

ICON THEATRE

England & Wales · Charity number 1097311

Details

Other names	ICON THEATRE SCHOOL
Status	Registered
Legal form	Charitable company
Company number	04579447
Registered	2003-04-30
Register	View on the Charity Commission register

Contact

Address	Admiral's Offices Main Gate Road Chatham ME4 4TZ
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Website	www.icontheatre.org.uk

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: Icon Theatre uses the performing arts to transform the lives of disadvantaged communities, families and young people. We run after-school drama clubs, community projects, estate-based projects and classes, teaching sessions and workshops in schools. The company also tours professional theatre productions across the UK.

Classification

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

Geography

- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£504,828	£539,448	£190,052	5
2024-03-31	£555,955	£427,919	£224,671	5
2023-03-31	£436,683	£426,635	-	-
2022-04-30	£627,668	£572,970	£86,586	5
2021-04-30	£233,051	£231,594	-	-

Trustees

Name	Role	Appointed
Jane Katharine Macpherson	Chair	2024-04-16
Antje Anna Lang		2024-11-26
Florence Paul		2024-06-28
Gemma Louise Cook		2024-08-05
Jack Derek Finch-Harding		2024-04-16
Meryn Maya Pillay		2024-02-22
Nina Gurung		2024-08-05
Sophie Elizabeth Hamlet		2020-02-27
Tasnim Siddiq Amin		2020-12-07

ICON THEATRE

England & Wales - Charity number 1097311

Accounts



ICON THEATRE

Trustees' Report & Financial Statements

For the Year Ended 31 March 2025

Charity Number: 1097311

Company Number: 4579447 (England & Wales)

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2025

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Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2025

REPORT OF THE TRUSTEES

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the period ended 31 March 2025. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity: Icon Theatre

Charity Registration Number: 1097311

Company Registration Number: 4579447

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

Ms N Alison (Resigned 27 June 2024)

Miss G L Cook (Appointed 5 August 2024)

Mr J Finch-Harding (Appointed 16 April 2024)

Mrs N Gurung (Appointed 5 August 2024)

Miss S Hamlet

Ms A Lang (Appointed 5 November 2024)

Ms J Macpherson – Chair of Trustees (Appointed 16 April 2024)

Ms N Mitchell (Resigned 25 November 2024)

Ms F Paul (Appointed 28 June 2024)

Miss M M Pillay

Ms T Siddiq Amin

Secretary

Mr D King

Artistic Director/CEO

Ms N Hirst

Executive Director

Mr D King

Independent Examiner: Jonathan Chartres FCA, 31, Moor Park Road, Hereford, HR4 0RR

Principal Address: Icon Theatre, Admiral's Offices, Main Gate Road, The Historic Dockyard Chatham, Medway ME4 4TZ

Approved by the Board of Trustees on

and signed on its behalf by:

Ms J K Macpherson, Chair of Trustees

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OBJECTIVES AND ACTIVITIES

About Icon Theatre

Icon Theatre (established 2002) is one of the country's leading theatre and participatory arts charities, driven by a vision of communities empowered through theatre.

Icon is a locally focussed organisation with a national profile and gives individuals opportunities to engage with and experience high-quality theatre as participants and audiences. Our work prioritises reaching those with little or no access to arts, as well as those who are socially excluded, including individuals from LGBTQIA+ and ethnically diverse communities, D/deaf and disabled people, individuals affected by mental health challenges and those facing socio-economic barriers.

The company specialises in supporting young people, socially excluded communities and artists to develop their creativity, offering opportunities for engagement, progression and learning. Through workshops, performances and touring theatre productions, Icon shares its outcomes with local and national audiences, as well as the wider sector, inspiring greater impact and long-term change for individuals and communities.

Areas of Activity

Creative Engagement

- A wide-ranging programme of workshops and community outreach activities for young people and adults, often in schools, libraries, drop-in centres and criminal justice settings.
- Voices of communities and young people are always at the heart of the organisation, its programmes and productions.

Theatre Productions and Artist Development

- Productions and co-productions of community and touring theatre in theatres, community and heritage settings.
- Support for the growth of future theatre artists, particularly those from underrepresented backgrounds, with professional development opportunities.

Where We Work

Operating from our base in Chatham, our creative engagement programmes focus on North Kent, particularly Medway and Swale, areas that rank among the top 10% most deprived in England. By concentrating on these communities, we focus on developing long-term relationships, routes for progression and deeper impact.

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How We Work

Icon works in partnership with a range of support agencies and leading local and national organisations to amplify our reach and deepen the experiences we offer. Recent partners have included Child Friendly Medway, Medway African and Caribbean Association, the Albany, Theatre Royal Stratford East, ZooNation: The Kate Prince Company, the Royal Opera House, All Saints Community Project, Medway Voluntary Action, Medway Diversity Forum, local foster agencies and social services.

We take a youth- and community-led approach to developing and evaluating our creative engagement programmes and theatre productions. Feedback is gathered through informal channels such as our Youth and Community Panels, as well as through formal evaluation processes. This continuous input, combined with ongoing research into the needs of local young people, communities and commissioners, ensures our work remains relevant, impactful and responsive to those we serve.

Our creative engagement programme is free to access and fully inclusive, ensuring that those who face the greatest barriers can take part. Participants with additional needs are provided with specialist access support, for example tailored provision for neurodiverse individuals and those experiencing mental health challenges.

ACHIEVEMENTS AND PERFORMANCE

2024-25 Impact & Achievement Headlines

- We delivered 343 creative engagement sessions, with 3,882 participant engagements.
- We engaged 933 young people: 14% are from ethnically diverse communities, 42% are d/Deaf, disabled or have additional needs, and 92% are from low socio-economic backgrounds.
- We engaged 551 adults: 20% are from ethnically diverse communities, 20% are D/deaf, disabled or have additional needs, and 28% are from low socio-economic backgrounds.
- We delivered 250 days of creative engagement activity across Medway and Swale.
- We shared productions and project outcomes with 2833 audience members.
- We employed 92 freelance artists, facilitators, access workers and technicians: 48% were from ethnically diverse backgrounds, 18% were D/deaf, disabled or have additional needs, and 18% are from low socio-economic backgrounds.
- We worked in partnership with 68 schools and company groups.
- Our volunteers donated 250 hours of support.

Creative Engagement (Young People)

Icon's young people's creative engagement programme focuses on working strategically in a preventative way to address issues they face. Often these issues occur at some of the most challenging points in their lives. Key programme areas from 2024-25 are listed below.

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Icon Youth Theatres – Icon Youth Theatres engage around 90 young people aged 8 to 18 each week through four groups, two based in Gillingham and two in Sheerness. The Youth Theatres provide a supportive, inclusive space where young people can use drama to explore the issues and challenges that affect them. This year, these have included mental health and emotional wellbeing, peer relationships and bullying, and exploring personal and cultural identity.

Each term, participants choose what they want to learn and perform, developing theatre and life skills including writing, communication and teamwork. They also have opportunities to perform publicly or take on creative and backstage roles alongside their peers. Some members are at risk of exclusion or not currently in education, employment or training and through the programme they can access further support, guidance and development opportunities.

"Before I joined Icon, I didn't think I could speak up in front of people. Now I feel more confident, and I speak up at school" Participant

Incubator Creative Careers Programme – The Incubator Programme provides young people aged 13 to 25, specifically from underrepresented backgrounds, with opportunities to explore and develop career pathways in creative, backstage and technical theatre. Developed in collaboration with Icon's youth panel, this programme gives participants broad exposure to a range of job roles across the industry and includes theatre trips, backstage and technical training, work experience, talks from professionals and mentorship supported by Icon and our partner venues, which this year included Theatre Royal Stratford East, The QEII Centre and Jacksons Lane. Participants on this programme will take their first paid backstage roles on Icon's next production *Ghost Ships*, with some taking their first paid roles as backstage team members, and others working as assistants in choreography, composition and technical production alongside an industry-leading team.

"I didn't know there were so many jobs in theatre. Working behind the scenes on Ghost Ships showed me I could do this for a career. I'd really like to." Participant

Icon Youth Club – Icon Youth Club takes place weekly at The Salvation Army in deprived central Chatham. It is the only free drop-in opportunity available for young people in the evening, providing a safe and supportive space for children ages 13 to 19. Many participants face complex home lives, poverty or social isolation, and are at risk of exclusion or not in education, employment or training (NEET). This year, 800 young people took part in free sessions, choosing activities such as music, gaming, cooking and creative projects, while also being signposted to education, mental health and counselling support.

"I used to hang around on Chatham High Street. There's a lot of drugs and gangs around here, and kids get involved because there's nothing else to do. At the youth club, I tried cooking for the first time. They encouraged me to apply for a cooking course at college. I wouldn't have done that without Icon." Participant

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Theatre Club (Holiday and Lunch Programmes) – Icon's Theatre Club provides essential support to children (aged 7 to 16) from low-income and vulnerable families at one of the most financially challenging times of year, the school holidays. This year, young people could access a one-week (Easter) and three-week (Summer) theatre programme including acting, dance, puppetry and a nutritious meal each day.

Schools' Programme – Icon works with state-funded secondary schools in Medway and on the Isle of Sheppey with the highest number of disadvantaged children (as defined by Compare School Performance). This year, 285 young people were introduced to the world of theatre through workshops inspired by production Ghost Ships and its themes of colonialism, migration and identity. Activities included dance and stagecraft techniques, giving participants a creative platform to explore complex ideas through their own voices. Teachers from participating schools developed their practice through continued professional development sessions, including support for schools to achieve Arts Award and Artsmark accreditation.

"It was a great extracurricular opportunity for our performing arts students, linking well with what they're learning for their coursework. It was also extremely beneficial in supporting their BTEC components and helping them understand practitioners' work to implement in their own performances." Teacher

The evaluation of our young people's creative engagement programme 2024-25 included:

- **84%** of young people felt it had improved their confidence.
- **86%** of young people believe it improved their ability to communicate with others.
- **78%** of young people felt it helped them to develop stronger relationships.
- **84%** of young people believe it gave them the opportunity to access activities they would otherwise not have access to.
- **88%** of young people felt it had a positive impact on their mental wellbeing.
- **72%** of young people gained a greater appreciation of different people and cultures.
- **82%** of young people felt motivated to do more creative things in the future.

Creative Engagement (Adults)

Icon's creative engagement programme for adults focuses on working in partnership with local organisations to address some of the vital challenges and inequities they face.

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Arts & Wellbeing Programme – Icon's new Arts and Wellbeing programme supports adults in the deprived Luton area of Chatham who experience loneliness, isolation or mental health challenges. Through weekly sessions held year-round, the programme uses creative activities such as craft and drama to build confidence, social connection and wellbeing. Delivered in partnership with local health and community organisations, this work forms part of a wider Arts and Wellbeing collaboration across Medway, using NHS health data and the arts to address local health inequalities.

Open Stage – Open Stage is a weekly theatre group tailored to vulnerable adults, who are often experiencing mental health conditions or loneliness and isolation. Many of the participants in this group have experienced homelessness at some point in lives. Through collaborative storytelling and performance, Open Stage empowers its members, providing them not just an artistic outlet but also a vital sense of community and support.

"I lost my job when the docks closed in the 1980s and have been in and out of homelessness since. Open Stage gives me hope each week" Participant

Theatre Productions

This year marked a period of significant artistic growth for the company.

Ghost Ships

★★★★ **"Quite unlike anything you've seen before... irresistible... The crowd was rapt throughout."** The Telegraph

Ghost Ships was a major community engagement programme about the history of Chatham Dockyard, culminating in a large-scale, co-created, site-specific theatre production. Inspired by newly uncovered research and oral histories from Medway's South Asian and African Caribbean communities, the production told new and lesser-known stories, including Britain's involvement in slavery, abolition and the Bengal Famine, asking: *Who owns our history, and what stories should we tell?*

Featuring an ensemble of over 200 people, *Ghost Ships* brought together professional performers and local residents in both performing and backstage roles. Directed by Icon's Artistic Director, Nancy Hirst, the production combined Hip Hop choreography from Olivier Award winners ZooNation: The Kate Prince Company, Kathak dance by Amina Khayyam Dance Company, original live music and the collective power of a large community chorus.

Ghost Ships Impact and Achievements:

- **Winner:** Medway African & Caribbean Association – Diversity Award
- **Winner (Highly Commended):** Museums + Heritage Awards – Community Engagement Programme of the Year
- **Shortlisted:** The Stage Awards – Community Award
- **400** free tickets distributed to care-experienced young people

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- **97%** of participants felt the project helped them feel part of the community
- **83%** of audience members said the production gave them a greater appreciation of different people and cultures
- **89%** of audiences rated the production as good or very good

"I saw people from eight to eighty, both in the audience and on the stage. I saw amateurs and community groups performing with the most highly talented professionals. This gave me hope in a world where I often find very little." Audience Member

"It was such a moving show that shone a light on some very sad and important stories globally, and on the impact of the Dockyard's closure. It was hopeful and joyous about multiculturalism and Medway's future." Audience Member

The House That Floated Away (Research & Development)

The House That Floated Away is a new climate-justice engagement programme and co-created theatre production developed with communities on the Isle of Sheppey. With an estimated 8,900 properties in England currently at risk from climate-change-driven coastal erosion, the programme aims to amplify the voices of deprived coastal communities whose homes have been, or are at risk of being, lost to the sea (Climate Change Committee, 2018).

Drawing on testimonies from affected residents, neighbours, young people and climate experts, the production explores themes of resilience, belonging, and the unconventional courage shown by communities facing profound environmental change. As part of Icon's wider journey towards net zero, The House That Floated Away will model sustainable theatre-making practices, contributing to sector-wide learning and innovation.

***The Snow Queen: A Woodland Adventure* (Research & Development)**

Building on Icon's decade of experience in creating interactive theatre for early years, The Snow Queen: A Woodland Adventure is a new co-production with the Albany for children aged 3 to 8. The production explores themes of friendship, bravery, forgiveness and inclusion, aligning with the PSHE curriculum for Key Stages 1 and 2. It helps children learn about supporting friends, overcoming fears and expressing emotions, while its woodland setting encourages an appreciation of nature and the outdoors.

Developed with input from primary school children in Medway through Explore and Draw workshops, the production brings their creative ideas to life on stage. In 2025, The Snow Queen: A Woodland Adventure will run at the Albany, with a schools tour and performances at The Brook Theatre in Chatham currently in development.

