprise:		
	Administration office costs	3,158	794
	Governance, legal and compliance	11,867	5,358
		<u>15,025</u>	<u>6,152</u>
9	Net movement in funds	2024	2023
		£	£
	The net movement in funds is stated after charging/(crediting):		
	Depreciation of owned tangible fixed assets	651	868
		<u>651</u>	<u>868</u>
10	Trustees		
	None of the trustees (or any persons connected with them) received any remuneration during the year, but 2 of them were reimbursed a total of £109 travelling expenses (2023 - £nil).		
11	Employees		
	The average monthly number of employees during the year was:		
		2024	2023
		Number	Number
	Creative and management team	9	9
		<u>9</u>	<u>9</u>
	Employment costs	2024	2023
		£	£
	Wages and salaries	314,311	295,516
	Social security costs	29,206	23,227
	Other pension costs	13,887	13,341
		<u>357,404</u>	<u>332,084</u>
		<u>357,404</u>	<u>332,084</u>
	There were no employees whose annual remuneration was more than £60,000.		

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

11 Employees

(Continued)

Remuneration of key management personnel

The Key Management Personnel in the year ended 31 March 2024 consisted of the Board of Trustees, the Executive Director, and the Artist Director. All trustees give their time freely and no trustee received remuneration in the year.

The total amount of employee benefits (including employer's national insurance contributions) received by Key Management Personnel was £85,786 (2023: £91,123).

12 Tangible fixed assets

	Fixtures and fittings	Motor vehicles	Total
	£	£	£
Cost			
At 1 April 2023	8,103	19,505	27,608
At 31 March 2024	8,103	19,505	27,608
Depreciation and impairment			
At 1 April 2023	8,103	16,901	25,004
Depreciation charged in the year	-	651	651
At 31 March 2024	8,103	17,552	25,655
Carrying amount			
At 31 March 2024	-	1,953	1,953
At 31 March 2023	-	2,604	2,604

13 Stocks

	2024	2023
	£	£
Stocks	7,922	8,376

14 Debtors

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	41,866	40,508
Other debtors	3,984	2,035
Prepayments and accrued income	50,797	73,350
	96,647	115,893

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

15 Creditors: amounts falling due within one year

	2024 £	2023 £
Other taxation and social security	7,105	7,069
Trade creditors	16,029	3,954
Other creditors	8,096	7,580
Accruals and deferred income	36,438	29,324
	<u>67,668</u>	<u>47,927</u>

16 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
Agency projects	14,631	-	(1,527)	13,104
Participation projects	6,022	481	307	6,810
	<u>20,653</u>	<u>481</u>	<u>(1,220)</u>	<u>19,914</u>
Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
Agency projects	14,631	-	-	14,631
Participation projects	47,349	2,643	(43,970)	6,022
	<u>61,980</u>	<u>2,643</u>	<u>(43,970)</u>	<u>20,653</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

17 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General fund	328,787	499,551	(565,776)	262,562
Designated fund (IBSEN)	32,033	-	(14,757)	17,276
	<u>360,820</u>	<u>499,551</u>	<u>(580,533)</u>	<u>279,838</u>
	<u><u>360,820</u></u>	<u><u>499,551</u></u>	<u><u>(580,533)</u></u>	<u><u>279,838</u></u>
Previous year:	At 1 April 2022	Incoming resources	Resources expended	At 31 March 2023
	£	£	£	£
General fund	309,832	514,586	(495,631)	328,787
Designated fund (IBSEN)	46,968	1,789	(16,724)	32,033
	<u>356,800</u>	<u>516,375</u>	<u>(512,355)</u>	<u>360,820</u>
	<u><u>356,800</u></u>	<u><u>516,375</u></u>	<u><u>(512,355)</u></u>	<u><u>360,820</u></u>

18 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total
	2024	2024	2024
	£	£	£
At 31 March 2024:			
Tangible assets	1,953	-	1,953
Current assets/(liabilities)	277,885	19,914	297,799
	<u>279,838</u>	<u>19,914</u>	<u>299,752</u>
	<u><u>279,838</u></u>	<u><u>19,914</u></u>	<u><u>299,752</u></u>
	Unrestricted funds	Restricted funds	Total
	2023	2023	2023
	£	£	£
At 31 March 2023:			
Tangible assets	2,604	-	2,604
Current assets/(liabilities)	358,216	20,653	378,869
	<u>360,820</u>	<u>20,653</u>	<u>381,473</u>
	<u><u>360,820</u></u>	<u><u>20,653</u></u>	<u><u>381,473</u></u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

19 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

20 Cash generated from operations	2024 £	2023 £
Deficit for the year	(81,721)	(37,307)
Adjustments for:		
Investment income recognised in statement of financial activities	(6,198)	(1,366)
Depreciation and impairment of tangible fixed assets	651	868
Movements in working capital:		
Decrease/(increase) in stocks	454	(5,161)
Decrease/(increase) in debtors	19,246	(77,368)
Increase/(decrease) in creditors	19,741	(19,693)
Cash absorbed by operations	(47,827)	(140,027)

FORCED ENTERTAINMENT LIMITED

England & Wales - Charity number 1049574

Accounts

REGISTERED COMPANY NUMBER: 02170819 (England and Wales)
REGISTERED CHARITY NUMBER: 1049574

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023
FOR
FORCED ENTERTAINMENT LIMITED

**FORCED
ENTERTAINMENT**

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**CHAIR'S INTRODUCTION
FOR THE YEAR ENDED 31 MARCH 2023**

I'm pleased to introduce Forced Entertainment's Annual Report for the year ended 2022/23 by acknowledging our gratitude to Arts Council England (ACE) for awarding us a further three years' funding as a National Portfolio Organisation from April 2023 to March 2026. The process of applying for this highly competitive funding entailed further reflection on our Vision, Mission and Values, and how we execute and fulfil these. As a result, the company continues to move forward with clarity about its purpose, the value of the art it makes, and the impact it has on those who engage with it.

During the application process both the Artistic and Management Teams worked hard to set out an inspiring and engaging programme of activity that addressed ACE's Investment Principles in an imaginative and resourceful way. We are hugely grateful to our Associate Artist, Tyrone Huggins, for his wisdom and input to the process, which made the application stronger and more robust. My thanks to fellow trustees who contributed so generously of their time and experience to ensure that the company was clear and compelling in articulating its ambitions for the period. My thanks especially to those trustees who have recently left the board, Adrian Friedli and Annie Lloyd, whose long-standing commitment to, and unequivocal support for, Forced Entertainment has been invaluable in helping the company continue to develop and grow over the years.

And much thanks to the combined efforts of our Executive Director, Eileen Evans, Production Manager, Jim Harrison, and Participation Producer, Imogen Ashby for their tireless work to produce the company's work and connect audiences and participants with it. Without their dedication and skill, the work would not be experienced by the many thousands of people whose lives are touched by Forced Entertainment's unique creative voice.

As the company prepares to celebrate its 40th anniversary in 2024, and welcome a new Chair, David Micklem, to guide and support us, it seems timely to reiterate a little of the Ibsen Award Jury's commendation when awarding the prestigious Ibsen International Award to the company in 2016; 'This influential group recognises theatre as a central voice within society and with dedication uses theatre as an arena for public debate... An award to Forced Entertainment is therefore an award to the entire dynamic, challenging, and collective pulse that is theatre and to what theatre might be in the future.'

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

OBJECTIVES, AIMS & ACTIVITIES

The principal activity of the company in the year under review was that of the advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama, and to present, promote, organise, provide, manage and produce dramas, dance, operas, films, broadcasts, concerts, musical pieces, entertainments, exhibitions, tutorials, seminars, courses and workshops, whether on any premises of the company or elsewhere.

The object for which the company is established is *"to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama"*.

Our *Vision* is that our work creates a space which allows people of all backgrounds to rethink the world and their potential in it; our *Mission* is to explore the possibilities of playful, complex and provocative art, its power to ask questions and to connect people; our interactions with colleagues, partners, audiences and participants are guided by generosity, rigour and a commitment to collaboration (*our Values*).

Our programme focusses on realising high quality artistic projects for live and online audiences and participants at a range of scales and in a variety of contexts. Relevance, inclusion, diversity and artistic excellence are driving forces for all our artistic work. We make new original devised performance, and tour our repertoire nationally and internationally, developing new markets and partnerships alongside existing ones to sustain our practice. We work with young people in Sheffield to discover ways to connect and communicate through performance and play. We aim to:

- create the best possible conditions for the process of artistic dialogue, creation and exchange within the group and with guest collaborators
- nurture new diverse and emerging talent
- develop the range and depth of audiences for contemporary theatre
- open up creative opportunities for people outside the context of the regular company, developing new ideas and pass on the ways of working and thinking that come from our practice
- maintain a sustainable business model to deliver the planned programme to audiences and
- ensure there is appropriate infrastructure, management and governance to support the organisation.

Public benefit

With reference to the duty in section 17(5) of the Charities Act 2011, the trustees confirm that they have referred to the Charity Commission's guidance on public benefit - including 'Public benefit: the public benefit requirement (PB1)' and 'Public benefit: running a charity (PB2)' - when reviewing the charity's aims and objectives and in planning its current and future activities. The achievements and activities outlined in this report demonstrate the public benefit arising from the charity's activities.

ACHIEVEMENT AND PERFORMANCE OF CHARITABLE ACTIVITIES

Programme of activity

In 2022-23 activity did start to recover from the covid pandemic, however touring activity was still less compared to previous pre-pandemic years, both in the UK and internationally. We completed our Paul Hamlyn Foundation funded project 'Subject To Change' and produced a highly informative set of evaluation which is supporting the planning and fundraising of our ongoing work with young people in local communities.

Key activities this year:

- Following its premiere on 26th March 2022, we toured the new group piece 'Under Bright Light' to Frankfurt, Berlin, Stockholm, Toulouse and Montpellier.
- Began the creation of a new smaller scale work 'If All Else Fails' in collaboration with artist and choreographer Seke Chimutengwende, with dramaturgy by Associate Artist Tyrone Huggins. (Premiere May 2023).
- Completed our Paul Hamlyn funded Test & Explore participation project 'Subject To Change' working with two Sheffield community youth groups ACCT (Aspergers Children & Carers Together) and Element Society, in an examination of how Forced Entertainment's world leading, experimental approach to making performance could impact young people facing disadvantage and support them to engage with the arts.
- Further developed our relationship with Tyrone Huggins as Associate Artist, cementing a long-standing relationship between him and the company. This three-year role (2022, 2023, 2024) focuses on strategic planning, development of artistic projects and mentoring particularly connecting to artists from the global majority.
- Launched the Forced Entertainment publication titled 'Things That Go Through Your Mind When Falling', edited by Adrian Heathfield, designed by David Cairnes, photography by Hugo Glendinning and contributions from a range of academics.

