

# FACE FRONT INCLUSIVE THEATRE LIMITED

England & Wales · Charity number 1116506

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [05154096](#)

**Registered** 2006-10-25

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

## Contact

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**Address** 52 Market Square  
Edmonton Green  
London  
N9 0TZ

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**Website** [www.facefront.org](http://www.facefront.org)

## Activities

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**Objects:** TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE ARTS, IN PARTICULAR THE ARTS OF THEATRE, DRAMA, POETRY, SINGING, DANCE, MOVEMENT AND MUSIC, IN PARTICULAR BUT NOT EXCLUSIVELY AMONGST YOUNG PEOPLE AND PEOPLE WITH DISABILITIES.

**Activities:** Working with disabled and non-disabled artists, producing professional, and challenging theatre. Its aims are to: Use the arts as a tool for social engagement in all aspects of society. Provide programmes that enable disadvantaged adults and children to participate in the arts. Develop productions that explore social issues, raise awareness and enable people to engage in the process of change.

## Classification

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- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Disability, Arts/culture/heritage/science, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, The General Public/mankind

## Geography

- Throughout London

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£319,621	£304,725	-	-
2024-03-31	£353,247	£414,027	-	-
2023-03-31	£371,752	£391,480	-	-
2022-03-31	£602,077	£446,236	£318,442	2
2021-03-31	£233,764	£205,538	-	-

## Trustees

Name	Role	Appointed
Ayodapo Oyebade		2018-04-04
Catrin Thomas		2018-02-13
Christine King		2018-02-13
Dr Siwan Thomas-Gibson		2023-01-25
Mary Fernandes		2019-11-28
Mevna Bulathsinhala		2024-09-06
ROGER COWE		2016-05-16
Sean Langford		2018-02-13
Shamima Lutfee Gazi		2019-11-20

**FACE FRONT INCLUSIVE THEATRE LIMITED**

England & Wales - Charity number 1116506

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# Accounts

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**FACE FRONT INCLUSIVE THEATRE LIMITED**  
(A company limited by guarantee)

**Annual Report and Unaudited Financial Statements**  
**For the Year Ended 31 March 2025**

**Charity number 1116506**  
**Company number 05154096 (England & Wales)**

# FACE FRONT INCLUSIVE THEATRE LIMITED

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For the Year Ended 31 March 2025

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## FACE FRONT INCLUSIVE THEATRE LIMITED

### Legal and Administrative Information

Year ended 31 March 2025

Charity Legal Name:	Face Front Inclusive Theatre Limited
Charity registration number:	1116506
Company registration number:	05154096 (England & Wales)
Trustees	R Cowe – resigned as chair 27 November 2024 J Shreeves-Lee – (resigned 27 November 2024) C King – Deputy Chair from 27 November 2024 M Zekai C Thomas – Chair from 27 November 2024 A Oyebade S Langford M Fernandes S Gazi S Yianni – (resigned 9 September 2024) S Thomas-Gibson M Bulathsinhala – (appointed 9 September 2024)
Company Secretary	R Downing
Registered office & operational address:	52 Market Square Edmonton Green Shopping Centre London N9 0TZ
Independent Examiners:	Simpson Wreford LLP Chartered Accountants Wellesley House Duke of Wellington Avenue Royal Arsenal London SE18 6SS

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Report of the Chair

#### Year ended 31 March 2025

Last year Face Front celebrated 25 years of inclusive theatre, and we are delighted to be able to report on another exciting year.

Our thought-provoking Theatre in Education school tours have continued to play to schools across North London and indeed further afield.

The 'Whisper Me Happy Ever After' tour (now in it's 13th year) played to over 1,000 students receiving fantastic feedback from staff and pupils. Over half of the schools that booked us to perform were new schools, so our audiences are continuing to grow. We are very happy to report that booking has now started for our 2026 tour.

The 'It's My Move' tour lasted for 6 weeks visiting schools all over the country from Barnet to Brighton. The team gave 27 performances and 9 workshops, receiving more wonderful feedback. Our digital package of the show, called 'It's My Choice' continues to be widely utilised in schools across the UK. Another project that we are incredibly proud of.

Our community groups continue to thrive with a growing number of participants attending weekly sessions, in fact we are now inundated with applications and now have waiting lists for each of our Act the Part groups.

We have just finished celebrating our biannual FaceFrontFest interlinked with the annual CLICfest. We have seen some wonderful productions, in particular we wanted to mention the Broken Silence production of 'The Legacy of Le'Gassy Manor'. This was a joyful musical of community heroes saving Le'Gassy Manor from villainous greedy developers. The Broken Silence participants take two years to develop each of their pieces and Jon French, who very sadly died early last year, had been at the helm of this production working alongside the quite brilliant Sarah- Jane. We know that Jon would have been incredibly proud.