Icon creates festive theatre productions to offer young people their first experiences of live performance through subsidised tickets. Projects like this contribute to our mixed-income model, enabling the company to reinvest in free cultural opportunities for local communities in Medway and Swale.

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Diversity, Equity & Inclusion

2024–25 was the second full year of delivering Icon's new Equity, Diversity and Inclusion Strategy and Action Plan (2023–26). Over the past year, we have continued to take meaningful steps to embed equity across our recruitment, programming and organisational culture. We are particularly proud of these developments achieved this year:

- **92%** of participating young people were from low socio-economic backgrounds.
- **42%** of participating young people were D/deaf, disabled or had additional needs.
- **48%** of artists, facilitators, access workers and technicians employed were from ethnically diverse backgrounds.

Environmental Sustainability

Icon Theatre is committed to reducing its environmental impact and to using the arts to inspire others to take positive climate action. In 2024–25, we launched a new Environmental Policy and Action Plan, placing climate justice and creative responsibility at the heart of our artistic and organisational practice, and following the Theatre Green Book framework.

As part of this commitment, we are researching and developing The House That Floated Away, a new climate-themed community engagement programme and theatre production. This year, Icon also led a Creative Climate Roadshow on the Isle of Sheppey, engaging local communities in conversations about climate change through craft, storytelling and shared creativity in public spaces.

FUTURE PLANS

In 2025-26, Icon Theatre has set the following objectives:

- Continue and expand our creative engagement programme, with a particular focus on developing and extending work for adults in arts, health and wellbeing.
- Further develop our young people's programme in Sheerness, Kent's most deprived area, where 54% of children live in poverty (Children in Poverty Report – Kent).
- Embed the organisation's Environmental Sustainability Strategy.
- Continue to advance our Equity, Diversity and Inclusion Strategy.
- Build and strengthen partnerships and diversify income streams to support and sustain our work.

FINANCIAL REVIEW

In 2024–25, Icon's income was £504,828. Arts Council England's National Portfolio grant represented 52% of this income. The remaining income was derived from earned income (27%) and fundraising (21%). Our trajectory is to maintain relatively high levels of fundraising (28%) and earned income (24%) in future years.

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Icon's expenditure was £539,448, resulting in an anticipated net loss of £34,619, planned in light of the surplus achieved in 2023–24 and project delivery expenditure. At the end of the financial year, the company remains in a stable position, with a Designated Operational Reserve of £108,000, a Designated Fund of £74,000 for scheduled artistic expenditure in 2025–26, and unrestricted general funds of £4,171.

The company has strong relationships with charitable trusts and foundations, and both Medway Council and Kent County Council are supportive of our work. We will continue to fundraise from trusts, foundations and lottery funders, as well as collaborating with local authorities on joint initiatives. Icon's policy is to secure full funding for each project or programme at least three months before activities commence.

Our programme of activities in 2024-25 would not have been possible without the generous support of our many funders, including:

- Arts Council England
- Colyer-Fergusson Charitable Trust
- Harold Hyam-Wingate Foundation
- Henry Smith Foundation
- Medway Council
- National Lottery Community Fund
- Swale Council
- Royal Opera House Bridge
- Garfield Weston Foundation
- The Backstage Trust
- The Boris Karloff Charitable Foundation
- Kent Community Foundation
- Kent County Council
- Creative Estuary

We extend our heartfelt thanks to these supporters as well as to our individual donors. We are also deeply grateful to our dedicated volunteers, who generously give their time to support our work.

Reserves

The organisation's reserves policy is to maintain a Designated Operational Reserve. This reserve exists to support the company in the event of unexpected funding challenges, to meet unplanned expenditure, or to respond to unforeseen circumstances that could materially affect Icon Theatre's ability to pursue its objectives or fulfil contractual obligations.

The Designated Operational Reserve target is £125,000, equivalent to approximately three months' turnover. At the end of 2024–25, the Designated Operational Reserve stood at £108,000, with a target to achieve the remaining balance by 2027.

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Icon's reserves policy aims to maintain a level of reserves that ensures financial stability while maximising the use of resources for programme delivery. The trustees review the level of reserves annually and hold the power to designate reserves for specific activities or to achieve particular strategic objectives.

Principal Risk and Uncertainties Facing the Charity

The Trustees assess the principal risks and uncertainties facing Icon Theatre and the mitigating actions required on a quarterly basis. The current principal risks are:

Economic – The ongoing impact of high inflation, the cost-of-living crisis and increased energy costs on delivery, as well as the increasingly challenging funding climate including budgetary restraints of local authorities.

Risk management and mitigation includes:

- Flexible planning processes
- Regular dialogue with key partners and funders
- Continuing a multi-agency approach to achieve a diverse range of income.
- Continuing to build free reserves.
- Using multi-year contracts or agreements
- Seeking to increase earned revenue for services and ticket income as a percentage of the organisation's turnover.
- Support partners and local authorities to secure additional external funding as part of long-term project development.

Trustees are currently satisfied that this approach will enable Icon Theatre to continue to achieve our fundraising goals over the foreseeable future.

Loss of key members of senior management staff – Like many charities of our size there is a reliance on a small executive team. The impact of losing the Artistic Director/CEO and Executive Director would be considerable. Development of the wider team and Board has helped offset this risk.

Risk management and mitigation include:

- Comprehensive business planning
- Extended notice period for Directors
- Building strong network of freelancers and key collaborators to draw on as needed.

Trustees are currently satisfied that this approach mitigates this risk.

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GOING CONCERN

The financial statements are prepared, on a going concern basis, under the historical cost convention. The Trustees have considered the ability of the Charity to meet its obligations for at least 12 months from the date of signing and have concluded that there are no circumstances that would give rise to doubt over its ability to continue as a going concern.

Statement on Public Benefit

The trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The charity provides public benefit by advancing education by the promotion of arts, in particular but not exclusively the art of drama.

A summary of the major work and assistance provided by the charity is contained in its website at www.icontheatre.org.uk where its services are outlined. The Trustees have reviewed the Charity Commission guidelines on public benefit and are satisfied that the charity provides public benefit in line with this guidance.

Conclusion

I am proud to report that 2024–25 has been a year of exceptional artistic ambition, growth and impact. From the landmark community production *Ghost Ships* to the development of new projects such as *The House That Floated Away* and *The Snow Queen : A Woodland Adventure*, Icon has continued to create high-quality, socially engaged theatre that gives voice to our communities and brings people together.

This year also saw the launch of our Environmental Policy and Action Plan and further progress in delivering our Equity, Diversity and Inclusion Strategy, reinforcing our commitment to building a more sustainable, equitable and representative organisation and world. None of this would have been possible without the dedication and creativity of Icon's core team, artists, freelancers and community partners, who continue to deliver outstanding work across Medway, Swale and beyond.

I would like to extend my thanks to our funders and supporters, whose ongoing commitment makes this work possible. I am deeply grateful to my fellow Trustees for their guidance, expertise and shared belief in the power of theatre to create change.

Ms J Macpherson, Chair of Trustees

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Recruitment and appointment of trustees

Icon Theatre recruits trustees through an open and transparent recruitment process. We identify skills needed on the Board through an annual skills audit. A Person Specification and Job Description are then drawn up, and adverts are placed in a variety of national and local outlets, to secure the best range of candidates, which reflect the diversity of contemporary Medway. Potential trustees apply in writing, and shortlists for interview are made through assessment against the Person Specification.

New trustees are proposed at quarterly meetings, and their proposal is discussed by existing trustees. Potential trustees observe at board meetings, at the end of which, a vote is taken as to whether to appoint them as a new trustee. New trustees receive copies of Icon's policies and business plan and are briefed on the structure and operations of the company. Away Days for the board and senior management provide additional ongoing opportunities for reflection, training and continuing professional development. Board members join committees and working groups on an ad hoc basis to support the organisation through specialist expertise and focus.

Staffing

In 2024-25 Nancy Hirst was founder and Artistic Director/CEO and Daniel King Executive Director, alongside a Creative Engagement Manager (part-time), Producer (part-time) and Community Engagement Practitioner (full-time). The company is supported by freelance facilitators, producers, artists and creatives.

Volunteers & work placements

Icon Theatre has an ongoing volunteer and work placements programme and provides regular opportunities for young people to observe and assist on various aspects of our projects and productions.

Management structure

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

Key management remuneration

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

Icon Theatre
Independent Examiner's Report to the Trustees
For the Year Ended 31 March 2025

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2025.

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 the Charitable company'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 by virtue of my membership of Association of Accounting Technicians, 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 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.

Jon Chartres
31 Moor Park Road, Hereford, England, HR4 0RR

Icon Theatre
Statement of Financial Activities (including Income and Expenditure Account)
For the Year Ended 31 March 2025

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
Income from:					
Donations & legacies	2	291,761	75,486	367,247	372,055
Charitable activities	3	66,692	26,166	92,858	183,900
Other trading activities	4	11	-	11	-
4603 Theatre Tax Income (HMRC)	4	44,713	-	44,713	-
Total Income		403,176	101,652	504,828	555,955
Expenditure on:					
Charitable activities	5, 6, 7	(537,929)	-	(537,929)	(423,409)
Raising funds		(1,518)	-	(1,518)	(4,510)
Total Expenditure		(539,448)	-	(539,448)	(427,919)
Net income/expenditure		(136,271)	101,652	(34,619)	128,036
Transfers between funds		97,771	(97,771)	-	-
Net movement in funds		(38,500)	3,881	(34,619)	128,036
Fund balances at 31st March 2024		224,671	-	224,671	96,635
Fund balances at 31st March 2025		186,171	3,881	190,052	224,671

Icon Theatre
Statement of Financial Position
As at 31 March 2025

	Note	2025		2024	
		£	£	£	£
Fixed Assets					
Tangible assets	10		<u>669</u>		<u>444</u>
			669		444
CURRENT ASSETS					
Debtors	11	49,632		5,640	
Cash at bank and in hand		<u>175,608</u>		<u>261,050</u>	
		225,241		266,690	
CREDITORS: Amounts falling due within one year	12	(35,858)		(42,463)	
		-			
Net current assets			189,383		224,227
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>190,052</u>		<u>224,671</u>
TOTAL NET ASSETS			<u>190,052</u>		<u>224,671</u>
Charity Funds					
Restricted Funds	13	3,881		-	
Unrestricted Funds		186,171		224,671	
TOTAL FUNDS			<u>190,052</u>		<u>224,671</u>

For the year ended 31 March 2025 the charity was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of the accounts.

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

The financial statement were approved by the Trustees and authorised for issue on _____ and were signed on their behalf by:

.....
Ms J Macpherson, Chair of Trustees
Charity Number: 1097311

Icon Theatre
Cashflow Statement
For the Year Ended 31 March 2025

	Note	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash generated from operations		<u>(84,372)</u>		<u>180,934</u>	
		(84,372)		180,934	
Cash flows from investing activities					
Purchase of tangible fixed assets		<u>(1,071)</u>		<u>-</u>	
		(1,071)		-	
Movement in cash for the reporting period		<u>(85,442)</u>		<u>180,934</u>	
Cash at the beginning of the reporting period		261,050		80,116	
Cash at the end of the reporting period		<u>175,608</u>		<u>261,050</u>	
Cash generated from operations					
Net movement in funds		(34,619)		128,036	
Adjustments for:					
Depreciation and amortisation of fixed assets		845		3,523	
Movement in working capital					
(Increase)/decrease in debtors		(43,992)		119,690	
Increase/(Decrease) in creditors		(6,605)		(70,315)	
Cash generated from operations		<u>(84,372)</u>		<u>180,934</u>	

Icon Theatre
Notes to the Financial Statements
For the Year Ended 31 March 2025

1. ACCOUNTING POLICIES

1.1 Company information

Icon Theatre is a private company limited by guarantee incorporated in England and Wales. The address of the registered office is The Historic Dockyard Chatham Admiral's Offices, Main Gate Road, Chatham, Kent, England, ME4 4TZ.

1.2 Basis of Preparation

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

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

1.3 Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention. The Trustees have considered the ability of the Charity to meet its obligations for at least 12 months from the date of signing and have concluded that there are no circumstances that would give rise to doubt over its ability to continue as a going concern.

1.4 Funds

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

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes. Current designated funds include a fund for delivery of Arts Council England activity as per Icon's Arts Council NPO agreement, and a Designated Operational Reserves fund designated for use in the event of any unforeseen circumstances that could materially affect the ability of Icon Theatre to pursue its objectives or fulfil any contractual obligations.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them. There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

1.5 Incoming resources

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

1.6 Resources expended

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

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

3 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2025 £	2024 £
Projects and Productions				
Young People's Programme	37,396	9,500	46,896	183,900
Artistic & Creative Programme Commissions	12,000	16,666	28,666	-
Ticket & Merchandise Sales	17,296	-	17,296	-
	66,692	26,166	92,858	183,900

4 Other trading activities

	2025 £	2024 £
Bank Interest Received	11	-
4603 Theatre Tax Income (HMRC)	44,713	-
	44,724	-

5 Costs of charitable activities by fund type

	Unrestricted funds £	Restricted funds £	2025 £	2024 £
Projects and Productions	290,209	-	290,209	423,409
Support costs	53,491	-	53,491	43,244
Total costs	343,701	-	343,701	466,653

6 Analysis of support costs

	2025 £	2024 £
Travel and Subsistence	661	1,775
Finance	6,534	5,908
IT	3,958	3,265
Marketing and Communications	4,867	3,336
Company Development	8,285	2,160
Access Costs	3,537	4,000
HR Costs	1,531	-
Insurance	1,100	1,110
Office Overheads	20,318	20,391
Governance costs	1,855	2,301
Depreciation	845	3,523
	53,491	47,769

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

7 Staff costs and emoluments

Total staff costs for the year ended 31 March 2025 were:

	2025	2024
	£	£
Salaries and wages	179,652	176,046
Social security costs	13,231	13,018
Pension costs	2,864	2,973
	195,746	192,037
	2025	2024
Staff	5	5

No employee earned more than £60,000 during the year (2024: nil).

The total employee benefits including pension contributions of the key management personnel were £109,876 (2024:£109,876). 2024 represents 11 months of costs.

Key management personnel include the Artistic Director / CEO and Executive Director.

8 Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £6 (2024: £54).

Trustees' expenses represent the payment of governance costs totalling £1,855 (2024: £2,301).