Audience development

This year we delivered 29 performances in the UK and internationally and achieved a total of 3,367 audience (2021-22 = 90 performances, 7407 audience and 2019-20 [pre covid] = 121 performances, 11,211 audience).

With less touring activity, we were not able to reach as many people for the live programme of work as in previous years.

Despite not having a dedicated marketing member of staff, we've maintained strong engagement with existing followers across all social media platforms with a small amount of growth in some areas including website activity. This is a positive result given the lower levels of activity. The launch of the new book boosted visits to the website, increasing interest in the company. In September 2022 we commissioned a review of our digital activity and have a strong set of recommendations that provide a framework for development, and a refreshed digital report that is organised around a set of clear objectives.

Participation

Our 'Subject To Change' participatory project in Sheffield concluded this year, delivering 87 sessions over an 18-month period January 2021 - September 2022, engaging 532 young people. The project included pilot/taster days, intensive holiday projects and weekly sessions as well as bespoke, paid training for four freelance artists that helped develop a new, paid creative team for the project. The ethnographic evaluation has provided substantial findings that document rich learning and strong evidence of the project's success.

In this year we delivered a second online version of our participatory project 'Table Stories' to artists in Nepal and Sri Lanka, funded by the British Council. We also invited several artists from the first iteration of the project in 2021 to be mentors, providing them with one-to-one support. A key aspect of the residency was finding the most appropriate way to support our Sri Lankan partners during a period of significant political instability. It felt miraculous that despite this, all six artists completed the programme and were able to share their work at the end.

Back in Sheffield we have been working hard to maintain and develop our work with community groups focussing on young people who face disadvantage. These include SAYIT (Emotional and Wellbeing Support for LGBTQ+ YP in Sheffield), Handsworth Grange a community college with particular strengths in its care of disadvantaged children, ACCT (Autism Children and Carers Together), youth-led charity Element Society, health and well-being organisation Shipshape and Buzz who work with vulnerable children, young people, adults and older people.

FINANCIAL REVIEW

Financial position

The statement of financial activities included in this report presents a turnover of £519,018 for 2022-23 (2022: £562,164) against expenditure of £556,325 (2022: £648,682). Income and expenditure for all charitable activities generated a deficit of £37,307 (2022: deficit of £86,518).

We received a grant from the British Council of £18,600 for our work with artists in Nepal and Sri Lanka.

The statement shows a total year end position for all funds of £381,473 (2022: £418,780) including the Ibsen Award designated fund that was created in 2016-17 and restricted funds for Participation and Agency projects.

Principal funding sources

To achieve the planned programme, annual budgets are modelled on average predicted levels of 55% earned/contributed income and 45% ACE subsidy. 2022-23 was an extension year to our current (2018-2022) NPO agreement which was introduced in response to the pandemic. In this year we made our application to ACE for the next three-year funding period 2023-26, that was successful in what was a very competitive process.

Achievable targets for earned income are set and approached with confidence through a well-established business model, and production income is raised through an established and evolving range of partnerships. In 2022-23 Arts Council England National Portfolio Funding represented 49% of turnover - a low ratio of subsidy to earned income that is exceptional and exemplary in a such a small artist-led organisation.

Reserves policy

At 31 March 2023, total reserves represented by unrestricted funds were £360,820 (2022: £356,800). Of these, designated funds were £32,033 (2022: £46,968) and general funds £328,787 (2022: £309,832). The designated funds represent funds earmarked for ongoing projects and are being spent down over a number of years. Restricted funds are £20,653 at 31 March 2023 (2022: £61,980).

The policy is to hold general funds equivalent to a minimum of three months' general fund expenditure. As at the 2022-23 year end this has been achieved with the free reserve equivalent to 5.7 months' expenditure (2022: 6 months). These reserves are needed to meet significant future uncertainty as a result of the coronavirus pandemic, as well as plans and working capital requirements should there be a material deficiency in funding at any point in the future.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Forced Entertainment Limited is a company limited by guarantee (company no. 02170819), governed by its Memorandum and Articles of Association dated 30 September 1987 and amended to allow the current governance on 21 August 1995 and 16 May 2012. It is registered as a charity with the Charity Commission (registered charity no. 1049574).

Management and governance

This year the management team remained reduced due to the ongoing recruitment freeze implemented during the pandemic in 2020-21. Our full-time Participation Producer left in September 2022 and recruitment for their replacement was put on hold pending the outcome of our three-year National Portfolio Organisation (NPO) funding application to Arts Council England. The Executive Director and Production Manager continued to take on a wider range of responsibilities supported by participation and marketing freelancers.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Board of Trustees resumed face to face meetings including an awayday in September 2022. Standing items at meetings include artistic, participation, financial, audience development, diversity and environmental reporting. This year, additional meetings were held to support the planning processes around the ACE NPO application, our main source of public funding which represents on average 45% of our income per year.

We underwent a recruitment process to bring new people onto the Board, including a new Chair, who replaces Deborah Chadbourn in June 2023. We had 11 applications from the call out and met with five people. David Micklem was appointed Chair and Reena Kalsi as a new trustee in June 2023. Both are familiar with the company from long associations with the work and organisation. Two more potential trustees will observe the October 2023 meeting.

Recruitment and appointment of new trustees

As set out in the Articles of Association, the Company and Board of Trustees nominate the Chair of the Board. A trustee's term of office terminates if any rules in 6.6 of the Articles of Association apply. When considering recruiting new trustees, the board considers any specialist skills or experience that may be currently under-represented.

Organisational structure

The Board of Trustees, which currently has seven members, administers the charity. The Board meets quarterly and the pay and remuneration sub-committee meets annually. Other issue-specific meetings may be convened during the year as required. The artistic policy is decided on by the creative team (Writer/Artistic Director Tim Etchells, Designer/Performer Richard Lowdon and Performers/Co-devisers Robin Arthur, Claire Marshall, Cathy Naden and Terry O'Connor). The board and company appoint an Executive Director (Eileen Evans), Participation Producer (Imogen Ashby to September 2022), and Production Manager (James Harrison), to manage the day-to-day operations of the charity. To facilitate effective operations, the Executive Director has delegated authority, within terms and conditions approved by the trustees, for operational matters including finance and employment.

Trustee induction and training

New trustees will receive induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the business plan and recent reports on the financial performance of the charity. During the induction training they may meet key employees and other trustees. The trustees have had due regard to guidance published by the Charity Commission on public benefit.

[Note on terminology: when this document refers to 'the company', this includes the creative and management teams of Forced Entertainment Limited. 'Trustee(s)' is shorthand for the members of the board, who are both directors and trustees of Forced Entertainment Limited.]

Risk management

The Company and Board plan for and anticipate risks through a process of artistic, organisational and financial planning which is supported by a three-year business plan, annual organisational plans, a health and safety policy, a risk register, and an annual budget that is reviewed quarterly. A key element in the management of financial risk is the setting of a reserves policy and its regular review by the trustees, combined with internal measures covering the setting and revision of budgets and the authorisation of payments.

FORCED ENTERTAINMENT LIMITED

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023**

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02170819 (England and Wales)

Registered Charity number

1049574

Registered office

Unit 502 The Workstation
15 Paternoster Row
Sheffield
South Yorkshire
S1 2BX

Trustees

F H Babbage
D J Chadbourn (resigned 5.6.23)
A J Friedli (resigned 5.6.23)
D J Kok
A E Lloyd (resigned 5.6.23)
I Hirst
D C Micklem (appointed 5.6.23)
L N Whitter

Company Secretary

E Evans

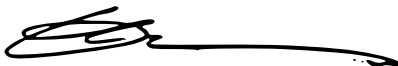
Independent Examiner

Sedulo Accountants Limited
Chartered Certified Accountants
62-66 Deansgate
Manchester
M3 2EN

Bank contact details

Unity Trust Bank plc
Nine Brindleyplace
Birmingham
B1 2HB

Approved by order of the board of trustees on 11th December 2023..... and signed on its behalf by:



.....
E Evans - Secretary

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
FORCED ENTERTAINMENT LIMITED**

Independent examiner's report to the trustees of Forced Entertainment Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts 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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can 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 Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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



Daniel Wilson FCCA
Sedulo Accountants Limited
Chartered Certified Accountants
62-66 Deansgate
Manchester
M3 2EN

Date: 14 December 2023
.....

FORCED ENTERTAINMENT LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
INCOME AND ENDOWMENTS FROM					
Grants and awards	2	273,037	2,643	275,680	327,293
Charitable activities	5				
Touring, production, and participation		237,523	-	237,523	230,259
Other trading activities	3	2,949	-	2,949	265
Investment income	4	1,366	-	1,366	639
Other income	6	<u>1,500</u>	<u>-</u>	<u>1,500</u>	<u>3,708</u>
Total		<u>516,375</u>	<u>2,643</u>	<u>519,018</u>	<u>562,164</u>
EXPENDITURE ON					
Charitable activities	7				
Touring, production, and participation		<u>512,355</u>	<u>43,970</u>	<u>556,325</u>	<u>648,682</u>
Total		<u>512,355</u>	<u>43,970</u>	<u>556,325</u>	<u>648,682</u>
NET INCOME/(EXPENDITURE)		4,020	(41,327)	(37,307)	(86,518)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>356,800</u>	<u>61,980</u>	<u>418,780</u>	<u>505,298</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>360,820</u></u>	<u><u>20,653</u></u>	<u><u>381,473</u></u>	<u><u>418,780</u></u>

CONTINUING OPERATIONS

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

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET
31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	31.3.23 Total funds £	31.3.22 Total funds £
FIXED ASSETS					
Tangible assets	14	2,604	-	2,604	3,472
CURRENT ASSETS					
Stocks	15	8,376	-	8,376	3,215
Debtors	16	115,893	-	115,893	38,525
Cash at bank and in hand		<u>281,874</u>	<u>20,653</u>	<u>302,527</u>	<u>441,188</u>
		406,143	20,653	426,796	482,928
CREDITORS					
Amounts falling due within one year	17	(47,927)	-	(47,927)	(67,620)
NET CURRENT ASSETS		<u>358,216</u>	<u>20,653</u>	<u>378,869</u>	<u>415,308</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		360,820	20,653	381,473	418,780
NET ASSETS		<u>360,820</u>	<u>20,653</u>	<u>381,473</u>	<u>418,780</u>
FUNDS	18				
Unrestricted funds				360,820	356,800
Restricted funds				<u>20,653</u>	<u>61,980</u>
TOTAL FUNDS				<u>381,473</u>	<u>418,780</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