We also saw the story of Quixote, performed by InterACTion, which has participants ranging in age from 13-80 years. The reworking of the story was intertwined with anecdotes and the history of Enfield and the people who live and work here. The performance gave each and every member of the group a platform and the opportunity to shine - and shine they did.

We remain eternally grateful to all our funders, whose generosity and belief in our work allows us to continue creating inclusive theatre with and for our communities.

It has been an honour and a privilege taking on the role of co-chair and we would both like to take this opportunity, on behalf of the board, to thank all our staff, participants and volunteers for making 2024/25 another brilliant year for us to celebrate.

**Catrin Thomas**, Chair of Trustees

**Chris King**, Deputy Chair of Trustees

# FACE FRONT INCLUSIVE THEATRE LIMITED

## CEO's statement

### Year ended 31 March 2025

Across 2024, we made the difficult transition to working without Jon French. Jon, the long-time Executive Director of Face Front, died in January, and we continue to feel his absence greatly. One of our trustees and patrons, July Hepburn, also passed away in the summer, and again is sorely missed. Now, we continue our groundbreaking inclusive work in their legacy.

Despite the sadness of loss, we have also had lots to celebrate in 2024-25, as we reached Face Front's 27th anniversary. I'm pleased to say that this was a very busy year filled with festivals, new theatre, and some truly incredible performances. I've worked in inclusive theatre for many years, but I'm still always amazed at the power theatre has to reach people and change lives. Please do take some time to read through this Annual Report to find out more about our different projects and productions.

Overall, I'm proud to say that, despite many challenges, we stayed true to our guiding aims throughout the year. We have continued to use the arts to improve wellbeing, to address social injustice and to create pathways to employment for disabled people and those not traditionally involved in the arts.

As demonstrated in our newly digitised archive, Face Front's journey over a quarter of a century has been incredible, and we're thrilled to see what the next 25 years will hold! In our new Business Plan, one of our super objectives is to explore moving into a permanent venue by 2030 – we greatly hope to see you there!

Finally, Face Front is nothing without the support our funders, partners, patrons, trustees and volunteers. In these uncertain times, we're so grateful to have you with us as we all work and play together to lead the way in truly inclusive theatre.

**Ray Downing, CEO**

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Annual Report

Year ended 31 March 2025

### Financial Statements

Grants remain the main source of income; we have also raised significant sums from other sources. We also continue to work hard at diversifying the sources of grant income, while the Arts Council England and the National Lottery Community Fund remain important supporters.

The breakdown of costs demonstrates that much of our income is spent directly on performances and workshops and the small team who create and deliver these performances. We continue to rely on freelancers recruited for specific activities, and many volunteers.

Together with a continuous drive to attract grant support, this approach fits the pattern of Face Front activity and will continue to be a sound financial basis for further development.

### Looking forward to our 30th anniversary

In 2028, it will be Face Front's 30th anniversary – and we're very much looking forward to celebrating with you! Here's a quick reminder of our incredible history...

Face Front Inclusive Theatre originated from The Inclusive Arts Campaign back in 1998. This was a group of disabled and non-disabled artists across London, who were all committed to developing inclusive arts.

Annie Smol and Andrew Mclay, the founder members, then started to experiment with different ways of working in theatre with a variety of artists. They experimented, interweaving the visual (physical theatre, movement, film) and the aural (song, sound-scaping, poetry and music) using sign language and audio description as an integral part of the performance. The aim was for disabled artists to have the opportunity to develop their skills while creating a new, accessible form of theatre.

Face Front Inclusive Theatre was born as a project, and began to develop disabled artists and create inclusive touring productions, and participatory programmes. In 2004, Annie, along with Jon French, Shirley Mason and Catrin Thomas set up as a company and then a charity, with the mission to create original ground-breaking inclusive theatre with disabled and non-disabled artists.

Since then, the company has gone from strength to strength, with major touring programmes going into schools and theatres across London and the UK, and a full participatory programme of disabled young people, adults and intergenerational groups creating their own original plays.