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

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

9 Comparative for the Statement of Financial Activities

	Unrestrictie £	Restricted £	2024 £
Income and endowments from:			
Donations and legacies	336,350	35,705	372,055
Charitable activities	183,900	-	183,900
Other income	-	-	-
Total	520,250	35,705	555,955
 Expenditure on:			
Raising funds	(4,510)	-	(4,510)
Charitable activities	(387,704)	(35,705)	(423,409)
Total	(392,214)	(35,705)	(427,919)
 Net income/expenditure	128,036	-	128,036
Reconciliation of funds			
Total funds brought forward	96,635	-	96,635
Total funds carried forward	224,671	-	224,671

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

10 Tangible fixed assets

	Computer equipment £
Cost	
At 1 April 2024	13,535
Additions	<u>1,071</u>
At 31 March 2025	<u>14,606</u>
Depreciation	
At 1 April 2024	13,091
Charge for the Year	<u>845</u>
At 31 March 2025	<u>13,936</u>
Net Book Value	
At 31 March 2025	<u><u>669</u></u>
At 31 March 2024	<u><u>444</u></u>

11 Debtors

	2025 £	2024 £
Amounts due within one year:		
Trade debtors	600	5,640
VAT	4,319	-
Accrued income: Theatre Tax Relief (TTR)	44,713	-
	<u>49,632</u>	<u>5,640</u>

12 Creditors

	2025 £	2024 £
Amounts due within one year:		
Trade creditors	2,179	7,365
Other creditors	5,679	5,629
Accruals and deferred income	28,000	29,469
	<u>35,858</u>	<u>42,463</u>

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

13 Movement in Funds

Unrestricted Funds - Current Year

	Balance at 01/04/2024 £	Income resources £	Expenditure resources £	Transfers in/out £	Balance at 31/03/2025 £
Designated funds					
Arts Council England Activity	120,000	-	-	(46,000)	74,000
Operational Reserve	100,000	-	-	8,000	108,000
	<u>220,000</u>	<u>-</u>	<u>-</u>	<u>(38,000)</u>	<u>182,000</u>
General funds					
General funds	4,671	403,176	(539,448)	135,771	4,171
	<u>224,671</u>	<u>403,176</u>	<u>(539,448)</u>	<u>97,771</u>	<u>186,171</u>

Unrestricted Funds - Previous Year

	Balance at 01/04/2024 £	Income resources £	Expenditure resources £	Transfers in/out £	Balance at 31/03/2024 £
Arts Council England Activity	-	-	-	120,000	120,000
Operational Reserve	-	-	-	100,000	100,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>220,000</u>	<u>220,000</u>
General Funds					
General funds	96,635	520,250	(392,214)	(220,000)	4,671
	<u>96,635</u>	<u>520,250</u>	<u>(392,214)</u>	<u>-</u>	<u>224,671</u>

Purpose of unrestricted Funds

Arts Council England Activity

To be used for a community and young people's theatre project in summer 2025 funded by Arts Council England.

Operational Reserve

Monies set aside to support unexpected expenditure.

General funds

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

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

Restricted Funds - Current Year

	Income resources £	Expenditure resources £	Balance at 31/03/2025 £
Young People's Projects	84,986	(97,771)	(12,785)
Community Programme	16,666	-	16,666
	<u>101,652</u>	<u>(97,771)</u>	<u>3,881</u>

Restricted Funds - Previous Year

	Income resources £	Expenditure resources £	Balance at 31/03/2024 £
Young People's Projects	35,705	(35,705)	-
	<u>35,705</u>	<u>(35,705)</u>	<u>-</u>

Purpose of Restricted Funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Young People's Projects

For young people's drama and theatre programmes.

Community Programme

Projects for all ages, supporting creativity and connection.

Icon Theatre
Notes to the Financial Statements Continued
For the Year Ended 31 March 2025

14 Analysis of net assets between funds

Unrestricted funds - Current Year

	Tangible fixed assets £	Net current assets / £	Net Assets £
General funds			
General funds	669	3,501	4,171
Designated funds			
Arts Council England Activity	-	74,000	74,000
Operational Reserve	-	108,000	108,000
	669	185,501	186,171

Unrestricted funds - Previous Year

	Tangible fixed assets £	Net current assets / £	Net Assets £
General funds			
General funds	444	4,227	4,671
Designated funds			
Arts Council England Activity	-	120,000	120,000
Operational Reserve	-	100,000	100,000
	444	224,227	224,671

ICON THEATRE

England & Wales - Charity number 1097311

Accounts



ICON THEATRE

Trustees' Report & Financial Statements

For the Year Ended 31 March 2024

Charity Number: 1097311

Company Number: 4579447 (England & Wales)

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

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Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

REPORT OF THE TRUSTEES

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the period ended 31 March 2024. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2019).

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity: Icon Theatre

Charity Registration Number: 1097311

Company Registration Number: 4579447

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

Ms N Alison (Resigned 27 June 2024)

Miss G L Cook (Appointed 5 August 2024)

Mr J Finch-Harding (Appointed 16 April 2024)

Mrs N Gurung (Appointed 5 August 2024)

Miss S Hamlet

Ms A Lang (Appointed 5 November 2024)

Ms J Macpherson – Chair of Trustees (Appointed 16 April 2024)

Ms N Mitchell (Resigned 25 November 2024)

Ms F Paul (Appointed 28 June 2024)

Miss M M Pillay (Appointed 22 February 2024)

Ms A Sargent - Chair of Trustees (Resigned 27 June 2024)

Ms T Siddiq Amin

Secretary

Mr D King

Artistic Director/CEO

Ms N Hirst

Executive Director

Mr D King

Independent Examiners: Andrew M Wells FMAAT, Counterculture Partnership LLP, Bank Chambers, Main Street, Hawes, North Yorkshire, DL8 3QL

Principal Address: Icon Theatre, Admiral's Offices, Main Gate Road, The Historic Dockyard Chatham, Medway ME4 4TZ

Approved by the Board of Trustees on 9 December 2024 and signed on its behalf by:



Ms J Macpherson, Chair of Trustees

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

OBJECTIVES AND ACTIVITIES

About Icon Theatre

Icon Theatre (established 2002) is one of the country's leading theatre and participatory arts charities, driven by a vision of communities empowered through theatre.

Icon is a locally focussed organisation with a national profile and gives individuals, particularly young people, opportunities to engage with and experience high-quality theatre as participants and audiences. Our work prioritises reaching those with little or no access to arts, as well as those who are socially excluded, including individuals from LGBTQIA+ and ethnically diverse communities, D/deaf and disabled people, individuals affected by mental health challenges and those facing socio-economic barriers.

The company is a specialist in supporting young people, socially excluded groups and artists to develop their creativity at every stage of their development, offering opportunities for engagement, progression and learning. Through performances and touring theatre productions, Icon shares these outcomes with local and national audiences, as well as the wider sector, inspiring greater impact for individuals and communities in the longer term.

Areas of Activity

Creative Engagement

- A wide-ranging programme of workshops and community outreach activities for young people and adults, often in schools, libraries, drop-in centres and criminal justice settings.
- Voices of communities and young people are always at the heart of the organisation, its programmes and productions.

Theatre Productions and Artist Development

- Productions and co-productions of community and touring theatre in theatres, community and heritage settings.
- Support for the growth of future theatre artists, particularly those from underrepresented backgrounds, with professional development opportunities.

Where We Work

Operating from our base in Chatham our creative engagement programmes focus on North Kent, particularly in Medway and Swale—areas that rank among the top 10% most deprived in England. By concentrating on these communities, we focus on developing long-term relationships, routes for progression and deeper impact.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

How We Work

Icon works in partnership with a range of support agencies as well as renowned local and national organisations to amplify our reach and deepen the experiences we can offer. Recently these have included Child Friendly Medway, Medway African and Caribbean Association, Theatre Royal Stratford East, ZooNation: The Kate Prince Company and the Royal Opera House. The importance of our work is regularly recognised by both Medway and Kent County Council; most recently Icon was commissioned by Kent County Council to develop a youth-led cultural strategy for Kent.

Icon takes a youth and community-led approach to developing and evaluating our creative engagement programmes and theatre productions. We seek feedback from participants through informal channels, such as our Youth and Neighbourhood Panels, as well as through formal evaluations. This continuous input, alongside ongoing research into needs of local young people, communities and commissioners, ensures our work remains relevant, impactful and adaptable to those we serve.

2023-24 Impact & Achievement Headlines

- We delivered 298 creative engagement sessions, with 3,089 participant engagements.
- We engaged 980 young people: 14% are from ethnically diverse communities, 41% are d/Deaf, disabled or have additional needs, and 71% are from low socio-economic backgrounds.
- We engaged 240 adults: 16% are from ethnically diverse communities, 39% are D/deaf, disabled or have additional needs, and 58% are from low socio-economic backgrounds.
- We delivered 273 days of creative engagement activity across Medway and Swale.
- We shared productions and project outcomes with 9058 audience members.
- We employed 132 freelance artists, facilitators, access workers and technicians: 37% were from ethnically diverse backgrounds, 44% were D/deaf, disabled or have additional needs, and 23% are from low socio-economic backgrounds.
- We worked with 74 schools and company groups.
- Our volunteers donated 160 hours of support.

ACHIEVEMENTS AND PERFORMANCE

Creative Engagement (Young People)

Icon's creative engagement programme focuses on working strategically to address issues that people, particularly young people, face. Often these issues occur at some of the most challenging points in their lives. Key programme areas from 2023-24 are listed below.

Icon Youth Theatres – Icon Youth Theatre engages approximately 90 young people aged 8 to 18 each week through four groups, two based in Gillingham and two in Sheerness. Icon Youth Theatres provide a supportive space for young people to use drama to explore issues or challenges they may face. This year these have included family breakdown, experience of the care system and mental health challenges.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

Each term, the young people choose what they would like to learn and perform, developing theatre and life skills in writing, communication and teamworking. They also have the opportunity to perform or work in creative or backstage roles at events alongside peers. This year this has included performances Gulbenkian's GENFest and Medway's River Lit Festival. Some of the group members are at risk of exclusion, or not in education or employment and through the programme are able access further support, advice and opportunities.

Incubator Creative Careers Programme – The Incubator Programme provides young people aged 13 to 25, specifically from underrepresented backgrounds, with opportunities to explore and develop career pathways in creative, backstage and technical theatre. Developed in collaboration with Icon's youth panel, this programme gives participants broad exposure to a range of job roles across the industry and includes theatre trips, backstage and technical training, work experience, talks from professionals and mentorship supported by Icon and our partner venues, which this year included Theatre Royal Stratford East, The QEII Centre and Jacksons Lane. Participants on this programme will take their first paid backstage roles on Icon's next production *Ghost Ships*.

"I'd never seen dance on stage before. I liked trying the backstage jobs as I don't really like performing. If I had a choice, I would be a Stage Manager" Participant

Theatre Club (Holiday and Lunch Programmes) – Icon's Theatre Club provides essential support to children (aged 7 to 16) from low-income and vulnerable families at one of the most financially challenging times of year, the school holidays. This year, young people could access a one-week (Easter) and three-week (Summer) theatre programme including acting, dance, puppetry and a nutritious meal each day.

"At Icon Theatre Club in the Summer Holidays we did drama and were given a meal each day. Sometimes my Mum can't give us lunch in the holidays and the food was yummy. I have learned to cope with what life throws at me much better." Participant

Cookham Wood Young Offenders' Theatre Programme – The Cookham Wood Theatre Programme runs weekly and offers creative opportunities for young men aged 13 to 18 within the criminal justice system. The programme is designed to support participants in expressing themselves positively and honestly, fostering confidence and communication skills, building a sense of engagement and ambition for life beyond prison. This year the young people worked with artist Chia Phoenix to explore life choices and spoken word.

"It has been life changing. I've started to look for opportunities on the outside and see that there is life after prison". Participant

Summer Holiday Creative Club for D/deaf Young People – This new programme was a successful pilot, exploring ways of integrating hearing and D/deaf young people through creativity including acting, dance, music and crafts. During this week-long school holiday programme, delivered in collaboration with deaf-led arts organisation D-Live, participants explored D/deaf culture and learned British Sign Language (BSL), promoting understanding and communication.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

Schools' Programme – Icon works with the state-funded secondary schools in Medway and on the Isle of Sheppey with the highest number of Disadvantaged Children (defined by Compare Schools Performance). This year 345 young people were introduced to the world of theatre including script writing, stagecraft techniques and audio-drama workshops, and 17 teachers developed their practice through continued professional development sessions, including support for schools to achieve Arts Awards and ArtsMark.

“Seeing the children write audio-drama scripts was brilliant. It's something that we've been trying to do at school for a long time. It's upskilled us as teachers.” Teacher

The evaluation of our young people's creative engagement programme 2023-24 included:

- 82% of young people believe it improved their ability to communicate with others.
- 82% of young people felt it helped them to develop stronger relationships.
- 75% of young people believe it gave them the opportunity to access activities they would otherwise not have access to.
- 79% of young people felt it had a positive impact on their mental wellbeing.
- 75% of young people gained a greater appreciation of different people and cultures.
- 85% of young people felt motivated to do more creative things in the future.

Creative Engagement (Adults)

Arts & Homelessness Programme – As a founder member of Medway's Arts and Homelessness Forum, Icon collaborated with local residents with experience of homelessness, Arts and Homelessness International and Medway Council Housing Team to develop a Legislative Forum Theatre project that was used to shape Medway Council's homelessness policy. This programme won the Partner Award at Medway Council's annual awards.

Open Stage – Open Stage is a weekly theatre group tailored to vulnerable adults, who are often experiencing mental health conditions or loneliness and isolation. Many of the participants in this group have experienced homelessness at some point in lives. Through collaborative storytelling and performance, Open Stage empowers its members, providing them not just an artistic outlet but also a vital sense of community and support. This year, the group explored group improvisation techniques, creating characters out of objects and storytelling from lived experience.

“I lost my job when the docks closed in the 1980s and have been in and out of homelessness since. Open Stage gives me hope each week” Participant

Theatre Productions & Artist Development

This year marked a period of significant artistic growth for Icon Theatre, highlighted by the research and development of two new nationally significant productions, *Ghost Ships* and *The Snow Queen*, scheduled for staging in 2024 and 2025. These projects are being developed through national partnerships with collaborators including ZooNation: The Kate Prince Company, Amina Khayyam Dance Company and the Albany in Deptford.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

***Ghost Ships* (Research & Development)**

Scheduled for staging in September 2024, *Ghost Ships* is a co-production with ZooNation: The Kate Prince Company and Amina Khayyam Dance Company. This large-scale site-specific dance and theatre piece will examine the impact of Chatham Dockyard and its ships on the development of the British Empire and local and global communities.