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

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET - continued
31 MARCH 2023

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

The financial statements were approved by the Board of Trustees and authorised for issue on 11th December 2023.... and were signed on its behalf by:



.....
D C Micklem - Trustee

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	31.3.23 £	31.3.22 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(140,027)</u>	<u>(127,087)</u>
Net cash used in operating activities		<u>(140,027)</u>	<u>(127,087)</u>
Cash flows from investing activities			
Interest received		<u>1,366</u>	<u>639</u>
Net cash provided by investing activities		<u>1,366</u>	<u>639</u>
Change in cash and cash equivalents in the reporting period		(138,661)	(126,448)
Cash and cash equivalents at the beginning of the reporting period		<u>441,188</u>	<u>567,636</u>
Cash and cash equivalents at the end of the reporting period		<u><u>302,527</u></u>	<u><u>441,188</u></u>

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.23	31.3.22
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(37,307)	(86,518)
Adjustments for:		
Depreciation charges	868	1,157
Interest received	(1,366)	(639)
Increase in stocks	(5,161)	-
Increase in debtors	(77,368)	(13,909)
Decrease in creditors	(19,693)	(27,178)
Net cash used in operations	<u>(140,027)</u>	<u>(127,087)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
Net cash			
Cash at bank and in hand	<u>441,188</u>	<u>(138,661)</u>	<u>302,527</u>
	<u>441,188</u>	<u>(138,661)</u>	<u>302,527</u>
Total	<u>441,188</u>	<u>(138,661)</u>	<u>302,527</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Going concern

At the time of signing these accounts the Trustees are of the opinion that the Company will remain viable for the foreseeable future and therefore these Financial Statements have been prepared on the Going Concern basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

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

Allocation and apportionment of costs

Staff costs are allocated on the basis of time spent.

Direct costs are allocated to the activity to which they directly relate.

Support costs are allocated by direct apportionment where appropriate. Other support costs are allocated based on an estimate of a proportion of total time spent.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

1. ACCOUNTING POLICIES - continued**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. GRANTS AND AWARDS

	31.3.23	31.3.22
	£	£
Donations	346	595
Grants	<u>275,334</u>	<u>326,698</u>
	<u>275,680</u>	<u>327,293</u>

Grants received, included in the above, are as follows:

	31.3.23	31.3.22
	£	£
Arts Council England Core Funding	254,091	254,091
British Council Funding	18,600	-
Job Retention Scheme	-	70,114
Sheffield Theatres Crucible Trust	<u>2,643</u>	<u>2,493</u>
	<u>275,334</u>	<u>326,698</u>

3. OTHER TRADING ACTIVITIES

	31.3.23	31.3.22
	£	£
Retail sales	<u>2,949</u>	<u>265</u>

4. INVESTMENT INCOME

	31.3.23	31.3.22
	£	£
Deposit account interest	<u>1,366</u>	<u>639</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

5. INCOME FROM CHARITABLE ACTIVITIES

	31.3.23	31.3.22
	£	£
Touring and production	1,789	-
Co-production	136,562	193,682
Theatre tax relief	57,592	-
Royalties	2,662	-
Participation	38,918	26,852
Agency	-	9,725
	<u>237,523</u>	<u>230,259</u>

6. OTHER INCOME

	31.3.23	31.3.22
	£	£
Other income	<u>1,500</u>	<u>3,708</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Touring, production, and participation	<u>508,509</u>	<u>47,816</u>	<u>555,457</u>

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	31.3.23	31.3.22
	£	£
Staff costs	332,084	356,001
Insurance	9,402	1,487
Advertising	13,060	13,555
Production costs	85,396	178,865
Travel costs	64,558	47,235
General expenses	<u>4,009</u>	-
	<u>508,509</u>	<u>597,143</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

9. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Premises overheads	20,846	-	-	20,846
Administration office costs	6,949	794	-	7,743
Building costs and insurance	9,626	-	-	9,626
Personnel	3,374	-	-	3,374
Depreciation	868	-	-	868
Governance, legal and compliance	-	-	5,359	5,359
	<u>41,663</u>	<u>794</u>	<u>5,359</u>	<u>47,816</u>

10. NET INCOME/(EXPENDITURE)

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

	31.3.23	31.3.22
	£	£
Depreciation - owned assets	<u>868</u>	<u>1,157</u>

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were trustees' expenses of £109 were paid to two trustees for the year ended 31 March 2023 (31 March 2022: £Nil).

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

12. STAFF COSTS

	31.3.23	31.3.22
	£	£
Wages and salaries	295,516	313,589
Social security costs	23,227	28,143
Other pension costs	<u>13,341</u>	<u>14,269</u>
	<u>332,084</u>	<u>356,001</u>

The average monthly number of employees during the year was as follows:

	31.3.23	31.3.22
	9	9
Creative team	<u>9</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

Key Management Personnel

The Key Management Personnel in the year ended 31 March 2023 consisted of the Board of Trustees, the Executive Director, and the Artistic Director.

The total amount of employee benefits (including employer's national insurance contributions) received by Key Management Personnel was £91,123 (2022: £92,569).

All trustees give their time freely and no trustee received remuneration in the year.

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Grants and awards	324,800	2,493	327,293
Charitable activities			
Touring, production, and participation	196,433	33,826	230,259
Other trading activities	265	-	265
Investment income	639	-	639
Other income	<u>3,708</u>	<u>-</u>	<u>3,708</u>
Total	525,845	36,319	562,164

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
EXPENDITURE ON			
Charitable activities			
Touring, production, and participation	<u>528,674</u>	<u>120,008</u>	<u>648,682</u>
Total	<u>528,674</u>	<u>120,008</u>	<u>648,682</u>
NET INCOME/(EXPENDITURE)	(2,829)	(83,689)	(86,518)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>359,629</u>	<u>145,669</u>	<u>505,298</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>356,800</u></u>	<u><u>61,980</u></u>	<u><u>418,780</u></u>

14. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2022 and 31 March 2023	<u>8,103</u>	<u>19,505</u>	<u>27,608</u>
DEPRECIATION			
At 1 April 2022	8,103	16,033	24,136
Charge for year	<u>-</u>	<u>868</u>	<u>868</u>
At 31 March 2023	<u>8,103</u>	<u>16,901</u>	<u>25,004</u>
NET BOOK VALUE			
At 31 March 2023	<u>-</u>	<u>2,604</u>	<u>2,604</u>
At 31 March 2022	<u>-</u>	<u>3,472</u>	<u>3,472</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

15. STOCKS

	31.3.23	31.3.22
	£	£
Stocks	<u>8,376</u>	<u>3,215</u>

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23	31.3.22
	£	£
Trade debtors	40,508	13,126
Other debtors	-	1,553
VAT	2,035	5,530
Prepayments and accrued income	<u>73,350</u>	<u>18,316</u>
	<u>115,893</u>	<u>38,525</u>

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23	31.3.22
	£	£
Trade creditors	3,954	29,549
Social security and other taxes	7,069	7,751
Other creditors	7,580	8,970
Accruals and deferred income	<u>29,324</u>	<u>21,350</u>
	<u>47,927</u>	<u>67,620</u>

18. MOVEMENT IN FUNDS

	At 1.4.22	Net movement in funds	At 31.3.23
	£	£	£
Unrestricted funds			
General fund	309,832	18,955	328,787
Designated fund (IBSEN)	<u>46,968</u>	<u>(14,935)</u>	<u>32,033</u>
	356,800	4,020	360,820
Restricted funds			
Agency projects	14,631	-	14,631
Participation projects	<u>47,349</u>	<u>(41,327)</u>	<u>6,022</u>
	<u>61,980</u>	<u>(41,327)</u>	<u>20,653</u>
TOTAL FUNDS	<u>418,780</u>	<u>(37,307)</u>	<u>381,473</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2023

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	514,586	(495,631)	18,955
Designated fund (IBSEN)	<u>1,789</u>	<u>(16,724)</u>	<u>(14,935)</u>
	516,375	(512,355)	4,020
Restricted funds			
Participation projects	<u>2,643</u>	<u>(43,970)</u>	<u>(41,327)</u>
TOTAL FUNDS	<u><u>519,018</u></u>	<u><u>(556,325)</u></u>	<u><u>(37,307)</u></u>

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	286,977	22,855	309,832
Designated fund (IBSEN)	<u>72,652</u>	<u>(25,684)</u>	<u>46,968</u>
	359,629	(2,829)	356,800
Restricted funds			
Agency projects	53,664	(39,034)	14,630
Participation projects	<u>92,005</u>	<u>(44,655)</u>	<u>47,350</u>
	<u>145,669</u>	<u>(83,689)</u>	<u>61,980</u>
TOTAL FUNDS	<u><u>505,298</u></u>	<u><u>(86,518)</u></u>	<u><u>418,780</u></u>

18. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	525,845	(502,990)	22,855
Designated fund (IBSEN)	<u>-</u>	<u>(25,684)</u>	<u>(25,684)</u>
	525,845	(528,674)	(2,829)
Restricted funds			
Agency projects	33,826	(72,860)	(39,034)
Participation projects	<u>2,493</u>	<u>(47,148)</u>	<u>(44,655)</u>
	<u>36,319</u>	<u>(120,008)</u>	<u>(83,689)</u>
TOTAL FUNDS	<u><u>562,164</u></u>	<u><u>(648,682)</u></u>	<u><u>(86,518)</u></u>

19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023 nor for the year ended 31 March 2022.

FORCED ENTERTAINMENT LIMITED

England & Wales - Charity number 1049574

Accounts

REGISTERED COMPANY NUMBER: 02170819 (England and Wales)
REGISTERED CHARITY NUMBER: 1049574

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022
FOR
FORCED ENTERTAINMENT LIMITED

**FORCED
ENTERTAINMENT**

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Chair's introduction

It's no understatement to say that the turbulent times currently facing the world present an exceptionally challenging context in which to operate. As Forced Entertainment finalises this annual report and financial statements for the twelve months from April 2021 to March 2022, complex external factors including climate change, conflict, unprecedented energy and fuel costs, rising inflation and the increasing cost of living indicate that times will continue to be unsettled around the world. In the arts sector, these, together with the impacts of the ongoing pandemic and Brexit, create further instability for our work engaging audiences and participants in exceptional new projects.