Face Front has changed lives and improved emotional wellbeing with theatre addressing domestic abuse, transitions, sex and relationships, resilience and inclusion. Diverse and disabled actors who have had training and first employment with us have gone on to work with renowned companies across the world. None of which would have been possible without the hard work and passion of all Face Front's staff, artists, trustees, volunteers and of course participants and audiences.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Annual Report

Year ended 31 March 2025

### Digital Archive: A call-out for artifacts

Supported by a National Lottery Heritage Fund grant, we've started to compile a fantastic library of artifacts from previous Face Front projects and productions. We are looking for scripts, posters, images, plans or anything to do with our history. We are particularly keen on photos before photography went digital, approximately before 2008. High resolution photos are ideal, or we can scan any artefacts. Please reach out to us at [hello@facefront.org](mailto:hello@facefront.org)

### Operation Scope: A New Home

Responding to the costs of property and the demand for accessible spaces in London, we are looking for a potential new home. We love our studio/office in Edmonton Green but, if possible, we are keen to find a local, permanent and fully accessible venue. So, we're embarking on a mission to find a space we can truly call our own: a venue that reflects our values of community, creativity, and inclusivity. Our ideal new space includes:

- An office for our staff team
- A workshop studio big enough for our growing participatory groups
- A fully accessible environment to meet the needs of our beneficiaries
- A location still rooted in Enfield, close to our existing base, and accessible by public transport.

This is more than just a re-location, it's an opportunity to redesign Face Front's future. A permanent home means stability for our team, continuity for our programmes, and a welcoming, creative space for our participants and teams.

This is not a project that we can fulfil immediately, but we're laying the foundations now with the hope that by 2030 we'll be settling into a new home...

If you know of any potential spaces, email [hello@facefront.org](mailto:hello@facefront.org)

### Theatre-in-Education New photos of WMD & IMC teams

Face Front creates accessible, issue-based theatre closely linked to the needs of schools. We engage and inspire pupils, supporting their social, emotional and creative development and helping them to lead active, healthy and positive lives.

We were very excited to tour into primary and SEN schools with It's My Move and Whisper Me Happy Ever After. Also, our Digital Schools projects continue to be very well-received nationally, including, Whisper Me Digital and It's My Choice.

### It's My Move

Co-written by Julie McNamara, Face Front has created a theatre and training programme about the transition of young disabled people moving from school to adult life. This year, we ran a reduced national tour, but we're proud to report that we performed 27 shows we performed 20 in SEND schools, colleges, and venues in London and Brighton (times to 1,177 995 young people and the professionals who work with them. – in special schools, colleges and theatre venues. Additionally, our team, (including five disabled actors from our community groups) delivered eight Creative Industry Workshops to 18167 emerging artists.

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Annual Report

Year ended 31 March 2025

*"I wanted to say a big thank you again for visiting us with your wonderful performers; the show was amazing and so relevant for our young people. The feedback I have personally had from staff was overwhelmingly positive, so I can confidently say that Face Front made a big impact."*

**(Darcy Louch, Assistant Head, Kingsley SEN High School)**

*"I was absolutely blown away by the Face Front performance this afternoon... The learners engaged really well and it was a fantastic experience for them. You have a great team of performers, it was pitched really well, great story, loved the sound effects, great interactive elements and of course - the vending machine! I've just been speaking with my head and we'd like to get you back at some point next year - I'll keep my eye on your website."*

**(Alex Naidoo, Curriculum Manager, Ambitious about Autism, Ambitious College)**

### Whisper Me Happy Ever After

Written by Julie McNamara, Whisper Me Happy Ever After is a production that explores the way domestic violence affects the mental health of young people aged 9-12. This year, we were very pleased to have delivered the play in 22 schools reaching 1,914 young people in primary schools in Camden, Barnet and Brent. Responses from pupils and teachers alike continued to demonstrate the urgent need to tackle this issue, as over 98 young people made post-show disclosures. Supported by our counsellor, all schools, pupils and our team received support throughout.

*'Initially, I had reservations about booking the show given the subject matter of domestic violence, which I understand is a complex and sensitive issue to address, particularly with younger audiences.'*

*However, I ultimately decided to proceed, and I wasn't disappointed. The acting was exceptional, and the performers captured the attention of our pupils, who were genuinely mesmerised by the performance. I was particularly impressed with how sensitively the topic was handled, ensuring that it was both age-appropriate and informative.'*

*It was comforting to witness the positive impact this performance had on our students. Following the show, several pupils, as well as teachers, expressed their gratitude for the opportunity to engage with such an important topic. Many pupils highlighted that it provided them with the awareness that they have someone to speak to regarding sensitive issues. This feedback confirms to me that I made the right choice by booking the performance.'*

*Thank you for your commitment to addressing critical issues through your work and I look forward to collaborating with Face Front (Whisper Me Happy Ever After) Theatre Group in the future.'*