Inspired by newly uncovered research and oral histories from Medway's South Asian and African Caribbean communities, the production will spotlight lesser-known stories, including Britain's involvement in slavery and abolition.

Directed by Icon's Artistic Director Nancy Hirst with choreography by Danielle 'Rhimes' Lecointe and Amina Khayyam, the large-scale performance will feature over 150 people including professional dancers, community members and young people.

The research phase culminated in a preview for an invited audience of local residents and industry stakeholders, allowing community input on the project's direction. Icon's Incubator Programme has provided roles for three emerging artists on *Ghost Ships*, supporting the next generation of theatre talent.

***The Snow Queen* (Research & Development)**

Building on Icon's decade of experience in interactive theatre for early years, *The Snow Queen* is a new co-production with the Albany for children aged 3 to 8. This production explores themes of friendship, bravery, forgiveness and inclusion, aligning with the PSHE curriculum for Key Stage 1 and 2. It teaches children about supporting friends, overcoming fears and expressing emotions.

Developed with input from primary school children in Medway through "explore and draw" workshops, the production incorporates their ideas, bringing their creative contributions to life on stage. In 2025, *The Snow Queen* will tour schools across Kent, reaching children who may not have theatre access, before a December performance run at the Albany, with a wider tour to follow.

Social and Economic Impact, Diversity, Equity & Inclusion, and the Environment

Icon has been embedded in the communities of North Kent for over 15 years. Our creative engagement programme is free to access and fully inclusive. Participants with additional needs are provided with specialist access support, e.g., for neurodiversity or those affected by mental health. Icon Theatre has strong links to a range of local support agencies including All Saints Community Project, Medway African and Caribbean Association, Medway Voluntary Action, Medway Diversity Forum, Child Friendly Medway, local foster agencies, social services, individual youth workers, support workers and SEN Officers at local schools who support us in reaching and supporting those who benefit most from our programmes.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

In early 2023, Icon Theatre reflected on our equity, diversity and inclusion journey more deeply. It was recognised that whilst the company had taken significant strides in its artistic programme and in the stories we stage, if the company was to deliver its charitable mission effectively into the future, Icon Theatre needed to look more deeply at the systemic inequalities embedded in our productions, programmes and wider organisation. 2023-24 was the first year of a renewed equity, diversity and inclusion strategy and action-plan. We are particularly proud of the developments we have made in the area of employment. Of the 132 freelance artists, facilitators, access workers and technicians employed 37% are from ethnically diverse background, 44% are D/deaf, disabled or have additional needs, and 23% are from low socio-economic backgrounds.

Icon Theatre is committed to reducing its impact on the environment and to using the arts to inspire others to do the same. The company has a strong track-record in this area, reusing or recycling all costumes and props from productions. Icon regularly incorporates sector best practice from *The Green Book* and in 2024 will develop a new data-led strategic approach to sustainability in collaboration with sector support organisation, Julie's Bicycle.

FUTURE PLANS

In 2024-25, Icon Theatre has set the following objectives:

- Continue and expand our creative engagement programme, with a focus on developing and extending work for adults in arts, health and wellbeing.
- Further develop our young people's programme in Sheerness, Kent's most deprived area, where 54% of children live in poverty.
- Stage and evaluate the community theatre production, *Ghost Ships*.
- Develop and publish a new sustainability strategy and action plan.
- Implement and advance our diversity, equity and inclusion strategy and action plan.
- Build and strengthen partnerships to support our work

FINANCIAL REVIEW

In 2023-24, Icon's income was £555,955. This year, Icon joined Arts Council England's National Portfolio alongside some of the country's leading participatory arts organisations, with their grant representing 47% of our income. The remaining income was derived from earned income (33%) and fundraising (20%). Our trajectory is to continue to achieve relatively high levels of fundraising (25%) and earned income (28%).

Icon's expenditure was £427,919, achieving an unrestricted surplus of £128,036 of which £120,000 was designated for the delivery of a community and young people's theatre project in 2024. At the end of the financial year, the company is in a stable position with Designated Operational Reserve (£100,000) and unrestricted general funds of £4,671.

The company has strong relationships with charitable trusts and foundations, and both Medway and Kent County Councils are supportive of our work. We will continue fundraising from trusts, foundations and lottery funders, as well as collaborating with

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

local authorities on joint initiatives. Icon's policy is to secure the full funding for each project or programme at least three months before activities commence.

Our programme of activities in 2023/24 would not have been possible without the generous support of our many funders, including:

- Arts Council England
- Henry Smith Foundation
- Colyer-Fergusson Charitable Trust
- Kent Arts Investment Fund
- Kent Community Foundation
- Kent County Council
- Medway Council
- National Lottery Community Fund
- Royal Opera House Bridge
- The Wingate Foundation

We extend our heartfelt thanks to these supporters as well as to our individual donors. We are also deeply grateful to our dedicated volunteers, who generously give their time to support our work.

Reserves

The organisation's reserves policy is to target a sum of money as a Designed Operational Reserve. This will support the company in event of unexpected funding challenges, to meet unplanned expenditure, or for use in the event of any unforeseen circumstances that could materially affect the ability of Icon Theatre to pursue its objectives or fulfil any contractual obligations.

The Designated Operational Reserve target is calculated at £125,000, which is the equivalent of 3 months turnover. The current Designated Operational Reserve is £100,000 with a target to achieve the remainder by 2027.

Icon's reserves policy aims to maintain a level of reserves that ensures financial stability while maximising the utilisation of resources for programme delivery. The trustees review the level of reserves annually and hold the power to designate reserves for specific activities or to achieve certain strategic objectives.

Principal Risk and Uncertainties Facing the Charity

The Trustees assess the principal risks and uncertainties facing Icon Theatre and the mitigating actions required on a quarterly basis. The current principal risks are:

Economic – The ongoing impact of high inflation, the cost-of-living crisis and increased energy costs on delivery, as well as the increasingly challenging funding climate including budgetary restraints of local authorities.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

Risk management and mitigation includes:

- Flexible planning processes
- Regular dialogue with key partners and funders
- Continuing a multi-agency approach to achieve a diverse range of income.
- Continuing to build free reserves.
- Using multi-year contracts or agreements
- Seeking to increase earned revenue for services and ticket income as a percentage of the organisation's turnover.
- Support partners and local authorities to secure additional external funding as part of long-term project development.

Trustees are currently satisfied that this approach will enable Icon Theatre to continue to achieve our fundraising goals over the foreseeable future.

Loss of key members of senior management staff – Like many charities of our size there is a reliance on a small executive team. The impact of losing the Artistic Director/CEO and Executive Director would be considerable. Development of the wider team and Board has helped offset this risk.

Risk management and mitigation includes:

- Comprehensive business planning
- Extended notice period for Directors
- Building strong network of freelancers and key collaborators to draw on as needed.

Trustees are currently satisfied that this approach mitigates this risk.

GOING CONCERN

The financial statements are prepared, on a going concern basis, under the historical cost convention. The Trustees have considered the ability of the Charity to meet its obligations for at least 12 months from the date of signing and have concluded that there are no circumstances that would give rise to doubt over its ability to continue as a going concern.

Statement on Public Benefit

The trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'. The charity provides public benefit by advancing education by the promotion of arts, in particular but not exclusively the art of drama.

A summary of the major work and assistance provided by the charity is contained in its website at www.icontheatre.org.uk where its services are outlined. The Trustees have reviewed the Charity Commission guidelines on public benefit and are satisfied that the charity provides public benefit in line with this guidance.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

Conclusion

As the new Chair of Icon Theatre, I am incredibly proud to report that 2023-24 has been another impactful year for the organisation, with our high-quality work creating meaningful change for the young people, families and communities we serve. This success is a result of the dedication of Icon's core team, the talented freelancers, artists and partners we collaborate with, and, of course, Icon's other Trustees, many of whom joined us this year.

I am deeply grateful to our funders, whose support is essential to achieving our charitable mission. I would like to extend particular thanks to Arts Council England, Medway and Kent County Councils for their ongoing commitment to our work. I would also like to take this opportunity to express my gratitude to Alysha Sargent, Icon's former Chair, for her invaluable leadership and contributions over previous years.

J Macpherson

Ms J Macpherson, Chair of Trustees

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Recruitment and appointment of trustees

Icon Theatre recruits trustees through an open and transparent recruitment process. We identify skills needed on the Board through an annual skills audit. A Person Specification and Job Description are then drawn up, and adverts are placed in a variety of national and local outlets, to secure the best range of candidates, which reflect the diversity of contemporary Medway. Potential trustees apply in writing, and shortlists for interview are made through assessment against the Person Specification.

New trustees are proposed at quarterly meetings, and their proposal is discussed by existing trustees. Potential trustees observe at board meetings, at the end of which, a vote is taken as to whether to appoint them as a new trustee. New trustees receive copies of Icon's policies and business plan and are briefed on the structure and operations of the company. Away Days for the board and senior management provide additional ongoing opportunities for reflection, training and continuing professional development. Board members join committees and working groups on an ad hoc basis to support the organisation through specialist expertise and focus.

Icon Theatre
Trustees' Report & Financial Statements
For the Year Ended 31 March 2024

Staffing

In 2023-24 Nancy Hirst was founder and Artistic Director/CEO and Daniel King Executive Director, alongside a Creative Engagement Manager (part-time), Producer (part-time) and Community Engagement Practitioner (full-time). The company is supported by freelance facilitators, producers, artists and creatives.

Volunteers & work placements

Icon Theatre has an ongoing volunteer and work placements programme and provides regular opportunities for young people to observe and assist on various aspects of our projects and productions.

Management structure

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

Key management remuneration

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

Icon Theatre
Independent Examiners Report to the Trustees
For the year ended 31 March 2024

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 March 2024.

Responsibilities and basis of report

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

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

Independent examiners statement

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

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

.....
Andrew M Wells FMAAT
Counterculture Partnership LLP
Bank Chambers, Main Street
Hawes
North Yorkshire
DL8 3QL

Icon Theatre
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 31 March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 £	2023 £
Income and endowments from:					
Donations and legacies	2	336,350	35,705	372,055	84,380
Charitable activities	3	183,900	-	183,900	293,776
Other income		-	-	-	58,527
Total		520,250	35,705	555,955	436,683
Expenditure on:					
Raising funds		(4,510)	-	(4,510)	(2,810)
Charitable activities	4/5	(387,704)	(35,705)	(423,409)	(423,825)
Total		(392,214)	(35,705)	(427,919)	(426,635)
Net income/expenditure		128,036	-	128,036	10,048
Reconciliation of funds					
Total funds brought forward		96,635	-	96,635	86,587
Total funds carried forward		224,671	-	224,671	96,635

Icon Theatre
Statement of Financial Position
As at 31 March 2024

	Notes	2024 £	2023 £
Fixed assets			
Tangible assets	11	444	3,967
		444	3,967
Current assets			
Debtors	12	5,640	125,330
Cash at bank and in hand		261,050	80,116
		266,690	205,446
Creditors: amounts falling due within one year	13	(42,463)	(112,778)
Net current assets		224,227	92,668
Total assets less current liabilities		224,671	96,635
Net assets		224,671	96,635
The funds of the charity			
Unrestricted income funds	14	224,671	96,635
Total funds		224,671	96,635

For the year ended 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

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

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

JkMacpherson

Ms J Macpherson, Chair of Trustees

Icon Theatre

Cashflow Statement
For the period ended 31 March 2024

	2024	2023
Cash flow from operating activities		
Cash generated from operations	180,934	(104,006)
Dividends, interest and rent from investments	-	-
Purchase of tangible assets	<u>-</u>	<u>(5,141)</u>
	180,934	(109,147)
Cash and cash equivalents at beginning of year	<u>80,116</u>	<u>189,263</u>
Cash and cash equivalents at end of year	<u>261,050</u>	<u>80,116</u>
Cash generated from operations		
Net movement in funds	128,036	10,048
Adjustments for:		
Depreciation and amortisation of fixed assets	3,523	3,251
Dividends, interest and rent from investments	-	-
Movement in working capital		
(Increase)/decrease in debtors	119,690	(45,979)
Increase/(Decrease) in creditors	<u>(70,315)</u>	<u>(71,326)</u>
Cash generated from operations	<u>180,934</u>	<u>(104,006)</u>

Icon Theatre
Notes to the Financial Statements
For the year ended 31 March 2024

1. Accounting Policies

Basis of accounting

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

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

Going concern

The financial statements are prepared, on a going concern basis, under the historical cost convention. The Trustees have considered the ability of the Charity to meet its obligations for at least 12 months from the date of signing and have concluded that there are no circumstances that would give rise to doubt over its ability to continue as a going concern.

Funds

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

Designated funds comprise of unrestricted funds that have been set aside by the Trustees for particular purposes. Current designated funds include a fund for delivery of Arts Council England activity as per Icon's Arts Council NPO agreement, and a Designated Operational Reserves fund designated for use in the event of any unforeseen circumstances that could materially affect the ability of Icon Theatre to pursue its objectives or fulfil any contractual obligations.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them. There is no formal policy of transfer between funds or on the allocation of funds to designated funds, other than that described above.