However, I'm pleased to introduce this report on a year of successful creative output and an increasingly fruitful participatory programme. The report demonstrates well the qualities of creative adaptability and managerial resourcefulness that remain at the core of Forced Entertainment's practice as a long-standing, consistently dynamic and inventive ensemble of artists, supported by a skilled and conscientious management team and inspiring participation producer.

In 2021/22, the strategic review undertaken by the company continued to directly inform our work, particularly our application to Arts Council England for national portfolio organisation funding. We are hugely grateful for the input to the application process from experienced colleagues from outside the company. The process helped us clarify our thinking and resulted in the implementation of specific actions as well as more inclusive and relevant planning. As a result of this work we refreshed the company's Vision, Mission and Values and improved our policies and practice particularly around Equality, Diversity and Inclusion, and Environmental Responsibility.

In 2021/22, the company continued to work towards greater inclusivity with participation in the Arts Marketing Associations' Breakthrough inclusion programme by both artistic and management team, and a commitment to continue to increase the diversity of the artists, staff, board and partners we work with. Our recognition of the lack of diversity within the organisation prompted the instigation of a new Associate Artist role, the development of a new artistic collaboration, and the expansion of our board through an open recruitment process. We're pleased to have consolidated and deepened our relationships with partners in Sheffield through our participatory programme. These will inform our discussions about artistic plans to mark the company's 40th anniversary in 2024.

Another outcome of our strategic review was to undertake an audit of the last 5 years of environmental data relating to touring. The results of this audit and the collaboration of our Production Manager in the development of the Theatre Green Book touring toolkit, which has become an industry standard, will enable us to continue to reduce our carbon footprint in relation to travel, transport and sustainable production.

I'm grateful for the thoughtfulness, openness and commitment shown by my fellow board members and the artistic and management teams in our discussions about the company's longstanding and ongoing commitment to making a difference to the lives of audiences and participants through its work on and off stage. The longevity of the ensemble's artistic collaboration stands Forced Entertainment in good stead to continue to engage audiences, be receptive and responsive to change, to adapt and yet remain a unique theatrical 'Tour de force'.



D J Chadbourn - Chair

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The principal activity of the company in the year under review was that of the advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama, and to present, promote, organise, provide, manage and produce dramas, dance, operas, films, broadcasts, concerts, musical pieces, entertainments, exhibitions, tutorials, seminars, courses and workshops, whether on any premises of the company or elsewhere.

The object for which the company is established is “to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama”.

*Our **Vision** is that our work creates a space which allows people of all backgrounds to rethink the world and their potential in it; our **Mission** is to explore the possibilities of playful, complex and provocative art, its power to ask questions and to connect people; and our interactions with colleagues, partners, audiences and participants are guided by generosity, rigour and a commitment to collaboration (our **Values**).*

Programme of activity

- Make new original devised performance works.
- Tour new and existing performance works nationally and internationally, developing new markets and partnerships alongside existing ones to sustain its practice.
- Create the best possible conditions for the process of artistic dialogue, creation and exchange within the group and with guest collaborators.
- Nurture new, diverse and emerging talent.
- Open up creative opportunities for people outside the context of the regular company, develop new ideas and pass on the ways of working and thinking that come from our practice.

Audiences development

- Develop the range and depth of audiences for contemporary theatre with ambitious audience development objectives for both live and online audiences.
- Produce a targeted and content rich marketing and communications strategy to build audiences, foster debate and encourage engagement with the group’s work.

Management, finance, and governance

- Secure investment for the planned programme of activity.
- Maintain a sustainable business model to deliver the planned programme to audiences.
- Maintain and develop appropriate infrastructure and management and governance best practice to support the artistic work.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Programme of activity

In 2021-22 the arts sector began to emerge from the full force of the COVID pandemic however it remained a year of uncertainty in relation to our core business activity of producing and touring live performance in the UK and internationally. We began the year delivering work online while the majority of the staff were part-time furloughed, and from summer 2021 the company made the cautious transition from remote working to live and face to face activity.

Key activities this year were:

- The creation of a new digital piece 'How The Time Goes' which was a follow up to 'End Meeting For All' (2020). Made by the artistic team and Jerry Killick plus guest composer and performer Marino Formenti, the work is a series of improvisations over 7 episodes and premiered online on 23rd June.
- In July 2021, after a 12-month delay, began our Paul Hamlyn funded Test & Explore participation project 'Subject To Change' working with two Sheffield community youth groups ACCT (Aspergers Children & Carers Together) and Element Society, in an examination of how Forced Entertainment's world leading, experimental approach to making performance could impact young people facing disadvantage and support them to engage with the arts.
- In summer 2021, we restarted the creation process for new performance work 'Under Bright Light', postponed since March 2020, with R&D in Sheffield under strict COVID conditions.
- In autumn 2021 live touring started again, setting out with 16 people over 3 weeks in September to 3 countries to perform existing repertoire including 'Complete Works' and 'To Move In Time'.
- We were guest 'Portrait' artist at Festival d'Automne in Paris, which saw the company present six different performance works over September – December including Heartbreaking Final (Tim Etchells new project with Aisha Orazbayeva). All planned touring took place through this period with only minimal disruption as a result of COVID. 'To Move In Time' performed by Tyrone Huggins was presented in Denmark and Croydon.
- The company's relationship with artist Seke Chimuntengwende was further developed this year; Seke performed a solo work for the Artistic Director and, following a series of online workshops, performed in 'And On The Thousandth Night' in Paris on 4th September and 19th December.
- In January 2022 Tyrone Huggins began the role of Associate Artist, cementing a long-standing relationship between him and the company. This three-year role focuses on strategic planning, development of artistic projects and mentoring particularly connecting to artists of colour.
- In the final three months of the year, January – March, the creation process of the new group piece 'Under Bright Light' continued with 10 weeks of rehearsals in Sheffield before moving to PACT Zollverein in Germany for the final production phase and world premiere on 26th March.
- Work was completed on the new Forced Entertainment publication titled 'Things That Go Through Your Mind When Falling', edited by Adrian Heathfield, designed by David Caines, photography by Hugo Glendinning and contributions from a range of academics. Publication due October 2022.

Audience development

As outlined above, 2020-21 saw a blend of online and live activity over the year, and audience were very positive despite the difficult circumstances surrounding the pandemic.

Data from social media activity shows that we have maintained strong engagement across all platforms to both promote audiences to our digital activity as well a vehicle for marketing our live touring activity. There was a continued a rise in YouTube subscribers reflecting the work we have been putting online. 'How The Times Goes' the new digital piece received 1,051 views between 21/6 – 1/9/21 and 'Complete Works At Home' showed a continuing strong level of views with the top 5 plays viewed attracting 1,354 views in the same viewing period.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

We began live touring in September 2021 and venues continued to be impacted by COVID through a generally cautious return to theatres by audiences. Internationally we presented 89 performances (including two presentations of 'Complete Works' and premiere of 'Under Bright Light') to 7,340 audience at 79% capacity filled (note around 60% of venues were operating reduced capacities so the 79% filled statistic is a little distorted). We presented one performance of 'To Move In Time' in Croydon to 67 people (71% capacity filled).

Participation

Our Paul Hamlyn funded 'Subject To Change' participatory project, delayed in 2020 because of the pandemic, finally got underway in June 2021 and delivered 87 sessions over an 18-month period to June 2022, supporting 532 young people in Sheffield to develop their own creative voices and increase their engagement with the arts. Our offer included a series of pilot/ taster sessions, intensive holiday projects and weekly sessions through the school term. In addition, we offered bespoke, paid training to 4 freelance artists into FE's particular approach to participation and developed a new, paid creative team for the 18 months of the project. The work culminated in 2 performances - an informal presentation at ACCT and a public performance to community audience at the Sheffield Crucible Theatre. We employed a team of ethnographic evaluators and filmmaker/ evaluator to help us understand the impact of our work and to evidence learning from an independent social science perspective and look forward to receiving the full report which will be delivered in September 2022. The full report will enable us to develop our participation programme and partnerships further and inform future plans to train more freelance artists to collaborate with young people on participation projects from 2023.

FINANCIAL REVIEW

Financial position

The statement of financial activities included in this report presents a turnover of £562,164 (2021: £683,007). The decrease in income this year is largely due to last year receiving COVID-19 JRS support scheme. Total expenditure for charitable activities amounted to £648,682 (2021: £439,238).

Income generation from Trusts and Foundations this year include £254,091 from Arts Council England and £2,493 from Sheffield Theatres Crucible Trust.

The statement shows the consolidated position for all funds of £418,780 (2021: £505,298) including the Ibsen Award designated fund that was created in 2016-17 and restricted funds for Participation and Agency projects.

Principal funding sources

To achieve the planned programme, annual budgets are modelled on average predicted levels of 55% earned/contributed income and 45% ACE subsidy. Achievable targets for earned income are set and approached with confidence through a well-established business model, and production income is raised through an established and evolving range of partnerships. In 2021-22, Arts Council England National Portfolio Funding represented 45% of turnover.

Reserves policy

As at 31 March 2022, the total reserves were £418,780 (2021: £505,298). Of these, designated funds were £46,968 (2021: £72,652) and general reserves were £309,832 (2021: £286,977). The designated funds represent funds earmarked for ongoing projects and are being spent down over a number of years. Restricted funds at 31 March 2022 are £61,980 (2021: £145,669).

The policy is to hold general funds equivalent to a minimum of three months' general fund expenditure. At 31 March 2022 this has been achieved with the general reserve equivalent to 6 months' expenditure (2021: 6). These reserves are needed to meet significant future uncertainty as a result of the coronavirus pandemic, as well as plans and working capital requirements should there be a material deficiency in funding at any point in the future.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Forced Entertainment Limited is a company limited by guarantee (company no. 02170819), governed by its Memorandum and Articles of Association dated 30 September 1987 and amended to allow the current governance on 21 August 1995 and 16 May 2012. It is registered as a charity with the Charity Commission (registered charity no. 1049574).

Recruitment and appointment of new trustees

As set out in the Articles of Association, the Company and Board of Trustees nominate the Chair of the Board. A trustee's term of office terminates if any rules in 6.6 of the Articles of Association apply. When considering recruiting new trustees, the board considers any specialist skills or experience that may be currently under-represented.

Organisational structure

The Board of Trustees, which currently has seven members, administers the charity. The Board meets quarterly and the pay and remuneration sub-committee meets annually. Other issue-specific meetings may be convened during the year as required. The artistic policy is decided on by the creative team (Writer/Artistic Director Tim Etchells, Designer/Performer Richard Lowdon and Performers/Co-devisors Robin Arthur, Claire Marshall, Cathy Naden and Terry O'Connor). The board and company appoint an Executive Director (Eileen Evans), Participation Producer (Imogen Ashby), and Production Manager (James Harrison) to manage the day-to-day operations of the charity. To facilitate effective operations, the Executive Director has delegated authority, within terms and conditions approved by the trustees, for operational matters including finance and employment.