**(Ms. Sidhu, Assistant Headteacher for KS2, Downe Manor Primary School)**

*'I've been thinking a lot about the play. It's a very remarkable piece of work on many levels. One of the most potent forum pieces I've seen.'*

**(Michael Walling, Artistic Director, Border Crossings)**

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## Annual Report

Year ended 31 March 2025

### Digital Schools

#### It's My Choice

Co-written by Julie McNamara, Face Front has created an online tTheatre and tTraining programme about the transition of young people with Learning Disabilities/Difficulties (LDD) (LDD) from school to adult life. This was in partnership with The Cultural Institute at King's College London, The Council of Disabled Children and the following Disability Arts Organisations: Heart'n'Soul, Action Space, Vital Xposure and Blink Dance Theatre.

The online resource has its own website ([www.itsmychoice.org.uk](http://www.itsmychoice.org.uk)) and has been promoted to all SEND schools and colleges in inner and outer London to young LDD people and the professionals who work with them. Throughout this year, 13 SEND schools have signed up to the project and delivered to over 1,150 disabled young people.

*'Every aspect of how to make resources as useful as possible when transferring from live to online seems to have been considered by Face Front. The overall standard of all the resources is incredibly high... Enormous congratulations to all those involved in making such invaluable comprehensive educational content... I would consider this online resource to be an exemplar of best practice in moving from live to online delivery.'*  
(Jean Carter, advisor, John Lyon's Charity)

*'Very impressive'*  
(Barnet and Southgate College)

*'... fantastic resources ... produced for teachers to use with their students to explore transition to adulthood.'*  
(West Lea School)

#### Whisper Me Digital

Co-written by Julie McNamara, Face Front has created an online resource that explores the way domestic violence affects the mental health of young people. It is for audiences aged 9-12. Whisper Me Digital was originally launched at the Arts Depot in November 2021 and, to date, this digital resource has been seen by 24,393 young people in 20 London boroughs.

*'It's such an impactful and valuable programme with excellent resources and very clear for teacher's to deliver.'*  
(Fleecefield School, Year 5 Teacher)

*'The film provoked a lot of interest and very thoughtful discussion. The children were incredibly sensitive and very involved throughout. Thank you so much for the resources.'*  
(Paul Baron Thomson, Primrose Hill Primary school)

#### Theatre in The Community

We were pleased that our eight weekly community groups continued to reach over 1790 young people and adults. Taking part and leading in theatre games and drama exercises, with support, they create performances based on their own ideas and present them to the local community. Participation has enabled disabled and

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Annual Report

Year ended 31 March 2025

non-disabled young people and adults, including those from diverse cultural backgrounds, to gain confidence and skills for life.

The projects have helped raise awareness around physical and emotional health, enabling participants to express their emotions, develop arts knowledge and techniques, leadership roles and life skills.

Participants have also established supportive friendships, thereby reducing isolation and enhancing their quality of life.

#### Interaction

The InterACTion theatre group is for 30+ people from different age groups, backgrounds and abilities. Members are aged 13-80. Following the success of previous productions (Freedom Pass and Peter Panto) and a feature film (Mr & Myster), the group took inspiration from Miguel de Cervantes' classic tale, Don Quixote – reheating, relocating and retelling the story to create a thoroughly modern adaptation.

*“Wonderful show, an interesting history lesson but also very clever incorporating Quixote’s wisdom with today’s community and culture. I thought it was saying something about how hard we can find change but also the importance of memories. I always love seeing this group performing together, what a great team”*  
**(Audience Member)**

#### DDM

The group of 114 young disabled actors performed a newly devised play called Plot Twist!Happy You Year! which kicked off FaceFrontFest’23. and we We are very proud that many achieved their Bronze Bronze and Silver Arts Awards.

*‘Our daughter’s confidence has grown massively since she started attending weekly sessions at DDM this school year. She amazed us and her teachers this summer term when she independently decided to audition for a narrator role at her school summer show - she got the part and was truly amazing up on stage. This would never have happened before she started at DDM, and it’s obvious that Ray and his great team have really inspired her.’*

**(Parent)**

#### Broken Silence

Following the sad news of co-director Jon French’s passing, the group continued the play he started devising with them. With new group director Sarah-Jane Wingrove and a dedicated team of freelancers, the group created a new play called The Legacy of Le’Gassy Manor. Featuring original songs and music, the play was inspired by the themes of legacy and mystery.