Incoming resources

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

Resources expended

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

Taxation

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

Tangible fixed assets

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

Computer equipment

50% Straight line

Debtors

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

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

Irrecoverable VAT

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

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Grants received	336,350	35,705	372,055	84,380
	336,350	35,705	372,055	84,380

Analysis of grants received

	2024	2023
	£	£
Arts Council England	263,000	29,500
Colyer-Fergusson Charitable Trust	4,000	11,000
Harold Hyam-Wingate Foundation	1,000	1,000
Henry Smith	9,000	-
Kent Community Foundation	3,850	2,000
Kent County Council	27,500	-
Medway Council	17,000	20,340
National Lottery	19,205	-
Other Grants	-	12,540
Royal Opera House Bridge	27,500	-
The Ashley Family Foundation	-	5,000
The Cole Charitable Trust	-	1,500
The Edgar E Lawley Charitable Trust	-	1,500
	372,055	84,380

3. Income from charitable activities

	2024	2023
	£	£
Unrestricted funds		
<i>Projects and Productions</i>		
Theatre Productions and Projects	-	86,602
Commissions	-	60,000
Young People's Programme	183,900	147,174
	183,900	293,776
	183,900	293,776

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

4. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2024	2023
	£	£	£	£
Projects and Productions	339,935	35,705	375,640	380,581
Support costs	47,769	-	47,769	43,244
	387,704	35,705	423,409	423,825

5. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2024	2023
	£	£	£	£
Support costs				
Projects and Productions	375,640	47,769	423,409	423,825

6. Analysis of support costs

	2024	2023
	£	£
Projects and Productions		
Depreciation	3,523	3,525
Finance	5,908	5,711
IT	3,265	3,493
Sundry and Travel	1,775	5,339
Marketing and Communications	3,336	2,185
Company Development	2,160	3,000
Access Costs	4,000	8,000
Administration Costs	-	1,245
Insurance	1,110	1,492
Office Overheads	20,391	7,217
Governance costs	2,301	2,037
	47,769	43,244

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

7. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation of owned fixed assets	3,523	3,525
Accountancy fees	1,800	1,800
Staff pension contributions	2,973	2,365
	<u> </u>	<u> </u>

8. Staff costs and emoluments

Total staff costs for the year ended 31 March 2024 were:

	2024	2023
	£	£
Salaries and wages	176,046	141,107
Social security costs	13,018	10,332
Pension costs	2,973	2,365
	<u>192,037</u>	<u>153,804</u>

	2024	2023
Staff	5	4
	<u>5</u>	<u>4</u>

No employee earned more than £60,000 during the year (2023: nil).

The total employee benefits including pension contributions of the key management personnel were £109,876 (2023:£78.898). 2024 represents 11 months of costs.

Key management personnel include the Artistic Director / CEO and Executive Director.

9. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £54 (2023:£237).

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

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

10. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2023 £
Income and endowments from:			
Donations and legacies	3,000	81,380	84,380
Charitable activities	293,776	-	293,776
Other income	58,527	-	58,527
Total	355,303	81,380	436,683
Expenditure on:			
Raising funds	(2,810)	-	(2,810)
Charitable activities	(342,445)	(81,380)	(423,825)
Total	(345,255)	(81,380)	(426,635)
Net income/expenditure	10,048	-	10,048
Reconciliation of funds			
Total funds brought forward	86,587	-	86,587
Total funds carried forward	96,635	-	96,635

11. Tangible fixed assets

Cost or valuation	Computer equipment £
At 01 April 2023	13,535
At 31 March 2024	13,535
Depreciation	
At 01 April 2023	9,568
Charge for year	3,523
At 31 March 2024	13,091
Net book values	
At 31 March 2024	444
At 31 March 2023	3,967

12. Debtors

	2024 £	2023 £
Amounts due within one year:		
Trade debtors	5,640	4,477
Other debtors	-	120,853
	5,640	125,330

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

13. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	7,365	1,766
Other creditors	5,629	2,727
Accruals and deferred income	29,469	108,285
	42,463	112,778

14. Movement in funds

Unrestricted Funds

	Balance at 01/04/2023	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2024
	£	£	£	£	£
<i>Designated</i>					
Arts Council England Activity	-	-	-	120,000	120,000
Operational Reserve	-	-	-	100,000	100,000
<i>General</i>					
General	96,635	520,250	(392,214)	(220,000)	4,671
	96,635	520,250	(392,214)	-	224,671

Unrestricted Funds - Previous year

	Balance at 01/05/2022	Incoming resources	Outgoing resources	Transfers	Balance at 31/03/2023
	£	£	£	£	£
<i>Designated</i>					
<i>General</i>					
General	86,587	355,303	(345,255)	-	96,635
	86,587	355,303	(345,255)	-	96,635

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

Purpose of unrestricted Funds

Operational Reserve

Monies set aside to support unexpected expenditure.

Arts Council England Activity

Arts Council England Activity: to be used for a community and young people's theatre project in September 2024.

General

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

Restricted Funds

	Incoming resources	Outgoing resources	Balance at 31/03/2024
	£	£	£
Young People's Projects	35,705	(35,705)	-
	35,705	(35,705)	-

Restricted Funds - Previous year

	Incoming resources	Outgoing resources	Balance at 31/03/2023
	£	£	£
Young People's Projects	81,380	(81,380)	-
	81,380	(81,380)	-

Purpose of restricted funds

Young People's Projects

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Young People's Projects

For young people's drama and theatre programmes.

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 31 March 2024

15. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	444	4,227	4,671
<i>Designated</i>			
Arts Council England Activity	-	120,000	120,000
Operational Reserve	-	100,000	100,000
	444	224,227	224,671

Previous year

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	3,967	92,668	96,635
<i>Designated</i>			
	3,967	92,668	96,635

Signature Certificate

Reference number: B2X5R-I7B7K-XHBYS-T84CQ

Signer

Email: janemacp@gmail.com
Shared via link

Sent:
Viewed:
Signed:

Timestamp

16 Dec 2024 16:24:22 UTC
16 Dec 2024 19:53:35 UTC
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Signature



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Location: Lambeth, United Kingdom

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ICON THEATRE

England & Wales - Charity number 1097311

Accounts

ICON

ICON THEATRE

Trustees' Report & Financial Statements

For the Period Ended 31 March 2023

Charity Number: 1097311

Company Number: 4579447 (England & Wales)

Icon Theatre
Trustees' Report & Financial Statements
For the Period Ended 31 March 2023

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Icon Theatre
Trustees' Report & Financial Statements
For the Period Ended 31 March 2023

REPORT OF THE TRUSTEES

Introductions

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the period 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 the Republic of Ireland (FRS 102) (effective 1 January 2019).

Icon Theatre
Trustees' Report & Financial Statements
For the Period Ended 31 March 2023

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity: Icon Theatre

Charity Registration Number: 1097311

Company Registration Number: 4579447

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

Ms N Alison

Ms A Fullman (Resigned June 15 2022)

Ms S Hamlet

Ms N Mitchell

Ms A Sargent (Chair of Trustees)

Ms T Siddiq Amin

Secretary

Ms N Hirst

Artistic Director/CEO

Ms N Hirst

Executive Director

Mr D King

Independent Examiners

Andrew M Wells FMAAT, Counterculture Partnership LLP, Unit NH.204, E1
Business Studios, 7 Whitechapel Road, London, E1 1DU

Principal Address

Icon Theatre, Admiral's Offices, Main Gate Road, The Historic Dockyard Chatham,
Medway ME4 4TZ

Approved by the Board of Trustees on 13 December 2023 and signed on its behalf
by:

Ms A Sargent, Chair of Trustees

OBJECTIVES AND ACTIVITIES

Principle Activities

1. To advance education for the public benefit by the promotion of the arts, in particular but not exclusively the art of drama.
2. To promote social inclusion for the public benefit by relieving the needs of those people who are socially excluded, assisting integration into society through the arts, in particular but not exclusively the art of drama.

Icon's mission is:

1. To transform disadvantaged lives through theatre and participatory arts.
2. To strengthen communities through engagement in creative programmes.

Activities undertaken to achieve mission:

Icon Theatre undertakes three main areas of activity:

1. **Creative programmes:** using the process of drama and theatre-making we support people, particularly young people, to develop transformational life-skills.
2. **Theatre productions:** we create high-quality theatre productions that prioritise telling stories from marginalised and under-represented communities.
3. **Artist and sector development:** we develop community and participatory theatre artists of the future by delivering professional development opportunities.

Strategies for achieving objectives

Vision

Icon Theatre's vision is of a society where socially excluded communities and young people are empowered by world-class theatre. We believe in democratising the arts, ensuring that everyone has access to the transformative power of creativity.

Creative process

Icon Theatre uses theatre as a catalyst to bring people together, empowering individuals and communities to tell their stories and in their own way. We listen deeply to those we work with, authentically reflecting diverse and inclusive perspectives in the theatre we stage and creative programmes we make.

Where We Work

Icon Theatre prioritises working in Kent, currently targeting areas in Medway and the district of Swale that rank in the top 10% for deprivation in England (Multiple Indices of Deprivation 2019). Since 2020, Icon has focussed on developing a new long-term

Icon Theatre
Trustees' Report & Financial Statements
For the Period Ended 31 March 2023

creative programme in Sheerness on the Isle of Sheppey, Kent's most deprived area where 54% of children are living in poverty (Children in Poverty Report Kent, 2022).

Participants

Icon Theatre is committed to using theatre to reach young people and adults affected by under-representation, systemic injustice, marginalisation, poverty, mental health, disability and involvement with the criminal justice system.

Partnerships

Icon Theatre has strong links to a range of local support agencies including All Saints Community Project, Medway African and Caribbean Association, Medway Voluntary Action, Medway Diversity Forum, Child Friendly Medway, local foster agencies, social services, individual youth workers, support workers and SEN Officers at local schools who regularly refer participants to our services.

Icon is proud to work in partnership and co-production with local and national arts organisations that enrich and strengthen our work, these include Novak, Theatre Royal Stratford East, ZooNation: The Kate Prince Company, The Gulbenkian, Dante or Die, IdeasTest, WildWorks and Royal Opera House. We support the local arts and cultural sector as active members of Creative Medway, the body which leads on and delivering Medway's Cultural Strategy, and as active members of both Medway and Swale's Cultural Education Partnerships.

Charity's aims for 2022-23

The charities main goals for the year were:

1. To develop, deliver and fundraise for the continuation of Icon's Young People's Programme.
2. To develop and present a new community theatre production with under-represented communities.

ACHIEVEMENTS AND PERFORMANCE

1. Achievements & Performance

In 2022-23, 1,180 socially excluded young people and adults participated in 163 Icon Theatre workshops. 80 young people were supported to develop creative careers, or to enter education, employment or training. 182 local people took part in Icon Theatre production *The Ballad of St John's Car Park* alongside 54 professional freelance creatives including Fringe First Award-winning writer, Tabby Lamb; projection designer Gino Ricardo Green, and actor David King-Yombo. In 2022-23, 1,405 people were supported to watch an Icon Theatre production through free or subsidised tickets.

2. Relationships

This year, Icon Theatre maintained relationships with major funders for revenue activity including Arts Council England and Medway Council. During the year we secured new significant funders including Colyer-Fergusson Charitable Trust and Henry Smith Charity. Icon's application to join Arts Council England National Portfolio 2023-26 was successful, enabling a three-year grant which will support some of Icon Theatre's core and project delivery costs.

3. Young People's Programme

Icon Theatre's young people's programme continued to be designed and developed by Icon's Creative Council, a group of young people who meet monthly with the staff team.

Supporting young people to enter education, training or employment

- **Backstage and Technical Training:** 26 young people aged 13 to 18 took part in a week-long pilot of Icon's Backstage and Technical Theatre Training programme at The Brook and Central Theatres, learning about lighting, sound and stage management.
- **The Ballad of St John's Car Park:** 102 Young people took part performing or in backstage training roles, alongside the professional creative team, on theatre production, *The Ballad of St John's Car Park*.
- **Pathways Programme:** 26 youth theatre attendees at risk of exclusion or not in education, training or employment took part in one-to-one mentoring sessions and were supported to identify and access education, employment or training opportunities.
- **Arts Award:** 28 young people achieved their Arts Award, a national accredited qualification.
- **Young Producers and Apprenticeships:** two 8-week producer placements supported two young people aged 17 to gain their first paid employment. Icon also hosted a 12-month Production and Administration Assistant, funded by Creative Estuary, who was offered their first paid permanent role in the company.

Targeted young people's programmes

- **Theatre Club (Holiday and Food Programme):** 134 young people aged 8 to 14, on free school meals, benefited from a week-long theatre programme including acting, dance, puppetry and a nutritious hot or cold meal each day.
- **Big Dreams:** 18 deaf and hearing young people worked with deaf-led theatre company *D-Live* to create a theatre piece exploring the unique experiences and challenges faced by D/deaf young people.

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- **Cookham Wood Theatre Programme:** 10 young people aged 16 to 24 took part in a term-time weekly drama programme at Cookham Wood Young Offenders' Institute.

Other projects and programmes

- **Icon Youth Theatre:** Medway and Sheerness Youth Theatre Club (est. 2011 and 2019) run weekly in term time and are situated in the highly deprived Gillingham North and Sheerness neighbourhoods. The clubs reach 100 participants aged 8 to 18. The year's work culminated in a Youth Theatre Festival at Glassbox Theatre, enjoyed by an audience of 402.
- **Sheppey Shadows:** 50 young people on the Isle of Sheppey worked with acclaimed artist Fin Kennedy (Applied Stories) to create an audio-drama based on their experiences of living on the island. The drama was shared with audiences at Sheppey Matters Healthy Living Centre as part of the Queen's Jubilee Celebrations.
- **The Sea & Me:** 21 young people created a permanent mural on Sheerness seafront on the Isle of Sheppey, led by Icon and artist Richard Jefferies.
- **National Youth Dance Company:** Icon supported 18 Icon participants to attend National Youth Dance Company's first auditions in Medway. 2 dancers from Medway were accepted to join the 2023 cohort led by Wayne McGregor.

Schools programme

- Icon works with the state-funded secondary schools in Medway with the highest number of Disadvantaged Children (defined by Compare Schools Performance). 600 young people were introduced to the world of theatre and 36 teachers developed their practice through continued professional development sessions, including support for schools to achieve Arts Awards and ArtsMark.

Theatre31

- 2022 saw the conclusion of Icon's three-year youth-led *Theatre31* Youth Performance Partnership programme funded by Medway Council and Arts Council England. The programme was setup to pilot new youth-led approaches to arts access and participation in areas of high deprivation and low arts engagement, trialling feasibility for a future regional or national delivery model. The programme was designed and developed through the consultation of 700 young people and included a youth panel, youth theatres, theatre trips, projects with schools, the opportunity to achieve nationally recognised qualifications and to work with highly regarded specialist artists and companies. Theatre31 enabled 4,662 individuals to experience performing arts opportunities. The programme won the Editor's Award and the

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Music Drama and Education Awards in 2022 and the models developed through the programme now shape local and national art policies, recently through the publication *Co-Creation with Young People: Guiding Principles*.

“The programme is exemplary” Music & Drama Education Awards

"Over the years Icon has supported me to build my confidence and cope with what life throws at me much better. I've just finished at college and am applying for drama school" Participant.