Management

The management team remains reduced due to the ongoing recruitment freeze implemented during the pandemic in 2020-21. The Executive Director and Production Manager continued to take on a wider range of responsibilities supported by two marketing freelancers to keep our profile and communication with audiences strong. The full-time Participation Producer role was essential to manage the complex face to face delivery of 'Subject to Change' and ongoing development of the participation offer and our work with young people throughout the year. The recruitment freeze will remain in place until we have the outcome of our Arts Council England's (ACE) NPO application in October 2022.

The Board of Trustees continued to meet online throughout the year including an awayday in May 2021. Standing items at meetings include artistic, participation, financial, audience development, diversity and environmental reporting. This year additional meetings were held to a) continue the strategic review and longer-term business planning that began in November 2019 and b) the detailed planning processes around the ACE NPO application, our main source of public funding which represents on average 45% of our income per year. This work was complex and involved a deep and thoughtful interrogation of the company's offer and ability to align itself with the new ACE ten-year strategy 'Let's Create'. Our application was submitted in May 2022 and the outcome will be known in late October 2022. We look forward to our first In-person Board meeting in September 2022.

Trustee induction and training

New trustees will receive induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the business plan and recent reports on the financial performance of the charity. During the induction training they may meet key employees and other trustees. The trustees have had due regard to guidance published by the Charity Commission on public benefit.

[Note on terminology: when this document refers to 'the company', this includes the creative and management teams of Forced Entertainment Limited. 'Trustee(s)' is shorthand for the members of the board, who are both directors and trustees of Forced Entertainment Limited.]

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Risk management

The Company and Board plan for and anticipate risks through a process of artistic, organisational and financial planning which is supported by a three-year business plan, annual organisational plans, a health and safety policy and an annual budget that is reviewed quarterly. A key element in the management of financial risk is the setting of a reserves policy and its regular review by the trustees, combined with internal measures covering the setting and revision of budgets and the authorisation of payments.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02170819 (England and Wales)

Registered Charity number

1049574

Registered office

Unit 502 The Workstation
15 Paternoster Row
Sheffield
South Yorkshire
S1 2BX

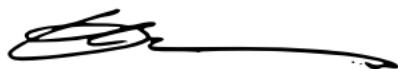
Trustees

F H Babbage
D J Chadbourn (Chair)
A J Friedli
D J Kok
A E Lloyd
I Hirst
L N Whitter (appointed 15 September 2021)

Independent Examiner

Sedulo Leeds Limited
St Paul's House
23 Park Square
Leeds
West Yorkshire
LS1 2ND

Approved by order of the board of trustees on 26th September 2022 and signed on its behalf by:



.....
E Evans - Secretary

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
FORCED ENTERTAINMENT LIMITED**

Independent examiner's report to the trustees of Forced Entertainment Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts 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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA 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 Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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



David Stansfield
ACCA
Sedulo Leeds Limited
St Paul's House
23 Park Square
Leeds
West Yorkshire
LS1 2ND

Date: 19 December 2022

FORCED ENTERTAINMENT LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

		Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Grants and awards	2	324,800	2,493	327,293	543,742
Charitable activities					
Touring and production		159,856	33,826	193,682	122,412
Participation		26,852	-	26,852	2,000
Agency		9,725	-	9,725	3,185
Other trading activities	3	265	-	265	11,463
Investment income	4	639	-	639	205
Other income		<u>3,708</u>	<u>-</u>	<u>3,708</u>	<u>-</u>
Total		525,845	36,319	562,164	683,007
EXPENDITURE ON					
Raising funds		-	-	-	867
Charitable activities					
Touring and production	5	<u>528,674</u>	<u>120,008</u>	<u>648,682</u>	<u>438,371</u>
Total		<u>528,674</u>	<u>120,008</u>	<u>648,682</u>	<u>439,238</u>
NET INCOME/(EXPENDITURE)		(2,829)	(83,689)	(86,518)	243,769
RECONCILIATION OF FUNDS					
Total funds brought forward		359,629	145,669	505,298	261,529
TOTAL FUNDS CARRIED FORWARD		<u>356,800</u>	<u>61,980</u>	<u>418,780</u>	<u>505,298</u>

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED**BALANCE SHEET
31 MARCH 2022**

	Notes	Unrestricted funds £	Restricted funds £	31.3.22 Total funds £	31.3.21 Total funds £
FIXED ASSETS					
Tangible assets	11	3,472	-	3,472	4,629
CURRENT ASSETS					
Stocks	12	3,215	-	3,215	3,215
Debtors	13	38,525	-	38,525	24,614
Cash at bank and in hand		<u>379,208</u>	<u>61,980</u>	<u>441,188</u>	<u>567,636</u>
		420,948	61,980	482,928	595,465
CREDITORS					
Amounts falling due within one year	14	(67,620)	-	(67,620)	(94,796)
NET CURRENT ASSETS		<u>353,328</u>	<u>61,980</u>	<u>415,308</u>	<u>500,669</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		356,800	61,980	418,780	505,298
NET ASSETS		<u>356,800</u>	<u>61,980</u>	<u>418,780</u>	<u>505,298</u>
FUNDS	15				
Unrestricted funds				356,800	359,629
Restricted funds				<u>61,980</u>	<u>145,669</u>
TOTAL FUNDS				<u>418,780</u>	<u>505,298</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

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

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET - continued
31 MARCH 2022

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

The financial statements were approved by the Board of Trustees and authorised for issue on 26th September 2022 and were signed on its behalf by:



.....
D J Chadbourn - Trustee

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

STATEMENT OF CASH FLOWS
31 MARCH 2022

	Notes	31.3.22 £	31.3.21 £
Cash flows from operating activities			
Cash generated from operations	1	<u>(127,087)</u>	<u>240,282</u>
Net cash (used in)/provided by operating activities		<u>(127,087)</u>	<u>240,282</u>
Cash flows from investing activities			
Interest received		<u>639</u>	<u>205</u>
Net cash provided by investing activities		<u>639</u>	<u>205</u>
Change in cash and cash equivalents in the reporting period		(126,448)	240,487
Cash and cash equivalents at the beginning of the reporting period		<u>567,636</u>	<u>327,149</u>
Cash and cash equivalents at the end of the reporting period		<u>441,188</u>	<u>567,636</u>

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

STATEMENT OF CASH FLOWS
31 MARCH 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.22 £	31.3.21 £
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(86,518)	243,769
Adjustments for:		
Depreciation charges	1,157	1,543
Interest received	(639)	(205)
(Increase)/decrease in debtors	(13,911)	24,562
Decrease in creditors	<u>(27,176)</u>	<u>(29,387)</u>
Net cash (used in)/provided by operations	<u>(127,087)</u>	<u>240,282</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank and in hand	<u>567,636</u>	<u>(126,448)</u>	<u>441,188</u>

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention.

Going concern

In common with virtually every other business in the country, the Company has been experiencing the effects of the Coronavirus pandemic. Whilst the full impact of this exceptional situation on the Company cannot be assessed with complete certainty at the current time, the Trustees believe they have taken all possible steps to protect the Company including accessing relevant Government assistance.

At the time of signing these accounts the Trustees are of the opinion that the Company will remain viable for the foreseeable future and therefore these Financial Statements have been prepared on the Going Concern basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

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

Allocation and apportionment of costs

Direct costs are allocated to the activity to which they directly relate.

Support costs are allocated by direct apportionment where appropriate. Other support costs are allocated based on an estimate of a proportion of total time spent.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on reducing balance

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

1. ACCOUNTING POLICIES - continued

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. GRANTS AND AWARDS

	31.3.22	31.3.21
	£	£
Donations	595	9,282
Grants	<u>326,698</u>	<u>534,460</u>
	<u>327,293</u>	<u>543,742</u>

Grants received, included in the above, are as follows:

	31.3.22	31.3.21
	£	£
Arts Council England Core Funding	254,091	254,091
British Council Funding	-	7,200
Paul Hamlyn Foundation	-	77,005
Job Retention Scheme	70,114	171,164
Sheffield City Council	-	10,000
D'Oyly Carte	-	3,000
Sheffield Town Trust	-	7,000
Church Burgesses	-	3,000
Art Breakers	-	2,000
Sheffield Theatres Crucible Trust	<u>2,493</u>	<u>-</u>
	<u>326,698</u>	<u>534,460</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

3. OTHER TRADING ACTIVITIES

	31.3.22	31.3.21
	£	£
Retail sales	265	1,463
Publication	-	10,000
	<u>265</u>	<u>11,463</u>

4. INVESTMENT INCOME

	31.3.22	31.3.21
	£	£
Deposit account interest	<u>639</u>	<u>205</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct	Support	
Touring and production	Costs	costs (see	Totals
	£	note 6)	£
Wages and salaries	235,097	122,392	357,489
Production costs	132,674	-	132,674
Premises overheads	-	21,253	21,253
Administration office costs	-	8,376	8,376
Building costs and insurance	-	8,892	8,892
Personnel	-	2,602	2,602
Touring costs	47,235	-	47,235
Marketing	13,555	-	13,555
Participation	46,191	-	46,191
Depreciation	-	1,157	1,157
Governance, legal and compliance	-	9,259	9,259
	<u>474,751</u>	<u>173,931</u>	<u>648,682</u>

FORCED ENTERTAINMENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022****6. SUPPORT COSTS**

	Management	Finance	Governance costs	Totals
	£	£	£	£
Wages and salaries	122,392	-	-	122,392
Premises overheads	21,253	-	-	21,253
Administration office costs	5,360	3,016	-	8,376
Building costs and insurance	8,892	-	-	8,892
Personnel	2,602	-	-	2,602
Depreciation	1,157	-	-	1,157
Governance, legal and compliance	-	-	9,259	9,259
	<u>161,656</u>	<u>3,016</u>	<u>9,259</u>	<u>173,931</u>

7. NET INCOME/(EXPENDITURE)

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

	31.3.22	31.3.21
	£	£
Depreciation - owned assets	<u>1,157</u>	<u>1,543</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

9. STAFF COSTS

The average monthly number of employees during the year was as follows:

	31.3.22	31.3.21
Creative team	6	6
Management team	<u>3</u>	<u>3</u>
	<u>9</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Grants and awards	451,737	92,005	543,742
Charitable activities			
Touring and production	63,758	58,654	122,412
Participation	2,000	-	2,000
Agency	3,185	-	3,185
Other trading activities	11,463	-	11,463
Investment income	<u>205</u>	<u>-</u>	<u>205</u>
Total	532,348	150,659	683,007
EXPENDITURE ON			
Raising funds	867	-	867
Charitable activities			
Touring and production	<u>433,381</u>	<u>4,990</u>	<u>438,371</u>
Total	434,248	4,990	439,238
NET INCOME	98,100	145,669	243,769
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>261,529</u>	<u>-</u>	<u>261,529</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>359,629</u></u>	<u><u>145,669</u></u>	<u><u>505,298</u></u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

11. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2021 and 31 March 2022	<u>8,103</u>	<u>19,505</u>	<u>27,608</u>
DEPRECIATION			
At 1 April 2021	8,103	14,876	22,979
Charge for year	<u>-</u>	<u>1,157</u>	<u>1,157</u>
At 31 March 2022	<u>8,103</u>	<u>16,033</u>	<u>24,136</u>
NET BOOK VALUE			
At 31 March 2022	<u>-</u>	<u>3,472</u>	<u>3,472</u>
At 31 March 2021	<u>-</u>	<u>4,629</u>	<u>4,629</u>

12. STOCKS

	31.3.22 £	31.3.21 £
Stocks	<u>3,215</u>	<u>3,215</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22 £	31.3.21 £
Trade debtors	13,126	1,974
Other debtors	1,553	16,997
VAT	5,530	2,185
Prepayments and accrued income	<u>18,316</u>	<u>3,458</u>
	<u>38,525</u>	<u>24,614</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade creditors	29,549	2,535
Social security and other taxes	7,751	10,448
Other creditors	8,970	2,852
Accruals and deferred income	<u>21,350</u>	<u>78,961</u>
	<u>67,620</u>	<u>94,796</u>

15. MOVEMENT IN FUNDS

	At 1.4.21	Net movement in funds	At 31.3.22
	£	£	£
Unrestricted funds			
General fund	286,977	22,855	309,832
Designated fund (IBSEN)	<u>72,652</u>	<u>(25,684)</u>	<u>46,968</u>
	359,629	(2,829)	356,800
Restricted funds			
Agency projects	53,664	(39,034)	14,630
Participation projects	<u>92,005</u>	<u>(44,655)</u>	<u>47,350</u>
	<u>145,669</u>	<u>(83,689)</u>	<u>61,980</u>
TOTAL FUNDS	<u>505,298</u>	<u>(86,518)</u>	<u>418,780</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

15. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	525,845	(502,990)	22,855
Designated fund (IBSEN)	<u>-</u>	<u>(25,684)</u>	<u>(25,684)</u>
	525,845	(528,674)	(2,829)
Restricted funds			
Agency projects	33,826	(72,860)	(39,034)
Participation projects	<u>2,493</u>	<u>(47,148)</u>	<u>(44,655)</u>
	<u>36,319</u>	<u>(120,008)</u>	<u>(83,689)</u>
TOTAL FUNDS	<u>562,164</u>	<u>(648,682)</u>	<u>(86,518)</u>

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	175,953	111,024	286,977
Designated fund (IBSEN)	<u>85,576</u>	<u>(12,924)</u>	<u>72,652</u>
	261,529	98,100	359,629
Restricted funds			
Agency projects	-	53,664	53,664
Participation projects	<u>-</u>	<u>92,005</u>	<u>92,005</u>
	<u>-</u>	<u>145,669</u>	<u>145,669</u>
TOTAL FUNDS	<u>261,529</u>	<u>243,769</u>	<u>505,298</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022

15. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	522,347	(411,323)	111,024
Designated fund (IBSEN)	<u>10,001</u>	<u>(22,925)</u>	<u>(12,924)</u>
	532,348	(434,248)	98,100
Restricted funds			
Agency projects	58,654	(4,990)	53,664
Participation projects	<u>92,005</u>	<u>-</u>	<u>92,005</u>
	<u>150,659</u>	<u>(4,990)</u>	<u>145,669</u>
TOTAL FUNDS	<u><u>683,007</u></u>	<u><u>(439,238)</u></u>	<u><u>243,769</u></u>

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

FORCED ENTERTAINMENT LIMITED

England & Wales - Charity number 1049574

Accounts

REGISTERED COMPANY NUMBER: 02170819 (England and Wales)
REGISTERED CHARITY NUMBER: 1049574

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021
FOR
FORCED ENTERTAINMENT LIMITED

Sedulo Leeds Limited
St Paul's House
23 Park Square
Leeds
West Yorkshire
LS1 2ND

FORCED ENTERTAINMENT LIMITED

**CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

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FORCED ENTERTAINMENT LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their annual report and the financial statements of the charity for the year ended 31 March 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The principal activity of the company in the year under review was that of the advancement of education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama, and to present, promote, organise, provide, manage and produce dramas, dance, operas, films, broadcasts, concerts, musical pieces, entertainments, exhibitions, tutorials, seminars, courses and workshops, whether on any premises of the company or elsewhere.

The object for which the company is established is "to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama". Forced Entertainment's aims and objectives in its current three-year plan are:

Artistic programme and practice

- Make new original devised performance works.
- Tour new and existing performance works nationally and internationally, developing new markets and partnerships alongside existing ones to sustain its practice.
- Create the best possible conditions for the process of artistic dialogue, creation and exchange within the group and with guest collaborators.
- Nurture new, diverse and emerging talent.

Participation and audience development

- Develop the range and depth of audiences for contemporary theatre with ambitious audience development objectives for both live and online audiences.
- Produce a targeted and content rich marketing and communications strategy to build audiences, foster debate and encourage engagement with the group's work.
- Open up creative opportunities for people outside the context of the regular company, develop new ideas and pass on the ways of working and thinking that come from our practice.

Management, finance and governance

- Secure investment for the planned programme of activity.
- Maintain a sustainable business model to deliver the planned programme to audiences.
- Maintain and develop appropriate infrastructure and management and governance best practice to support the artistic work.

FORCED ENTERTAINMENT LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Achievement and performance

Charitable activities

Programme of work

2020-21 was a devastating year for the arts sector, with the COVID -19 pandemic rendering live performance all but impossible both in the UK and internationally. This report outlines our experience and achievements in this very exceptional year.

Over March and April 2020 all the Company's touring and participation work for the year was cancelled and we had to postpone the creation of the new group performance piece 'Under Bright Light' twice, first to March 2021 and again to March 2022. Our key participation project with marginalised young people in Sheffield, 'Subject to Change', was put on hold.

The response at Forced Entertainment was to reach out to partners, stakeholders and audiences immediately, acknowledging the unprecedented circumstances and making the necessary contingency plans and actions. Artistically we set about creating opportunities to keep a strong connection with audiences remotely and were successful in engaging substantial audiences at home and internationally with our digital work in a crowded market place.

Close collaborations with UK and international partners also helped to maintain our network, and thanks to their financial support our online offer was made free for audiences.

Over the year we:

- Created a new online work 'End Meeting For All' supported by our German Co-producer network, which was presented in three episodes over April-May 2020.
- Collaborated with the British Council to deliver 'Table Stories', a workshop and mentoring offer for women-identifying and queer-identifying people in Nepal and Sri Lanka, inspired by Complete Works: Table Top Shakespeare project.
- Re-staged 'Complete Works Table Top Shakespeare' in a new 'At Home' series broadcast 'live' over nine weeks from September to November 2020, bringing together 10 international partners to secure £52,784 in co-production income and raising £7,360 in individual donations. The series was accompanied by a raft of workshop and engagement opportunities across the nine weeks, delivered face to face with communities in Sheffield and elsewhere to teachers, students and artists online.
- Initiated an Instagram series of 'Empty Stages'; the photographic project created by Tim Etchells and Hugo Glendinning, through March and April 2020.
- Produced a smaller-scale internet performance by artistic director Tim Etchells - 'King of the Ventilators' with writer Chris Thorpe and performer Jim Fletcher (financially supported by Forest Fringe, Cambridge Junction, Colchester Arts, Onassis Cultural Centre NY, Teatro Barrio Alto, Lisbon).

Audiences

In audience and engagement terms the impact of our online activity over the year was strong. We received very positive feedback whilst learning a lot about creating and presenting work for digital audiences:

- 'End Meeting For All' attracted over 22,000 YouTube views over April-May 2020; there was an increase of over 100% in visits to our website in the same period, whilst new followers increased steadily on all social media channels with reach and engagement on Twitter almost doubling from the previous quarter.
- 'Complete Works Table Top Shakespeare At Home' attracted 54,873 unique views across all partners (for premieres and catch up combined), and 4,340 new viewers to Forced Entertainment's website. Through data analysis we calculated that at least 11,523 viewers watched a full play to the end; this was 21% of all views and an average of 320 views per play; a good benchmark for future projects.
- In both the online projects approximately 35% of online audiences were drawn from the UK, and the remaining with strong representation from partner countries including the US, Italy, Germany along with wider Europe, South Korea and Japan.

FORCED ENTERTAINMENT LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

- Recognising the extreme difficulties of practice teaching during lockdown, as faced by colleagues and students of theatre, we delivered 13 free sessions to university and secondary schools teachers exploring models of our online theatre practice. In total across the year over 700 engagement, participation and mentoring sessions were delivered to a range of UK and international participants.

Management and Governance

The management team currently comprises three employees. The Office Manager and Marketing & Communications Manager left in 2020 and recruitment to their roles was suspended because of the ongoing uncertainty of the pandemic. To support activity and to keep our profile and communication with audiences strong we have:

- Drawn on the skills of freelancers Sarah Cockburn (who led the campaign for the 'Complete Works' at home project) and Sam Scott Wood (consulting on data analysis and reporting).
- Extended our relationship with Nicki Hobday who provides social media services on a monthly retainer; Nicki's in-depth knowledge of the work and her playful approach to the social media communications is a huge benefit as we work mostly online currently.
- Utilised the wider skills and experience of the Executive Director and Production Manager to take on other responsibilities.

Over 2020-21 we have supported the freelancers that are vital to our organisation - keeping performer Jerry Killick and performer/social media marketing Nicki Hobday on paid retainer arrangements, as well as finding ways to employ other artists where possible on digital and other projects.

A review of the management team will form one of the actions in our 2021-22 business plan as we seek to understand the resource implications of the ongoing COVID-19 situation on our business. We have allocated budget to increase staffing in the second half of the year, and will ensure that our recruitment process is designed to help diversify our workforce.