*“To whoever was involved in the performance of ‘the Legacy of Le’Gassy Manor’ last night, I wanted to write and say how wonderful I thought this performance was. I have never been before, and have never been involved with Face Front, but was invited by a neighbour who was performing.*

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*I had no idea what to expect, but was blown away by the quality of the production... I could hear every word, the characters clearly took their acting very seriously, the music was excellent including the singing, which was amazing, and, in the solo parts, really top quality.*

*As I came out, I summed the whole evening up as joyous, just so wonderful to see the joy on the faces of those performing and also the joy in the way they performed.*

*I was so pleased I came - I nearly didn't!! - thank you for all you are doing to make this world a more positive place to live for all those involved, but also for all those, like me, who came to watch."*

**(Audience Member)**

#### **Blue Sky Actors**

Hosted at The Source, and is supported by In partnership with the University of East London and Theatre Royal Stratford East, and led by Sarah-Jane Wingrove and a dedicated staff team, Blue Sky Actors successfully performed two original productions:, Christmas Island and To Be Continued It's Beginning to Look Alot like Ex-mas and 4x4. In addition to performance skills, the group also continues to regularly train and complete Acting & Work CVs for further work, education and training.

*'It's amazing for her, very important. BSA gives her whole year structure. It's important that she's part of something and they need her. We went to a panto and they asked if they wanted any volunteers and she got up and onto the stage. We were like oh my god that must have been from her drama group. It's social and encourages her to mix with people and make conversations which she really struggles with.'*

**(Mother of BSA participant)**

#### **The Bridge Group**

Following the success of a pilot phase, the group has proved to be very worthwhile for newcomers. The group is open to families and adults of all abilities and experiences; we also encourage referrals from local partners and social prescription. The group is process-based and acts as a bridge to other Face Front groups.

*"Culture and self-expression are human rights, but there are many humans in our society who are denied them because they are perceived to be intellectually disabled in some way. Face Front's Bridge Group meets a really basic human need, which is rarely met with the same levels of care, compassion and commitment elsewhere. It is a space for self-expression, joy, and a meaningful cultural exchange between people whose thoughts, often remarkably profound, are usually disregarded."*

**(Michael Walling, Artistic Director - Border Crossings)**

Face Front has been working in partnership with Jazanne Arts, supporting them to run arts and reminiscence activities for older people including:

#### **The Dream Team**

A group of 16 diverse independent older people who meet at the Face Front studio. They wrote, produced and performed a highly original and ambitious sci-fi audio series raising awareness about climate change and environmental issues. They have also devised a new murder mystery.

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## Annual Report

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*"It was a fantastic experience doing the recording, I didn't think I could do it, but you helped me every step of the way"*

**(Participant)**

### Joyful Connections

This project runs two regular sessions at the AgeUK Enfield Parker Centre in Edmonton, for people living with mild to advanced dementias. Jazanne facilitators and volunteers from the Dream Team, work with 33 older people over the two sessions providing reminiscence, singing, arts and crafts and drama activities. Jazanne also runs celebratory events inviting carers and other family members to share in the achievements of the group members and have a quality-of-life experience together.

*"You make magic when you come here, the clients love your visits, and it helps their well-being."*

**(Care worker)**

### Age Well Drama Group

A group of 15, primarily African-Caribbean older women based in Newham who meet in Plaistow. The group wrote a play set in a foodbank that explored the effects of poverty, mental health and othering. It was performed over three nights to 150 people.

*"Wonderful show with very talented people who clearly care about the state of this country."*

**(Audience)**

### Brightside Drama Group

Jazanne ran arts sessions around cooking for 43 participants. A core group of 13 people from Newham then created a beautiful cookery book with stories about the recipes. They launched the book with readings, drama performances and readings from the book to over 135 people.

*"Being part of it I was ever so proud – it was lovely to be amongst friends and make new friends"*

**(Participant)**

### Bespoke Projects & Festivals

#### Celebrating Jon

In February 2024, Face Front's family and friends held a special gathering to celebrate the life and work of co-founder and Executive Director Jon French. For more on his pioneering work in inclusive art, see: Jon French – Drama, Dance & Disability on our Youtube channel.

#### 25 Years of Inclusion

In October 2024, members of Face Front past and current gathered at Chickenshed Theatre to celebrate our quarter of a century anniversary and launch our digital archive.

#### Greif Gatherings

Run by Thrive Dance, this series of workshops brought together people who have experienced grief to explore healing through creative tasks and movement.