4. Community Theatre Productions

The Ballad of St John's Car Park

The Ballad of St John's Car Park was a large-scale immersive community theatre production performed in the basement of St George's Hotel in Chatham. Commissioned by Arts Council England, Medway Council and Creative Estuary, the production told a unifying story about moments in Medway's history that have been transformed by the activism of underrepresented groups. Stories included the protested closure of Chatham Dockyard in 1984, the Black Lives Matter movement's 2020 campaign to rename a local car park that commemorated a prominent slave trader, and the LGBTQ+ community's battle to establish Medway Pride. *The Ballad of St John's Car Park* was created and directed by Icon's Artistic Director Nancy Hirst through a process of co-creation, and brought a high-profile creative team, including Fringe First Award-winning writer, Tabby Lamb; projection designer Gino Ricardo Green, and actor David King-Yombo into collaboration with local communities and young people.

The production in numbers

- 20 residents, 102 young people and 5 schools took part.
- 62 community workshops took place.
- 1,003 people watched the production.
- 54 freelance artists, production and backstage roles were employed.

Feedback on The Ballad of St John's Car Park

- 98% of audiences rated the production 'Good' or 'Very Good' (84% of responded 'Very Good')
- 95% agreed that the performance was unique.

“A stunning and incredibly moving show.” Audience

“The unique thing about performing with Icon is the way the company are able to integrate professional and community casts into a real team that perform together and encourage each other.” Community Cast Member.

5. Diversity, Equity and Inclusion

Diversity, Equity and Inclusion (DE&I) is at the heart of Icon Theatre's mission, and we continued to actively embed it across all areas of the organisation. Community theatre production *The Ballad of St John's Car Park* told stories of local Black Lives Matter, Trans Rights and working-class activism in Chatham, supporting us to diversify the artists and participants we work with and the audiences who attended. We worked on increasing access for D/deaf young people by running a theatre and film programme for hearing and D/deaf young people. Additionally, the evaluation report for *Theatre31* praised the success Icon had in developing youth-led models for under-represented young people to access and participate in the arts.

In 2022-23:

- **Our artists were** 17% Global Majority, 8% LGBTQ+, 14% D/deaf or disabled and 68% from low socio-economic backgrounds.
- **Our participants were** 13% Global Majority, 7% LGBTQ+, 17% D/deaf or disabled and 86% from low-socio economic backgrounds.
- **Our audiences were** 9% Global Majority, 9% LGBTQ+, 21% D/deaf or disabled and 74% from low socio-economic backgrounds.
- **Our trustees and leadership team were** 29% Global Majority, 0% D/deaf or disabled, 29% LGBTQ+ and 86% from low socio-economic backgrounds.

“[the leading role] was amazing, as a fellow Trans person I really connected with them. Seeing that they studied at Rose Bruford has pushed me to audition there. I would love to get involved in Icon shows in the future.” Audience

6. Temporary Closure of The Brook Theatre, Chatham

Icon Theatre's home, The Brook Theatre Chatham temporarily closed for a three-year refurbishment, relocating the company to new premises at The Historic Dockyard Chatham. This closure also meant Icon Theatre did not create its annual festive production for early years audiences at the venue for the first time in over a decade.

FUTURE PLANS

1. Young People's Programme 2023-24

Icon Theatre will build on what was learned through the evaluation of the three-year *Theatre31* young people's programme, continuing to focus on widening arts access

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and participation in areas of high disadvantage and low arts engagement. The programme will remain under the design and development of our Creative Council, a group of young people who meet with Icon's staff team monthly. We will focus on developing our work with young people in Sheerness, Kent's most deprived area where 54% of children are living in poverty (Children in Poverty Report – Kent). Remarkably, Icon stands as the sole provider offering free theatre opportunities in this area, making our presence there crucial.

2. Community Theatre Productions 2023-24

Icon Theatre will stage a large-scale community theatre production in partnership with critically acclaimed dance company, ZooNation: The Kate Prince Company, Amina Khayyam Dance Company, The Historic Dockyard Chatham, and 200 local residents and young people. Taking place in the 40th anniversary year of Chatham Dockyard's closure, this production is inspired by oral histories from people working at the former Dockyard during its final days and will tell untold stories about the 400-year-old site and its colonial legacy.

3. Equity, Diversity and Inclusion 2023-24

In early 2023, Icon Theatre reflected on our equity, diversity and inclusion journey more deeply. It was recognised that whilst the company had taken significant strides in its artistic programme, if the company was to deliver its charitable mission effectively into the future, Icon Theatre needed to look more deeply at the systemic inequalities embedded in our productions, programmes and wider organisation.

The outcome of that reflection was a refreshed and renewed 360-degree Equity, Diversity and Inclusion Strategy for 2023-26, covering all areas of our work, with five aims and one key target: to increase the diversity participants, audiences, employees, creative freelancers and board, with a specific focus on Global Majority, D/deaf and disabled people and those from low socio-economic backgrounds.

4. Sustainability 2023-24

Icon Theatre is committed to reducing its impact on the environment and to using the arts to inspire others to do the same. The company has a strong track-record in this area, reusing or recycling all costumes and props from productions. Icon regularly incorporates sector best practice from *The Green Book* and in 2023 will develop a new data-led strategic approach to sustainability in collaboration with sector support organisation, Julie's Bicycle.

5. Fundraising activities and objectives 2023-24

Icon Theatre's confirmed multi-year grants from Arts Council England, Henry Smith Charity (concludes 2024), Colyer-Fergusson Charitable Trust (concludes 2024) and the Harold Hyam Wingate Foundation (concludes 2025) represent

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approximately 45% of annual turnover. We will continue to fundraise from trusts and foundations and lottery funders, and by working in partnership with local authorities on joint initiatives. Icon's policy is to fundraise the total amount for each project or programme at least three months before initiation of activities. We set fundraising objectives at the start of each year and regularly review them, which allows us to deliver the programmes and activities we believe are most needed.

FINANCIAL REVIEW

Income and Expenditure

This year, 81% of Icon's £436,683 income was achieved through earned income from commissions, tenders and contracts. The remainder came from donations, gifts and grants. The expenditure was £426,635, achieving a surplus of £10,048. This was a decrease on the previous financial year's turnover (£572,970), reflecting the significant increase in our rescheduled activity in 2021-22 after the lifting of Covid-19 restrictions and the successful completion of *Theatre31*.

Reserves

As a result of ongoing sector challenges arising from the Covid-19 crisis, the wider economy and those specific to the performing arts sector, the trustees continue to target a level of free reserves equivalent to three months' turnover based on the average of the previous three years. Based on the average of the turnover from financial years ending 2020, 2021 and 2022 this is now £94,456. Currently Icon's free reserves are £96,635.

Icon's reserves policy is to maintain a level of reserves that trustees believe to be consistent both with ongoing financial stability, alongside maximum utilisation of resources for the delivery of activities. The level of reserves is reviewed annually by trustees. Trustees have the power to designate reserves to funds for specific activities or to meet certain objectives.

Financial impact of significant events and activities

Icon's home, The Brook Theatre Chatham temporarily closed for a three-year refurbishment, relocating the company to new premises at The Historic Dockyard Chatham. As a result, for the first time in over a decade, Icon did not create its annual festive production for early years audiences, resulting in a small reduction of income (approximately, £9,000). The company is working to find a new venue and partners for future years. The decision by HMRC to extend the uplifted Theatre Tax Relief rate at 45% meant the company benefited from additional income.

Principal risk and uncertainties facing the charity

The Trustees assess the principal risks and uncertainties facing Icon Theatre and the mitigating actions required on a quarterly basis. The current principal risks are:

- 1. Economic: The ongoing impact of high inflation, the cost-of-living crisis and increased energy costs on delivery, as well as the increasingly challenging funding climate including budgetary restraints of local authorities.**

Risk management and mitigation includes:

- Flexible planning processes
- Regular dialogue with key partners and funders
- Continuing a multi-agency approach to achieve a diverse range of income.
- Continuing to build free reserves.
- Using multi-year contracts or agreements
- Seeking to increase earned revenue for services and ticket income as a percentage of the organisation's turnover.
- Support partners and local authorities to secure additional external funding as part of long-term project development.

Trustees are currently satisfied that this approach will enable Icon Theatre to continue to achieve our fundraising goals over the foreseeable future.

2. Loss of key members of senior management staff

Like many charities of our size there is a reliance on a small executive team. The impact of losing the Artistic Director/CEO and Executive Director would be considerable. Development of the wider team and Board has helped offset this risk.

Risk management and mitigation includes:

- Comprehensive business planning
- Extended notice period for Directors
- Building strong network of freelancers and key collaborators to draw on as needed.

Trustees are currently satisfied that this approach mitigates this risk.

GOING CONCERN

PUBLIC BENEFIT STATEMENT

The Trustees have reviewed this Charity Commission guidelines on public benefit and are satisfied that the charity provides public benefit in line with this guidance.

Icon Theatre
Trustees' Report & Financial Statements
For the Period Ended 31 March 2023

Summary

Icon Theatre is ending the year 2022-2023 in a strong financial position, and we are looking forward to expanding and developing our participation and theatre production activities next year. 2023-24 will see Icon work with a more diverse range of partners, deepening our work with communities, young people and audiences.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Recruitment and appointment of trustees

Icon Theatre recruits trustees through an open and transparent recruitment process. We identify skills needed on the Board through an annual skills audit. A Person Specification and Job Description are then drawn up, and adverts are placed in a variety of national and local outlets, to secure the best range of candidates, which reflect the diversity of contemporary Medway. Potential trustees apply in writing, and shortlists for interview are made through assessment against the Person Specification.

New trustees are proposed at quarterly meetings, and their proposal is discussed by existing trustees. Potential trustees observe at board meetings, at the end of which, a vote is taken as to whether to appoint them as a new trustee. New trustees receive copies of Icon's policies and business plan and are briefed on the structure and operations of the company. Away Days for the board and senior management provide additional ongoing opportunities for reflection, training and continuing professional development.

Staffing

In 2022-23 Nancy Hirst was founder and Artistic Director/CEO and Daniel King Executive Director. On conclusion of our three-year young people's programme *Theatre31*, the company was restructured and now includes, in addition to the Directors, a Creative Engagement Manager (part-time), Producer (part-time) and Production and Administration Co-Ordinator (part-time). The company is supported by freelance facilitators, producers, artists and creatives.

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Volunteers & work placements

Icon Theatre has an ongoing volunteer and work placements programme and provides regular opportunities for young people to observe and assist on various aspects of our projects and productions.

Management structure

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

Key management remuneration

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

Icon Theatre
Independent Examiners Report to the Trustees
For the period ended 31 March 2023

I report to the trustees on my examination of the accounts of the charitable company for the period ended 31 March 2023.

Responsibilities and basis of report

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

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

Independent examiners statement

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

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

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

Icon Theatre
Statement of Financial Activities (including Income and Expenditure Account)
For the period ended 31 March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 £	2022 £
Income and endowments from:					
Donations and legacies	2	3,000	81,380	84,380	55,752
Charitable activities	3	293,776	-	293,776	509,471
Investments		-	-	-	120
Other income		58,527	-	58,527	62,326
Total		355,303	81,380	436,683	627,669
Expenditure on:					
Raising funds		(2,810)	-	(2,810)	(5,253)
Charitable activities	4/5	(342,445)	(81,380)	(423,825)	(567,717)
Total		(345,255)	(81,380)	(426,635)	(572,970)
Net income/expenditure		10,048	-	10,048	54,699
Reconciliation of funds					
Total funds brought forward		86,587	-	86,587	31,888
Total funds carried forward		96,635	-	96,635	86,587

Icon Theatre
Statement of Financial Position
As at 31 March 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	11	3,967	2,077
		3,967	2,077
Current assets			
Debtors	12	125,330	79,351
Cash at bank and in hand		80,116	189,263
		205,446	268,614
Creditors: amounts falling due within one year	13	(112,778)	(184,104)
Net current assets		92,668	84,510
Total assets less current liabilities		96,635	86,587
Net assets		96,635	86,587
The funds of the charity			
Unrestricted income funds	14	96,635	86,587
Total funds		96,635	86,587

For the period ended 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

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

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

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Icon Theatre
Notes to the Financial Statements
For the period ended 31 March 2023

1. Accounting Policies

Basis of accounting

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

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

The financial year end of the Charity was changed from 30 April to 31st March. Accordingly, the current financial statements are prepared for 11 months from 1st May 2022 to 31st March 2023.

Going concern

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

Funds

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

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

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

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

Incoming resources

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

Resources expended

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

Taxation

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

Tangible fixed assets

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

Computer equipment	50% Straight line
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Debtors

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

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

Irrecoverable VAT

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

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
Grants received	3,000	81,380	84,380	55,752
	3,000	81,380	84,380	55,752

Analysis of grants received

	2023	2022
	£	£
Arts Council England	29,500	-
Colyer-Fergusson Charitable Trust	11,000	-
Creative Estuary	-	6,470
Harold Hyam-Wingate Foundation	1,000	-
Kent Community Foundation	2,000	8,000
Medway Council	20,340	23,860
Other Grants	12,540	2,421
The Ashley Family Foundation	5,000	-
The Cole Charitable Trust	1,500	-
The Edgar E Lawley Charitable Trust	1,500	-
	84,380	40,751

3. Income from charitable activities

	2023	2022
	£	£
Unrestricted funds		
<i>Projects and Productions</i>		
Theatre Productions and Projects	86,602	102,355
Commissions	60,000	-
Young People's and Community Programme	147,174	407,116
	293,776	509,471
	293,776	509,471

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

4. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2023	2022
	£	£	£	£
Projects and Productions	299,201	81,380	380,581	525,434
Support costs	43,244	-	43,244	42,283
	342,445	81,380	423,825	567,717

5. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2023	2022
	£	£	£	£
Support costs				
Projects and Productions	380,581	43,244	423,825	567,717

6. Analysis of support costs

	2023	2022
	£	£
Projects and Productions		
Depreciation	3,525	1,877
Finance	5,711	6,428
IT	3,493	5,221
Sundry and Travel	5,339	-
Marketing and Communications	2,185	15,426
Company development	3,000	-
Access Costs	8,000	-
Administration Costs	1,245	-
Insurance	1,492	941
Office Overheads	7,217	10,630
Governance costs	2,037	1,760
	43,244	42,283

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

7. Net income/(expenditure) for the period

This is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of owned fixed assets	3,525	1,877
Accountancy fees	1,800	1,621
Staff pension contributions	2,365	2,862
	<u> </u>	<u> </u>

8. Staff costs and emoluments

Total staff costs for the period ended 31 March 2023 were:

	2023	2022
	£	£
Salaries and wages	141,107	164,994
Social security costs	10,332	10,754
Pension costs	2,365	2,862
	<u>153,804</u>	<u>178,610</u>

No employee earned more than £60,000 during the year (2022: nil).