Alongside our artistic work for online audiences and participants we also continued our planning and organisational development work.

- We undertook a further board recruitment process and have recruited one new board member Lauren Nicole Whitter, who brings a range of skills and knowledge to the board from her own practice, work as a lecturer and connection to Sheffield.
- Board membership in 2021-22 comprises 67% women and 33% Black and people of colour.
- We held a series of five strategic planning conversations with the artistic and management team and board, to interrogate our practice relation to the themes of environmental sustainability, diversity, distribution, impact and legacy and the COVID-19 pandemic. Actions arising from and building on these discussions will feed into our planning over the next five years.
- Our ongoing strategic planning process will continue with a Board awayday in May 2021, in which we will use the ACE Investment Principles to help create a planning framework. This will be followed, in summer 2021, with the production of our 2022-23 business plan and later in the year with our application to ACE's National Portfolio 2023-26.

After 36 years of influential, artist-led practice steeped in the culture and politics of the times, this strategic review was a timely reflection on significant societal changes that have taken place in the last year, and how relevant and compelling an impact Forced Entertainment is able to make going forwards. Feedback from peers, audiences, partners and other stakeholders - both from within and outside the company's orbit will play an important part in our planning for the coming years.

FORCED ENTERTAINMENT LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

STRATEGIC REPORT

Financial review

Financial position

The financial impact of the cancellation of our planned programme due to the COVID-19 was the loss of £275,000 of earned income which represented 51% of total forecast income in 2020-21. As a dynamic and resourceful organisation, able to adapt and respond to changing circumstances, the company has been able to remain on a secure financial footing through:

- ACE NPO regular funding of £254,000.
- Access to the government's job retention scheme which has provided approximately £171,000 in furlough grants.
- Staff agreeing a temporary 20% reduction in salary from April - August 2020.
- Raising £71,469 international co-production income for the digital projects we created and produced.
- Launching our first major online fundraising call alongside the new digital performances which raised over £9,000 in individual donations across all projects.
- A recruitment freeze for the posts of Marketing & Communications Manager and Office Manager.

The statement of financial activities included in this report presents a turnover of £683,007 for 2020-21. Income and expenditure for charitable activities generated a surplus of £243,769; £98,100 is unrestricted and £145,669 is restricted income.

Of the £145,669 is restricted income this year, £92,005 is for participation projects (£77,005 from Paul Hamlyn Foundation towards delivery of activity with local young people) and £58,654 is for agency artistic project delivery.

The statement shows the consolidated position for all funds of £505,298.

Principal funding sources

To achieve the planned programme, annual budgets are modelled on average predicted levels of 55% earned/contributed income and 45% ACE subsidy. Clearly this year our usual business model has been severely impacted because of COVID-19. We have been able to access a small business rates grant of £10,000 as well as grant finding from the Coronavirus Job Retention scheme of £171,000 which has helped to mitigate against the earned income losses we have suffered in 2020-21.

In 2020-21 Arts Council England National Portfolio Funding represented 37% of turnover (42% in 2019-20) - maintaining a low ratio of subsidy to earned/other income that is exceptional and exemplary in a such a small artist-led organisation.

Reserves policy

At 31 March 2021, total reserves represented by unrestricted funds were £359,629 (2020: £261,529). Of these, designated funds were £72,652 (2020: £85,576) and general funds £286,977 (2020: £175,953). The designated funds represent funds earmarked for ongoing projects and are being spent down over a number of years.

Restricted funds total £145,669; the participation restricted fund comprises trusts and foundations funding totalling £92,005 and the agency restricted fund for external artistic projects is £53,664.

The reserves policy is to hold general funds equivalent to a minimum of three months' general fund expenditure. As at the 2020-21 year end, this has been achieved with the general reserve equivalent to 6 months' expenditure (2020: 3.5). These reserves are needed to meet significant future uncertainty as a result of the coronavirus pandemic, as well as plans and working capital requirements should there be a material deficiency in funding at any point in the future. The financial commitment to fulfilling redundancy payments in the next year 2021-22 is £132,718.

FORCED ENTERTAINMENT LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Forced Entertainment Limited is a company limited by guarantee (company no. 02170819), governed by its Memorandum and Articles of Association dated 30 September 1987 and amended to allow the current governance on 21 August 1995 and 16 May 2012. It is registered as a charity with the Charity Commission (registered charity no. 1049574).

Recruitment and appointment of new trustees

As set out in the Articles of Association, the Company and Board of Trustees nominate the Chair of the Board. A trustee's term of office terminates if any rules in 6.6 of the Articles of Association apply. When considering recruiting new trustees, the board considers any specialist skills or experience that may be currently under-represented.

Organisational structure

The Board of Trustees, which currently has six members, administers the charity. The Board meets quarterly and the pay and remuneration sub-committee meets annually. Other issue-specific meetings may be convened during the year as required. The artistic policy is decided on by the creative team (Writer/Artistic Director Tim Etchells, Designer/Performer Richard Lowdon and Performers/Co-devisors Robin Arthur, Claire Marshall, Cathy Naden and Terry O'Connor). The board and company appoint an Executive Director (Eileen Evans), Participation Producer (Imogen Ashby) and Production Manager (James Harrison) to manage the day-to-day operations of the charity. To facilitate effective operations, the Executive Director has delegated authority, within terms and conditions approved by the trustees, for operational matters including finance and employment.

Trustee induction and training

New trustees will receive induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the business plan and recent reports on the financial performance of the charity. During the induction training they may meet key employees and other trustees. The trustees have had due regard to guidance published by the Charity Commission on public benefit.

[Note on terminology: when this document refers to 'the company', this includes the creative and management teams of Forced Entertainment Limited. 'Trustee(s)' is shorthand for the members of the board, who are both directors and trustees of Forced Entertainment Limited.]

Risk management

The Company and Board plan for and anticipate risks through a process of artistic, organisational and financial planning which is supported by a three-year business plan, annual organisational plans, a health and safety policy and an annual budget that is reviewed quarterly. A key element in the management of financial risk is the setting of a reserves policy and its regular review by the trustees, combined with internal measures covering the setting and revision of budgets and the authorisation of payments.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

02170819 (England and Wales)

Registered Charity number

1049574

Registered office

Unit 502 The Workstation
15 Paternoster Row
Sheffield
South Yorkshire
S1 2BX

FORCED ENTERTAINMENT LIMITED

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2021**

Trustees

F H Babbage
D J Chadbourn
A J Friedli
M K Harvey (resigned 8.7.20)
D J Kok
A E Lloyd
I Hirst

Company Secretary

E Evans

Independent Examiner

Sedulo Leeds Limited
St Paul's House
23 Park Square
Leeds
West Yorkshire
LS1 2ND

Bank contact details

Unity Trust Bank plc
Nine Brindleyplace
Birmingham. B1 2HB

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors,
on 1st October 2021..... and signed on the board's behalf by:



.....
E Evans - Secretary

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF FORCED ENTERTAINMENT LIMITED

Independent examiner's report to the trustees of Forced Entertainment Limited ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts 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 your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA 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 Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

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



David Stansfield
ACCA
Sedulo Leeds Limited
St Paul's House
23 Park Square
Leeds
West Yorkshire
LS1 2ND

Date: 3 December 2021

FORCED ENTERTAINMENT LIMITED

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Grants and awards	2	451,737	92,005	543,742	256,750
Charitable activities	5				
Touring and production income		63,758	58,654	122,412	257,027
Royalties		-	-	-	2,057
Participation income		2,000	-	2,000	18,755
Agency fees		3,185	-	3,185	281
Other trading activities	3	11,463	-	11,463	3,621
Investment income	4	205	-	205	671
Other income		-	-	-	54,837
Total		<u>532,348</u>	<u>150,659</u>	<u>683,007</u>	<u>593,999</u>
EXPENDITURE ON					
Raising funds	6	117	-	117	-
Charitable activities	7				
Direct costs fees wages and expenses		323,872	-	323,872	375,221
Production costs		20,140	4,990	25,130	36,184
Premises overheads		16,563	-	16,563	17,525
Administration office costs		6,562	-	6,562	6,245
Building costs and insurance		10,850	-	10,850	11,049
Personnel		1,708	-	1,708	4,136
Touring costs		3,756	-	3,756	123,482
Retail costs		353	-	353	944
Marketing		19,789	-	19,789	22,775
Participation		-	-	-	27,794
Governance, legal and compliance		6,070	-	6,070	12,895
Forced Entertainment award		5,000	-	5,000	13,203
Publication		15,572	-	15,572	2,300
Organisational development		1,603	-	1,603	3,955
Fundraising fees		750	-	750	3,000
Other		<u>1,543</u>	<u>-</u>	<u>1,543</u>	<u>2,057</u>
Total		<u>434,248</u>	<u>4,990</u>	<u>439,238</u>	<u>662,765</u>
NET INCOME/(EXPENDITURE)		<u>98,100</u>	<u>145,669</u>	<u>243,769</u>	<u>(68,766)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		261,529	-	261,529	330,295

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
TOTAL FUNDS CARRIED FORWARD		<u>359,629</u>	<u>145,669</u>	<u>505,298</u>	<u>261,529</u>

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET 31 MARCH 2021

	Notes	Unrestricted funds £	Restricted funds £	31.3.21 Total funds £	31.3.20 Total funds £
FIXED ASSETS					
Tangible assets	13	4,629	-	4,629	6,172
CURRENT ASSETS					
Stocks	14	3,215	-	3,215	3,215
Debtors	15	24,614	-	24,614	49,176
Cash at bank and in hand		421,967	145,669	567,636	327,149
		<u>449,796</u>	<u>145,669</u>	<u>595,465</u>	<u>379,540</u>
CREDITORS					
Amounts falling due within one year	16	(94,796)	-	(94,796)	(124,183)
NET CURRENT ASSETS		<u>355,000</u>	<u>145,669</u>	<u>500,669</u>	<u>255,357</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>359,629</u>	<u>145,669</u>	<u>505,298</u>	<u>261,529</u>
NET ASSETS		<u>359,629</u>	<u>145,669</u>	<u>505,298</u>	<u>261,529</u>
FUNDS	17				
Unrestricted funds				359,629	261,529
Restricted funds				145,669	-
TOTAL FUNDS				<u>505,298</u>	<u>261,529</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

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

The financial statements were approved by the Board of Trustees and authorised for issue on 1st October 2021 and were signed on its behalf by:

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

BALANCE SHEET - continued
31 MARCH 2021

D Chadbourn

.....
D J Chadbourn - Trustee

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	31.3.21 £	31.3.20 £
Cash flows from operating activities			
Cash generated from operations	1	240,282	11,651
Net cash provided by operating activities		240,282	11,651
Cash flows from investing activities			
Interest received		205	671
Net cash provided by investing activities		205	671
Change in cash and cash equivalents in the reporting period		240,487	12,322
Cash and cash equivalents at the beginning of the reporting period		327,149	314,827
Cash and cash equivalents at the end of the reporting period		567,636	327,149

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2021**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.21 £	31.3.20 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	243,769	(68,766)
Adjustments for:		
Depreciation charges	1,543	2,057
Interest received	(205)	(671)
Decrease in debtors	24,562	18,144
(Decrease)/increase in creditors	(29,387)	60,887
Net cash provided by operations	<u>240,282</u>	<u>11,651</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
Net cash			
Cash at bank and in hand	327,149	240,487	567,636
	<u>327,149</u>	<u>240,487</u>	<u>567,636</u>
Total	<u>327,149</u>	<u>240,487</u>	<u>567,636</u>

The notes form part of these financial statements

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

In common with virtually every other business in the country, the Company has been experiencing the effects of the Coronavirus pandemic. Whilst the full impact of this exceptional situation on the Company cannot be assessed with complete certainty at the current time, the Trustees believe they have taken all possible steps to protect the Company including accessing relevant Government assistance.