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*"I just wanted to say a HUGE thank you for your support with the Grief Gatherings. We have truly never worked somewhere that is so full of kindness and generosity and fun. I don't think my words can really express our gratitude. It is very evident what a special place Face Front is and that is because of all you amazing people working so hard and bringing the joy along with it."*

**(Sarah Poekert, Artistic Director, Thrive Dance)**

### Placements

We were proud to have hosted many degree level students from: The Royal Central School of Speech & Drama, Goldsmiths, Chickenshed Theatre and University of East London.

*"Over the course of my time with the group, I've learnt so much about inclusive theatre practice. I've got to see first-hand how bringing together different generations through the arts can really build and strengthen a community. I won't forget all that I've learnt on this placement, and I hope to use this experience to develop and explore inclusive theatre practice. But above all, I won't forget the brilliant people I've had the honour of sharing time (and many a cup of tea) with.*

*Thank you to Ray and everyone at Face Front, and particularly everyone at InterACTion, for letting me be part of the family. I'm sure I'll see you all again soon, till next time!"*

**(Tom Chown on placement with InterACTion)**

### Cultivating Creative Connections

Face Front continues to develop networks and partnerships with theatre venues, schools and touring companies in order to engage young disabled and non-disabled people, both as audiences and participants. We are working with local and national venues, with the aim of creating meaningful relationships, we are working with local and national venues.

### FEAR Summit

The FEAR Summit programme is a series of off-the-record forums for practitioners to address their professional fears with the overall aim of unpicking, unifying and promoting shared best practice and creative solutions. Summits already delivered included: 'The barriers of the payment of freelance disabled artists', and 'The representation of disability in modern mask work'.

### Creative Arts Industry workshops

Delivered by a team of five disabled and non-disabled facilitators, this workshop was run in conjunction with *It's My Move*, as young disabled people visited their local theatres to promote further training or a career in the Creative Arts Industry. This interactive workshop gave a realistic view of being an actor on tour.

### CLICfest'24

We were very pleased to once again run our umbrella festival, Connecting London's Inclusive Communities. and throughout the summer, we supported 14967 events by 3441 inclusive communities. including Hijinx, Southwark Playhouse, SAVVY Theatre, and many, many more!

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## Annual Report

Year ended 31 March 2025

*"Face Front have been a really supportive partner organisation who do brilliant work."*  
**(Ellie Short, Creative Participation Manger, Herts Inc Theatre)**

### Awards

Face Front was longlisted for a Digital Culture Award and won a Mental Health Award.

### The Future

Face Front has been building on its successes with inclusive theatre projects for schools, national tours, and increased participation. We will continue to extend our reach and profile both regionally and nationally.

Projects planned over the next three years include:

- Development and expansion of our Theatre in Education tours of *'Whisper Me Happy Ever After'*, *'It's My Move'*, *'The Carbon Footprint Detective Agency'* and a new production about resilience, grief and change.
- Producing our annual CLICfest and biennial FaceFrontFest at the Dugdale Arts Centre and Face Front Studio. FaceFrontFest will feature all our Enfield-based groups and other local artists (any art form), companies and groups.
- Development and expansion of our digital projects including Whisper Me Digital, It's My Choice and Equilibrium.
- Developing our Training Programmes for: i) Disabled Arts Practitioners through master-classes, work experience, mentoring and placements. ii) Transition Professionals iii) Corporate sector, iv) Clinicians and v) Young people with long-term health conditions.
- Continuing to work with partners, practitioners and academics in order to develop research, and working with clinicians to engage patients via social prescription.
- Finding and fundraising for a permeant accessible venue with office, studio and storage space in or around Edmonton Green.

### Who is Face Front?

#### Patrons

Aditya Chakraborty, Doris Jiagge, Joseph Adalakun, Josette Bushell-Mingo OBE, Judy Hepburn, Mat Fraser, Onjali Rauf MBE, Rachel Denning, Jamie Beddard.

#### Board of Directors

Catrin Thomas (Chair), Chris King (Deputy Chair), Ayo Oyebade (Treasurer),

Ray Downing (Company Secretary), Roger Cowe, Meseret Zekai, Sean Langford, Leesa Gazi, Mary Fernandes, Siwan Thomas-Gibson, Mevna Bulathsinhala.

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Annual Report

Year ended 31 March 2025

#### Core Staff

Ray Downing (Artistic Director & CEO, Sarah-Jane Wingrove (Associate Director)  
Annie Smol MBE (Associate Artist), Jacqui Livingston (Associate Producer), Katherine Bruce (Associate Producer), Emily Wrench (Associate Producer), Eliza Wilson (Associate Producer), Rachel Bradbear (Development Manager), Chi-Lin Nim (Associate Artist), Greg Baxter (Associate Artist), Grace Firth (Associate Artist), Kymarni Appleton (Associate Artist).