The total employee benefits including pension contributions of the key management personnel were £78,898 (2022: £65,049). Key management personnel include the Artistic Director / CEO and Executive Director.

	2023	2022
Staff	4	6
	<u>4</u>	<u>6</u>

9. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £237 (2022:£138).

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

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

10. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2022 £
Income and endowments from:			
Donations and legacies	38,282	17,470	55,752
Charitable activities	509,471	-	509,471
Investments	120	-	120
Other income	62,326	-	62,326
Total	610,199	17,470	627,669
Expenditure on:			
Raising funds	(5,253)	-	(5,253)
Charitable activities	(550,247)	(17,470)	(567,717)
Total	(555,500)	(17,470)	(572,970)
Net income/expenditure	54,699	-	54,699
Reconciliation of funds			
Total funds brought forward	31,888	-	31,888
Total funds carried forward	86,587	-	86,587

11. Tangible fixed assets

Cost or valuation	Computer equipment £
At 01 May 2022	8,394
Additions	5,141
At 31 March 2023	13,535
Depreciation	
At 01 May 2022	6,317
Charge for period	3,251
At 31 March 2023	9,568
Net book values	
At 31 March 2023	3,967
At 30 April 2022	2,077

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

12. Debtors

	2023	2022
	£	£
Amounts due within one year:		
Trade debtors	4,477	17,025
Other debtors	120,853	62,326
	125,330	79,351

2023 debtors include Theatre Tax Relief 2021-22 (£62,326) and Theatre Tax Relief 2022-23 (£58,257).

13. Creditors: amounts falling due within one year

	2023	2022
	£	£
Trade creditors	1,766	28,150
Other creditors	2,727	26,488
Accruals and deferred income	108,285	129,466
	112,778	184,104

14. Movement in funds

Unrestricted Funds

	Balance at 01/05/2022	Incoming resources	Outgoing resources	Balance at 31/03/2023
	£	£	£	£
<i>General</i>				
General	86,587	355,303	(345,255)	96,635
	86,587	355,303	(345,255)	96,635

Unrestricted Funds - Previous year

	Balance at 01/05/2021	Incoming resources	Outgoing resources	Balance at 30/04/2022
	£	£	£	£
<i>General</i>				
General	31,888	610,199	(555,500)	86,587
	31,888	610,199	(555,500)	86,587

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

Purpose of unrestricted Funds

General

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

Restricted Funds

	Incoming resources	Outgoing resources	Balance at 31/03/2023
	£	£	£
General	81,380	(81,380)	-
	81,380	(81,380)	-

Restricted Funds - Previous year

	Incoming resources	Outgoing resources	Balance at 30/04/2022
	£	£	£
General	4,470	(4,470)	-
Young People's Projects	13,000	(13,000)	-
	17,470	(17,470)	-

Purpose of restricted funds

General

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Young People's Projects

For young people's drama and theatre programmes.

15. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	3,967	92,668	96,635
	3,967	92,668	96,635

Icon Theatre
Notes to the Financial Statements Continued
For the period ended 31 March 2023

Previous year

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	2,077	84,510	86,587
	2,077	84,510	86,587

ICON THEATRE

England & Wales - Charity number 1097311

Accounts

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

Icon Theatre

Report of the Trustees and Unaudited Financial Statements

For the year ended 30 April 2022

Icon Theatre
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For the year ended 30 April 2022

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Icon Theatre
Report of the Trustees
For the year ended 30 April 2022

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 30 April 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 the Republic of Ireland (FRS 102) (effective 1 January 2019).

Icon Theatre
Report of the Trustees Continued
For the year ended 30 April 2022

OBJECTIVES AND ACTIVITIES

Vision

Our vision is of communities and young people empowered by theatre.

Mission

Icon's mission is to deliver drama and theatre programmes that support participants to gain social, professional and creative skills that lead to education and employment opportunities, transform lives and strengthen communities. Icon focuses on addressing inequalities to access and participation in the performing arts, prioritising marginalised communities and socially excluded young people.

What we do

Icon delivers its charitable mission through four core strands of activity: (i) a youth-led young people's programme, (ii) participatory theatre productions, (iii) theatre productions for early years children, (iv) developing participatory artists of the future.

Icon believes in the transformative power of co-creation. All strands of activity are developed by, for and with the communities and young people we work with, placing their stories, experiences, opinions, strengths and networks at the heart of what we do and how we work.

i. Youth-Led Young People's Programme

Icon offers young people aged 8 to 25 ongoing and project-based creative and performing arts programmes including drama clubs, digital and technical theatre training, creative industries work experience programmes, theatre trips, projects with schools, and the opportunity to achieve nationally recognised qualifications.

Our young people's work targets those with no or low access to creative and performing arts, often those who find themselves at the margins of society through poverty, social isolation, life in care and the criminal justice system.

Icon's young people's programme is youth-led and places young people's voices, interests and opinions at the heart of its design and delivery. Participants are empowered to take decisions on everything from the subject-matter of the work they create to the artists they collaborate with.

Participants on Icon's programmes have the opportunity to work with highly regarded artists and companies such as Dante or Die, Lady Unchained and Novak.

Icon is recognised as a leading national voice in youth-led creative practice. In 2019, the company was selected to run one of five national Youth Performance Partnership programmes for Arts Council England (ACE), and in 2022 was awarded the coveted Editor's Award at the Music Drama and Education Awards.

"Over the years Icon has supported me to build my confidence and cope with what life throws at me much better. I've just finished at college and am now applying for university - I definitely wouldn't have done this without the support from the people at Icon". - Participant

ii. Participatory Theatre Productions

Icon creates acclaimed large-scale, site-specific, promenade and outdoor participatory theatre productions by bringing professional theatre-makers, local communities and young people into collaboration.

The productions tell important unheard stories with national and global relevance. Developed with participants, they place their voices, stories and talents centre-stage. The productions are intergenerational, open to everybody and involve local groups, organisations and individuals who contribute on their own terms.

The productions are staged in everything from old forts to castles, riversides to old pubs. By staging theatre with communities and young people on their terms, in unusual and surprising locations, and about stories that matter to them, we attract hundreds of participants and thousands more as audiences.

Icon Theatre
Report of the Trustees Continued
For the year ended 30 April 2022

Icon uses its productions as an engine for developing young people's skills and artists of the future, offering work experience and paid placements.

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

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

iii. Developing Participatory Artists of the Future

Icon recognises the unique and specialist skills of professional artists who deliver creative and performing arts programmes with communities and young people. We support the development of emerging and established practitioners by offering professional development opportunities, enriching the sector with a highly skilled generation.

iv. Theatre Productions for Early Years Children

Icon is regularly commissioned to create much-loved interactive theatre productions for early year's children.

Statement on public benefit

The trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The charity provides public benefit by advancing education by the promotion of arts, in particular but not exclusively the art of drama. A summary of the major work and assistance provided by the charity is contained in its website at www.icontheatre.org.uk where its services are outlined.

The Trustees have reviewed the Charity Commission guidelines on public benefit and are satisfied that the charity provides public benefit in line with this guidance.

Icon Theatre
Report of the Trustees Continued
For the year ended 30 April 2022

ACHIEVEMENTS AND PERFORMANCE

Theatre31 (Youth-Led Young People's Programme)

"Children have the right to relax and play, and to join in a wide range of cultural, artistic and other recreational activities" - Article 31 of the UN Convention on the Rights of a Child

Theatre31 is a major three-year young people's performing arts programme for Medway and Sheppey. Inspired by the idea that cultural and artistic activities are the right of every young person, Theatre31 works to enable children with no or low access to culture to take part in free performing arts activities.

The Theatre31 programme is designed and delivered by its young participants and includes youth theatres, a young artist panel, workshops, artist commissions, technical training, performance opportunities, visits to the theatre, careers advice and an extensive schools programme. Through participation in Theatre31 young people are supported to develop personal, social, professional and creative skills that lead to education and employment opportunities.

Theatre31's work mainly takes place in deprived areas of Medway and Sheppey, often working with young people who find themselves at the margins of society through poverty, social isolation, life in care and the criminal justice system.

Between June 2019 and April 2022, Theatre31 delivered more than 830 events and engaged over 4500 participants.

Commissions and activities during 2021-22 included:

- Young People's Theatre Programme at Cookham Wood Young Offender's Institute - an ongoing participatory programme led by spoken-word artist Lady Unchained, focusing on spoken word, poetry and creating a radio show.
- A new commission for Square Pegs Theatre Company, an award-winning charity working with children, young people and adults who have learning disabilities, autism and social communication difficulties, to launch a new drama club in Medway.
- A new commission for deaf-led theatre company D-Live to create 'Big Dreams', a new film and theatre project exploring the unique experiences and challenges faced by deaf young people.
- Three new youth theatre bases were launched in disadvantaged communities in Hoo, Sheppey and Gillingham, running free weekly classes, school holiday workshops, and a Summer Youth Theatre Festival.
- Young Artist Collective - an ongoing steering panel meet regularly to lead the development of the Theatre31 programme and to develop their own creative projects and practice.
- Continuing Professional Development opportunities, sessions and training events for primary and secondary school teachers, including support for Artsmark and Arts Awards delivery.
- Young people from across the programme were invited to perform or take backstage training roles shadowing the professional creative team on Icon's major theatre production, 'If Not Now'.

Independently evaluated by eminent arts researcher Susan Potter, Theatre31's mid-term impact report has demonstrated a range of significant beneficial impacts on young people, including:

- 82% of young people strongly agreed/agreed their confidence had improved
- 78% of young people strongly agreed/agreed their communication skills had improved
- 80% of young people strongly agreed/agreed they felt proud of what they had achieved
- 89% of young people strongly agreed/agreed they were better at working in a group
- 84% of young people strongly agreed/agreed they are better able to express their ideas

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

Theatre31 is one of five national Youth Performance Partnerships (YPP) funded by Arts Council England in partnership with Medway Council, Kent County Council & ROH Bridge, with support from the Medway and Sheppey LCEPs (Local Cultural Education Partnerships).

'If Not Now' (Participatory Theatre Production)

In February 2022 Icon produced its first participatory theatre production since the Covid-19 pandemic. 'If Not Now' was a large-scale outdoor movement and dance-based production featuring 187 performers, extraordinary projection mapping on the walls of Rochester Castle by Novak, original new music and spoken word.

Icon Theatre

Report of the Trustees Continued

For the year ended 30 April 2022

The production was created and performed by professional performers and theatre-makers alongside a company of over 200 people from local communities. 58 community workshops took place to create the production, working with 4 schools and 200 young people.

Inspired by moments in history that have launched remarkable social change, 'If Not Now' gave a voice to local stories and explored how communities can come together to challenge and transform poverty, prejudice and the climate crisis.

The production was co-commissioned by Icon Theatre and Medway Council for Medway Light Nights 2022 and attracted audiences of 20,000. 100% of audiences and participants rated the quality of 'If Not Now' as 'very good' (87.9%) or 'good' (12.1%).

"This particular show was absolutely incredible to be part of. A true community feel. The actual performances were unlike anything I've ever been part of. You could feel the joy and pride charging through the air. A once in a lifetime experience for an amateur performer. Thank you so much". - Participant

"'If Not Now' had me crying. It was beautiful and gave me hope for the future" - Audience Member

'Little Fox's Christmas Garden' (Early Years Theatre Production)

'Little Fox's Christmas Garden' was our eleventh annual commission from Medway Council to create a new Christmas show for early years audiences at the Brook Theatre (Chatham), working in partnership with Play on Words Theatre and LoopDance. The production was designed for ages 3 to 6 and offered an interactive, multi-sensory promenade production with original new music, contemporary dance, a talking tree and a very bouncy little fox! We were particularly pleased that audiences successfully rebounded after Covid-19, with 'Little Fox's Christmas Garden' selling over 6000 tickets.

Transitioning out of the Covid-19 Pandemic

During this year, as lockdown ended and the UK continued to progress towards coming out of Covid-19, we were able to restart many live activities that had been suspended or paused during the previous twelve months, including much of the Theatre31 programme. This led to a significant increase in our activity and turnover, which is reflected in the financial review below - particularly in comparison to the previous year. The much-needed temporary increase in Theatre Tax Relief rates (introduced to mitigate the longer-term impact on the performing arts industry) significantly supported our turnover this year.

Fundraising Activities and Objectives

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

FINANCIAL REVIEW

Significant Events

The lifting of Covid-19 restrictions meant we were able to realise significant income that had been suspended during the pandemic, particularly through our Theatre31 young people's programme. This meant our turnover achieved £627,668 a significant increase on the previous financial year (£233,051). The substantial temporary increase in Theatre Tax Relief (from 20% to 45%) supported us to achieve an overall surplus of £54,698, securing a much-needed increase in our reserves in line with our increased turnover and stated reserves policy.

Income

This year, 91% of Icon's £627,668 income was achieved through earned income from commissions, tenders and contracts. The remainder came from donations, gifts and grants.

Expenditure

This year's expenditure was £572,970, again reflecting a significant increase from the previous financial year (£231,594), reflecting the significant increase in our activity after the lifting of Covid-19 restrictions.

Icon Theatre
Report of the Trustees Continued
For the year ended 30 April 2022

Reserves

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

The trustees continue to target a level of free reserves equivalent to three months' turnover based on the average of the previous three years. These costs include core commitments such as rent, salaries, overheads and administration, as well as project and staff costs. Based on the average of the turnover of the previous three years, this is now £94,454. Currently Icon Theatre's reserves are £86,586. We plan to achieve the difference over the next 12 months.

Financial impact of significant events and activities

This year, all activities were supported by trusts, foundations, local authority partnership working and Lottery funding. All programmes had raised full funds to support activity before we started delivery, which mitigated against any potential negative financial impact of events and activities delivered during this year. Due to Covid-19 restrictions lifting during this year, several funded projects and productions which had been cancelled or postponed were able to go ahead, which significantly increased Icon's turnover during this year.