At the time of signing these accounts the Trustees are of the opinion that the Company will remain viable for the foreseeable future and therefore these Financial Statements have been prepared on the Going Concern basis.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

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

Allocation and apportionment of costs

Staff costs are allocated on the basis of time spent.

Direct costs are allocated to the activity to which they directly relate.

Support costs are allocated by direct apportionment where appropriate. Other support costs are allocated based on an estimate of a proportion of total time spent.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2021

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. GRANTS AND AWARDS

	31.3.21 £	31.3.20 £
Donations	9,282	-
Grants	534,460	256,750
	<u>543,742</u>	<u>256,750</u>

Grants received, included in the above, are as follows:

	31.3.21 £	31.3.20 £
Arts Council England Core Funding	254,091	249,500
British Council Funding	7,200	3,750
Paul Hamlyn Foundation	77,005	-
James Neill Trust	-	1,500
JG Graves Charitable Trust	-	2,000
Job Rentention Scheme	171,164	-
Sheffield City Council	10,000	-
D'Oyly Carte	3,000	-
Sheffield Town Trust	7,000	-
Church Burgesses	3,000	-
Art Breakers	2,000	-
	<u>534,460</u>	<u>256,750</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

3. OTHER TRADING ACTIVITIES

	31.3.21	31.3.20
	£	£
Retail sales	1,463	3,621
Publication	10,000	-
	<u>11,463</u>	<u>3,621</u>

4. INVESTMENT INCOME

	31.3.21	31.3.20
	£	£
Deposit account interest	205	671
	<u>205</u>	<u>671</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.3.21	31.3.20
		£	£
UK fees etc	Touring and production income	-	32,502
O/S fees etc	Touring and production income	474	165,137
Co-production fees etc	Touring and production income	121,938	17,845
O/S travel	Touring and production income	-	41,543
Royalties	Royalties	-	2,057
Participation income	Participation income	2,000	18,755
Agency fees	Agency fees	3,185	281
		<u>127,597</u>	<u>278,120</u>

6. RAISING FUNDS

Other trading activities

	31.3.21	31.3.20
	£	£
Bad debts	117	-
	<u>117</u>	<u>-</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Direct costs fees wages and expenses	210,675	113,197	323,872
Production costs	25,130	-	25,130
Premises overheads	-	16,563	16,563
Administration office costs	182	6,380	6,562
Building costs and insurance	-	10,850	10,850
Personnel	-	1,708	1,708
Touring costs	3,756	-	3,756
Retail costs	353	-	353
Marketing	19,789	-	19,789
Governance, legal and compliance	-	6,070	6,070
Forced Entertainment award	5,000	-	5,000
Publication	15,572	-	15,572
Organisational development	1,603	-	1,603
Fundraising fees	750	-	750
	<u>282,810</u>	<u>154,768</u>	<u>437,578</u>

8. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Direct costs fees wages and expenses	113,197	-	-	113,197
Premises overheads	16,563	-	-	16,563
Administration office costs	5,829	551	-	6,380
Building costs and insurance	10,850	-	-	10,850
Personnel	1,708	-	-	1,708
Governance, legal and compliance	-	-	6,070	6,070
	<u>148,147</u>	<u>551</u>	<u>6,070</u>	<u>154,768</u>

9. NET INCOME/(EXPENDITURE)

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

	31.3.21 £	31.3.20 £
Depreciation - owned assets	<u>1,543</u>	<u>2,057</u>

FORCED ENTERTAINMENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021****10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.

11. STAFF COSTS

	31.3.21	31.3.20
	£	£
Wages and salaries	283,201	325,992
Social security costs	27,167	36,475
Other pension costs	13,504	12,754
	<u>323,872</u>	<u>375,221</u>

The average monthly number of employees during the year was as follows:

	31.3.21	31.3.20
Creative team	6	7
Management team	3	4
	<u>9</u>	<u>11</u>

No employees received emoluments in excess of £60,000.

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Grants and awards	256,750	-	256,750
Charitable activities			
Touring and production income	257,027	-	257,027
Royalties	2,057	-	2,057
Participation income	18,755	-	18,755
Agency fees	281	-	281
Other trading activities	3,621	-	3,621
Investment income	671	-	671
Other income	54,837	-	54,837
Total	<u>593,999</u>	<u>-</u>	<u>593,999</u>

EXPENDITURE ON

FORCED ENTERTAINMENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021****12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued**

	Unrestricted funds £	Restricted funds £	Total funds £
Charitable activities			
Direct costs fees wages and expenses	375,221	-	375,221
Production costs	36,184	-	36,184
Premises overheads	17,525	-	17,525
Administration office costs	6,245	-	6,245
Building costs and insurance	11,049	-	11,049
Personnel	4,136	-	4,136
Touring costs	123,482	-	123,482
Retail costs	944	-	944
Marketing	22,775	-	22,775
Participation	27,794	-	27,794
Governance, legal and compliance	12,895	-	12,895
Forced Entertainment award	13,203	-	13,203
Publication	2,300	-	2,300
Organisational development	3,955	-	3,955
Fundraising fees	3,000	-	3,000
Other	2,057	-	2,057
Total	662,765	-	662,765
NET INCOME/(EXPENDITURE)	(68,766)	-	(68,766)
RECONCILIATION OF FUNDS			
Total funds brought forward	330,295	-	330,295
TOTAL FUNDS CARRIED FORWARD	261,529	-	261,529

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

13. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2020 and 31 March 2021	8,103	19,505	27,608
DEPRECIATION			
At 1 April 2020	8,103	13,333	21,436
Charge for year	-	1,543	1,543
At 31 March 2021	8,103	14,876	22,979
NET BOOK VALUE			
At 31 March 2021	-	4,629	4,629
At 31 March 2020	-	6,172	6,172

14. STOCKS

	31.3.21	31.3.20
	£	£
Stocks	3,215	3,215

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade debtors	1,974	31,812
Other debtors	16,997	791
VAT	2,185	2,607
Prepayments and accrued income	3,458	13,966
	24,614	49,176

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.21	31.3.20
	£	£
Trade creditors	2,535	5,101
Social security and other taxes	10,448	8,365
Other creditors	2,852	7,473
Accruals and deferred income	78,961	103,244
	<u>94,796</u>	<u>124,183</u>

17. MOVEMENT IN FUNDS

	At 1.4.20	Net movement in funds	At 31.3.21
	£	£	£
Unrestricted funds			
General fund	175,953	111,024	286,977
Designated fund (IBSEN)	85,576	(12,924)	72,652
	<u>261,529</u>	<u>98,100</u>	<u>359,629</u>
Restricted funds			
Agency projects	-	53,664	53,664
Participation projects	-	92,005	92,005
	<u>-</u>	<u>145,669</u>	<u>145,669</u>
TOTAL FUNDS	<u>261,529</u>	<u>243,769</u>	<u>505,298</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	522,347	(411,323)	111,024
Designated fund (IBSEN)	10,001	(22,925)	(12,924)
	<u>532,348</u>	<u>(434,248)</u>	<u>98,100</u>
Restricted funds			
Agency projects	58,654	(4,990)	53,664
Participation projects	92,005	-	92,005
	<u>150,659</u>	<u>(4,990)</u>	<u>145,669</u>
TOTAL FUNDS	<u>683,007</u>	<u>(439,238)</u>	<u>243,769</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

17. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	At 31.3.20 £
Unrestricted funds			
General fund	207,071	(31,054)	176,017
Designated fund (IBSEN)	121,788	(36,212)	85,576
Designated fund (Catalyst)	1,436	(1,500)	(64)
	<u>330,295</u>	<u>(68,766)</u>	<u>261,529</u>
TOTAL FUNDS	<u>330,295</u>	<u>(68,766)</u>	<u>261,529</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	593,999	(625,053)	(31,054)
Designated fund (IBSEN)	-	(36,212)	(36,212)
Designated fund (Catalyst)	-	(1,500)	(1,500)
	<u>593,999</u>	<u>(662,765)</u>	<u>(68,766)</u>
TOTAL FUNDS	<u>593,999</u>	<u>(662,765)</u>	<u>(68,766)</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	207,071	79,970	287,041
Designated fund (IBSEN)	121,788	(49,136)	72,652
Designated fund (Catalyst)	1,436	(1,500)	(64)
	<u>330,295</u>	<u>29,334</u>	<u>359,629</u>
Restricted funds			
Agency projects	-	53,664	53,664
Participation projects	-	92,005	92,005
	<u>-</u>	<u>145,669</u>	<u>145,669</u>
TOTAL FUNDS	<u>330,295</u>	<u>175,003</u>	<u>505,298</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,116,346	(1,036,376)	79,970
Designated fund (IBSEN)	10,001	(59,137)	(49,136)
Designated fund (Catalyst)	-	(1,500)	(1,500)
	<u>1,126,347</u>	<u>(1,097,013)</u>	<u>29,334</u>
Restricted funds			
Agency projects	58,654	(4,990)	53,664
Participation projects	92,005	-	92,005
	<u>150,659</u>	<u>(4,990)</u>	<u>145,669</u>
TOTAL FUNDS	<u>1,277,006</u>	<u>(1,102,003)</u>	<u>175,003</u>

FORCED ENTERTAINMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2021

18. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2021.