#### Participants

Adam, Ade, Adetoun, Alex, Alfie, Ali, Alice, Alison, Allan, Altan, Amba, Amelia, Amelie, Amit, Anna, Anna, Annelise, Andreannou, Araminthe, Arthur, Asim, Awa, Barbara, Barry, Beata, Becky, Belle, Benjamin, Bernadette, Bernice, Buse, China, Chinado, Christina, Christine, Christopher, Claire, Conan, Corral, Cristina, Dami, Daniela, Danny, Darren, David, David, David, Debbie, Delia, Demetris, Dora, Eku, Elaine, Elena, Elif, Eliza, Ellen, Elorine, Esther, Ezgi, Faisal, Feliza, Fiona, Frankie, Freddy, Gary, Geesha, Gillian, Gio, Glory, Gordon, Gracie, Graham, Guliane, Hannah, Hannah, Holly, Humphry, Hyacinth, Ilkay, Illeon, Ina, Irene, Ivy, Jacquelyn, James, Jamie, Janet, Jess, Jisha, Jo, Joan, Joe, John, Joseph, Joyce, Joyce, Judie, Kaitlyn, Kasha, Kate, Kathy, Laura, Lauren, Lennon, Letitia, Lissa-Jane, Liz, Lynda, Lydia, Madalin, Manny, Margaret, Mark, Marva, Mary, Mary, Mary, Mary-Anne, Matilda, Maureen, Melina, Meseret, Michael, Michael, Michelle, Michelle, Mike, Mo, Mya, Myrtle, Nanna, Nolda, Ola, Pam, Paul, Penelope, Peyton, Phylis, Precious, Rafealla, Raji, Rakhi, Remi, Richard, Rita, Robin, Roman, Ros, Rose, Ruth, Sarah, Shanil, Shannon, Sharon, Sheila, Shona, Sid, Sky, Stuart, Sterne, Stephen, Sylvia, Thomas, Thomas, Trevor, Ursula, Vassos, Vathoulla, Vera, Victor, Vilma, Wendy, Yasmin, Yumi, Zelda, Zoe, Zoe.

#### Volunteers & Placements

Aglaia Tretiakova, Aidan Slater, Amelie Hodges, Claire Hoskin, Callum Clesham, Danny Charalambous, Daisy Hodges, Demetris Antoniou, Jane Hermans, Julian Hilaire, Mo Cross, Meseret Zekai, Mevna Bulathsinhala, Patrick McCarthy, Peter Faventi, Rebecca Seabrook, Richard Costello, Richard Wang, Shanil Tailor, Sophie Bruno, Tom Chown.

#### Freelancers:

Adam Smith, Alex Garfath, Alicia Pope, Awa Jagne, Briony Dillon, Christopher Ballam, Daniel Addae, Danny Charalambous, Ellen Goodey, Emily Bradley, George Freeman, Gopal Gautam, Jessica Konzon, Julie McNamara, Katie Anna McConnell, Lucinda Bray, Maxine Dennis, Michaela Waldram-Jones, Molly Richards, Nicky Dune, Natasja Desir (accent above r), Nigel Kellaway, Patricia Smith, Penny Gkritzapi, Robin MacDonald, Rona Namudu, Sally McNeil, Shirley Mason, Sula Greeson, Taj-Levi Matthews, Theo Holloway

# **FACE FRONT INCLUSIVE THEATRE LIMITED**

## **Annual Report**

**Year ended 31 March 2025**

### **Companies (partners, associates & suppliers):**

Act Up Newham, Arts Awards, Alpha Transport, Alpha Payroll, Access All Areas, AgeUK Enfield, AgeUK East, Alternative Centre of Education, Amici Dance Theatre Company, Applecart Arts, BKL Accountants, Bernie Grant Arts Centre, Blink Dance Theatre, Border Crossings, Camden Council, Chickenshed, Community Links Enfield, Community Links Edmonton, Cornerstone Café, Council for Disabled Children, Community House, Coreli Dance Company, Creative Minds, Cultural Institute - King's College London, Culture Within Newham, Dugdale Arts Centre, Edmonton Community Partnership, Enfield Children and Young Person's Services, Enfield Caribbean Association, Enfield Cultural Network, Enfield Joint Services for Disabled Children and Young People, Enfield Adult Services, Enfield Disability Action, Enfield Age UK, Enfield Council, Enfield Gazette, Enfield Voluntary Action, Ery Fast Signs, Fellow Productions, Fleecefield Primary School, Flints, Forest Gate Community Garden, Haringey Shed, Hackney Shed, Haringey Creates, Heart n Soul, Herts Inclusive Theatre, Immediate Theatre, JaZanne Arts, Jellyfish Arts, JOY Festival, LocalMotion, Makaton Charity, Mencap, MIND Enfield, National Children's Bureau, Our Community Cares, Participatory Arts London, Park Avenue Disability Resource Centre, Platinum Performing Arts, Ponders End United Reform Church, Royal Central School of Speech & Drama, Rose Taylor Centre, Rosehill Press, Ross Motors, Simpson Wreford LLP, Stars, Solace Women's Aid, St. Edmunds Primary School, Theatre Royal Stratford East, Unitas Youth Zone, University of East London, Van Den Bussche & Merrill Agency, Visible People.