Principal risk and uncertainties facing the charity

The Trustees assess the principal risks and uncertainties facing Icon Theatre and review these, and the mitigating actions required, on a quarterly basis. The current principal risks are the potential for the impact of high inflation, the cost-of-living crisis and increased energy costs on delivery, as well as the increasingly challenging funding climate. Trustees are currently satisfied that our multi-agency approach to fundraising and service contracts, as well as the support of many small trusts and foundations will enable Icon Theatre to continue to achieve our fundraising goals over the foreseeable future.

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

Going concern

Since April 2022, Theatre31 has successfully completed, with over 5000 young people engaging in performing arts activities by programme completion. The programme won the coveted Editor's Award at the Music & Drama Education Awards. We are continuing to deliver the most effective and impactful strands of activity from the programme, supported both by Arts Council England and continued further fundraising.

In October 2022, we produced a large-scale participatory theatre production 'The Ballad of St John's Car Park', an immersive theatre production celebrating the positive power of protest in Medway, created and performed by a company of professional performers alongside 200 people and young people from local communities.

We are pleased to announce that Icon Theatre has been accepted into Arts Council England's National Portfolio 2023-26 alongside the country's leading arts organisations; this secured a 3-year investment that will support the charity to continue its work delivering performing arts programmes and widening access and participation. We will continue to explore new funding and partnership opportunities focusing on achieving sustainable revenue streams and increasing our income generation activities.

Summary

Icon Theatre is ending the year 2021-2022 in a good financial position, and we are looking forward to expanding and developing our participation and theatre production activities. We are confident that our work in the coming year will see Icon working with a more diverse range of partners to reach more communities, young people and audiences than ever before.

Icon Theatre
Report of the Trustees Continued
For the year ended 30 April 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Recruitment and appointment of trustees

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

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

Staffing

In 2021-22 Nancy Hirst was founder and Artistic Director/CEO, joined in September 2021 by Daniel King, Executive Director. A Head of Programme and two full-time Youth Theatre Facilitators were supported by part-time and freelance facilitators, producers and artists working on a project basis to deliver our programme. A freelance production and artistic team of up to thirty people work on each new production.

Volunteers and work placements

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

Management structure

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

Key management remuneration

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

Referrals and Links

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

Icon Theatre
Report of the Trustees Continued
For the year ended 30 April 2022

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Icon Theatre
Charity registration number	1097311
Company registration number	04579447
Principal address	The Brook Theatre Old Town Hall Chatham Kent ME4 4SE

Trustees

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

Ms N Alison
Ms T Siddiq Amin
Ms A Fullman (resigned June 15 2022)
Ms S Hamlet
Ms N Mitchell
Ms A Sargent, Chair of Trustees

Secretary

Ms N R Hirst

Independent examiner

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

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

.....

Ms A Sargent (Chair)

26/1/2023

Icon Theatre
Independent Examiners Report to the Trustees
For the year ended 30 April 2022

I report to the trustees on my examination of the accounts of the charitable company for the year ended 30 April 2022.

Responsibilities and basis of report

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

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

Independent examiners statement

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

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

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

27/1/2023

Icon Theatre
Statement of Financial Activities (including Income and Expenditure Account)
For the year ended 30 April 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 £	2021 £
Income and endowments from:					
Donations and legacies	2	38,281	17,470	55,751	53,320
Charitable activities	3	509,471	-	509,471	179,731
Investments		120	-	120	-
Other income		62,326	-	62,326	-
Total		610,198	17,470	627,668	233,051
Expenditure on:					
Raising funds		(5,253)	-	(5,253)	-
Charitable activities	4/5	(550,247)	(17,470)	(567,717)	(231,594)
Total		(555,500)	(17,470)	(572,970)	(231,594)
Net income/expenditure		54,698	-	54,698	1,457
Reconciliation of funds					
Total funds brought forward		31,888	-	31,888	30,431
Total funds carried forward		86,586	-	86,586	31,888

Icon Theatre
Statement of Financial Position
As at 30 April 2022

	Notes	2022 £	2021 £
Fixed assets			
Tangible assets	11	2,077	1,637
		2,077	1,637
Current assets			
Debtors	12	79,351	13,999
Cash at bank and in hand		189,262	72,650
		268,613	86,649
Creditors: amounts falling due within one year	13	(184,104)	(56,398)
Net current assets		84,509	30,251
Total assets less current liabilities		86,586	31,888
Net assets		86,586	31,888
The funds of the charity			
Unrestricted income funds	14	86,586	31,888
Total funds		86,586	31,888

For the year ended 30 April 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

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

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

 Ms A Sargent (Chair)
 Trustee 26/1/2023

Icon Theatre
Cashflow Statement
For the period ended 30 April 2022

	2022	2021
Cash flow from operating activities		
Cash generated from operations	118,929	56,505
Dividends, interest and rent from investments	-	-
Purchase of tangible assets	<u>(2,317)</u>	<u>-</u>
	<u>(2,317)</u>	<u>-</u>
	116,612	54,782
Cash and cash equivalents at beginning of year	<u>72,650</u>	<u>17,868</u>
Cash and cash equivalents at end of year	<u>189,262</u>	<u>72,650</u>
 Cash generated from operations		
Net movement in funds	54,698	1,457
Adjustments for:		
Depreciation and amortisation of fixed assets	1,877	818
Dividends, interest and rent from investments	-	-
Movement in working capital	-	-
(Increase)/decrease in debtors	(65,352)	10,531
Increase/(Decrease) in creditors	<u>127,706</u>	<u>43,699</u>
 Cash generated from operations	<u>118,929</u>	<u>56,505</u>

Icon Theatre
Notes to the Financial Statements
For the year ended 30 April 2022

1. Accounting Policies

Basis of accounting

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

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

Going concern

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

Funds

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

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

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

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

Incoming resources

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

Resources expended

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

Taxation

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

Tangible fixed assets

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

Computer equipment	50% Straight line
Fixtures and fittings	25% Straight line

Debtors

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

Irrecoverable VAT

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

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

2. Income from donations and legacies

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Grants received	38,281	17,470	55,751	53,320
	38,281	17,470	55,751	53,320

Analysis of grants received

	2022	2021
	£	£
Arts Council England	-	28,000
Creative Estuary	6,470	-
Garfield Weston	-	20,000
Kent Arts Investments Fund	-	6,170
Kent Community Foundation	8,000	-
Medway Council	23,860	-
Other Grants	2,421	-
Peoples Health Trust	-	5,750
The D'Oyly Carte Youth Theatre	-	3,400
The Dulverton Trust	-	5,000
	40,751	68,320

3. Income from charitable activities

	2022	2021
	£	£
Unrestricted funds		
<i>Projects and productions</i>		
Theatre Productions and Projects	102,355	-
Theatre31 (Youth-Led Young People's Programme)	407,116	179,731
	509,471	179,731
	509,471	179,731

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

4. Costs of charitable activities by fund type

	Unrestricted funds	Restricted funds	2022	2021
	£	£	£	£
Projects and productions	507,964	17,470	525,434	212,034
Support costs	42,283	-	42,283	19,560
	550,247	17,470	567,717	231,594

5. Costs of charitable activities by activity type

	Activities undertaken directly	Support costs	2022	2021
	£	£	£	£
Support costs				
Projects and productions	525,434	42,283	567,717	231,594

6. Analysis of support costs

	2022	2021
	£	£
Projects and productions		
Management	6,814	1,426
Finance	6,428	9,936
IT	5,221	2,950
Other	6,631	3,748
New website, communications and marketing	15,429	-
Governance costs	1,760	1,500
	42,283	19,560

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

7. Net income/(expenditure) for the year

This is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation of owned fixed assets	1,877	819
Accountancy fees	1,621	1,500
Staff pension contributions	2,862	1,800
	<u> </u>	<u> </u>

8. Staff costs and emoluments

Total staff costs for the year ended 30 April 2022 were:

	2022	2021
	£	£
Salaries and wages	164,994	117,110
Social security costs	10,754	6,168
Pension costs	2,862	1,800
	<u>178,610</u>	<u>125,078</u>

	2022	2021
Artistic management	6	6
	<u>6</u>	<u>6</u>

No employee earned more than £60,000 during the year (2021: nil).

The total employee benefits including pension contributions of the key management personnel were £65,049 (2021: £38,617). Key management personnel include the Artistic Director / CEO and Executive Director.

9. Trustee remuneration and related party transactions

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil).

No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £138 (2021:£nil).

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

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

10. Comparative for the Statement of Financial Activities

	Unrestricted funds £	Restricted funds £	2021 £
Income and endowments from:			
Donations and legacies	38,370	14,950	53,320
Charitable activities	179,731	-	179,731
Total	218,101	14,950	233,051
Expenditure on:			
Charitable activities	(216,644)	(14,950)	(231,594)
Total	(216,644)	(14,950)	(231,594)
Net income/expenditure	1,457	-	1,457
Reconciliation of funds			
Total funds brought forward	30,431	-	30,431
Total funds carried forward	31,888	-	31,888

11. Tangible fixed assets

Cost or valuation	Computer equipment £
At 01 May 2021	6,077
Additions	2,317
At 30 April 2022	8,394
Depreciation	
At 01 May 2021	4,440
Charge for year	1,877
At 30 April 2022	6,317
Net book values	
At 30 April 2022	2,077
At 30 April 2021	1,637

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

12. Debtors

	2022	2021
	£	£
Amounts due within one year:		
Trade debtors	17,025	-
Prepayments and accrued income	-	13,999
Other debtors	62,326	-
	79,351	13,999

13. Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors	28,150	3,194
Other creditors	26,488	19,920
Accruals and deferred income	129,466	33,284
	184,104	56,398

14. Movement in funds

Unrestricted Funds

	Balance at 01/05/2021	Incoming resources	Outgoing resources	Balance at 30/04/2022
	£	£	£	£
<i>General</i>				
General	31,888	610,198	(555,500)	86,586
	31,888	610,198	(555,500)	86,586

Unrestricted Funds - Previous year

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

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

Purpose of unrestricted Funds

General

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

Restricted Funds

	Incoming resources	Outgoing resources	Balance at 30/04/2022
	£	£	£
General	4,470	(4,470)	-
Young People's Projects	13,000	(13,000)	-
	17,470	(17,470)	-

Restricted Funds - Previous year

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

Purpose of restricted funds

Pulse

For a health and wellbeing programme for young adults.

Youth Theatre

For the youth theatre programme.

General

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Young People's Projects

For young people's drama and theatre programmes.

Icon Theatre
Notes to the Financial Statements Continued
For the year ended 30 April 2022

15. Analysis of net assets between funds

	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	2,077	84,509	86,586
	2,077	84,509	86,586
Previous year			
	Tangible fixed assets	Net current assets / (liabilities)	Net Assets
	£	£	£
Unrestricted funds			
<i>General</i>			
General	1,637	30,251	31,888
	1,637	30,251	31,888

ICON THEATRE

England & Wales - Charity number 1097311

Accounts

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

Icon Theatre

Report of the Trustees and Unaudited Financial Statements

For the year ended 30 April 2021

Icon Theatre
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For the year ended 30 April 2021

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

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

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

OBJECTIVES AND ACTIVITIES

Vision

Our vision is of communities empowered by theatre.

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

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

Mission

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

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

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

What we do

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

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

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

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

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

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

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

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

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

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

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

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

ACHIEVEMENTS AND PERFORMANCE

Theatre31

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

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

Our online and digital commissions during this time included:

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

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

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

Other highlights included:

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

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

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

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

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

Pulse (2018-2020)

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

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

Pulse supported participants to:

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

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

- 93% of participants felt they had increased their confidence levels, and 72% reported that they felt their communication skills had improved.
- 100% of participants reported that their social network had expanded, 87% of participants reported that they had formed new friendships through the project, and 57% said they felt more connected with their local community.

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

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

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

Covid-19: Impact and response

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

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

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

Fundraising activities and objectives

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

FINANCIAL REVIEW

Significant events

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

Income

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

Expenditure

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

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

Reserves

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

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

Financial impact of significant events and activities

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

Principal risk and uncertainties facing the charity

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

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

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

Going concern

PUBLIC BENEFIT STATEMENT

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

FUTURE PLANS

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

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

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

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

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

Summary

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

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Recruitment and appointment of trustees

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

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

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

Pay policy for senior staff

Full time staff

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

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

Part time staff and project workers

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

Volunteers

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

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

Management structure

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

Key management remuneration

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

Referrals and Links

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

REFERENCE AND ADMINISTRATIVE INFORMATION

Name of Charity	Icon Theatre
Charity registration number	1097311
Company registration number	04579447
Principal address	The Brook Theatre Old Town Hall Chatham Kent

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

ME4 4SE

Trustees

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

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

Secretary

Ms NR Hirst

Independent examiner

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

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

..... 25 February 2022
Ms A Sargent (Chair)

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

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

Responsibilities and basis of report

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

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

Independent examiners statement

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

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

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

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

25 February 2022

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

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

Icon Theatre
Statement of Financial Position
As at 30 April 2021

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

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

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

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

Ms A Sargent (Chair)
Trustee

25 February 2022

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

1. Accounting Policies

Basis of accounting

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

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

Going concern

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

Statement of cash flows

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

Funds

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

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

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

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

Incoming resources

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

Resources expended

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

Taxation

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

Tangible fixed assets

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

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

Debtors

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

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

Irrecoverable VAT

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

2. Income from donations and legacies

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

Analysis of grants received

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

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

3. Income from charitable activities

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

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

4. Investment income

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

5. Other income

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

6. Costs of charitable activities by fund type

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

7. Costs of charitable activities by activity type

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

8. Analysis of support costs

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

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

9. Net income/(expenditure) for the year

This is stated after charging/(crediting):

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

10. Staff costs and emoluments

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

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

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

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

11. Trustee remuneration and related party transactions

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

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

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

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

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

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

12. Comparative for the Statement of Financial Activities

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

13. Tangible fixed assets

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

14. Debtors

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

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

15. Creditors: amounts falling due within one year

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

16. Movement in funds

Unrestricted Funds

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

Unrestricted Funds - Previous year

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

Purpose of unrestricted Funds

General

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

Restricted Funds

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

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

Restricted Funds - Previous year

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

Purpose of restricted funds

BBC Children In Need

For the support of the Outreach Officer post.

ACE (Catalyst)

For organisational development.

Chatham Witch

For the creation of theatrical production.

Fort Amherst

For a community workshops programme.

ACE (Cuckoo)

For the creation of theatrical production.

Pulse

For a health and wellbeing programme for young adults.

Youth Theatre

For the youth theatre programme.

17. Analysis of net assets between funds

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

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

Previous year

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