## **FACE FRONT INCLUSIVE THEATRE LIMITED**

### **Report of the Directors (Trustees)**

#### **Year ended 31 March 2025**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report and financial statements for the year ended 31 March 2025, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

#### **Structure, Governance and Management**

##### **Governing document**

The company is a charitable company limited by guarantee (company number 11165056) incorporated on 14 June 2004 in England and Wales. The Company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. The full name of the registered charity is 'Face Front Inclusive Theatre Limited'. Its operational address and registered office is currently at 52 Market Square Edmonton Green, Shopping Centre Edmonton, London, N9 0TZ.

The charity is managed by its trustees who constitute the board of directors and have been appointed in accordance with the charity's Articles of Association. The directors in office during the year ended 31 March 2025 were as follows:-

R Cowe – resigned as chair 27 November 2024  
J Shreeves-Lee – (resigned 27 November 2024)  
C King - Deputy Chair from 27 November 2024  
M Zekai  
C Thomas - Chair from 27 November 2024  
A Oyebade  
S Langford  
M Fernandes  
S Gazi  
S Yianni – (resigned 9 September 2024)  
S Thomas-Gibson  
M Bulathsinhala – (appointed 9 September 2024).

The day-to-day management is carried out by R Downing.

##### **Methods used to recruit and appoint new charity trustees**

Recruitment of trustees is by recommendation from board members, creative team members or participants and then, following a probation period of four months, a mutual decision is made on appointment.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Report of the Directors (Trustees)

Year ended 31 March 2025

### Objectives and activities

Face Front Inclusive Theatre creates original, ground-breaking Inclusive Theatre with a company of disabled and non-disabled artists. The company produces professional, entertaining and challenging multi-layered theatre, through its Theatre-in-Education, Participation and Training programmes.

Face Front aims to:

- Use the arts to improve emotional well-being and address social injustice
- Provide programmes that enable disadvantaged adults and children to participate in the arts
- Develop productions that explore social issues, raise awareness and enable people to engage in the process of change
- Create pathways to employment in the arts for disabled people and those not traditionally involved in the arts

In planning activities and delivering services the Trustees have regard to the Charity Commission's guidance on public benefit.

### Financial Review

The attached financial statements show the current state of the charity's finances for the year ended 31 March 2025.

Incoming resources for the year totalled £319,621 of which £153,992 were for restricted purposes. Outgoing resources for the year totalled £304,725 of which £283,796 were attributable to restricted funds. Overall, the accounts show a surplus for the year of £14,986.

### Reserves policy

The charity's reserves policy is to maintain unrestricted funds not committed or invested in tangible assets ('the free reserves') equal to at least six months' core costs, which are primarily salaries and premises costs. This level of reserves has been exceeded throughout the year. As at 31 March 2025 the total 'free reserves' amount to £148,789.

Restricted reserves at 31 March 2025 total £17,737, these funds are not available for general purposes. Designated funds at 31 March 2025 total £86,305, of this £20,287 relates to the cost of the new mini bus purchased during the year, which has been held separately from the 'free reserves' for future depreciation charges and £66,018 has been designated for planned operational expenditure including costs for the Together Event, inflationary pay increases, new staff roles and the Carbon Footprint Detective Agency.

## **FACE FRONT INCLUSIVE THEATRE LIMITED**

### **Report of the Directors (Trustees)**

**Year ended 31 March 2025**

#### **Directors (Trustees) Responsibilities**

The Trustees, as set out on page 2 (who are also the directors of Face Front Inclusive Theatre Limited for the purposes of company law) are responsible for preparing the Directors' (Trustees) Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### **Limited liability**

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the company in the event of winding up. The total number of such guarantees at 31 March 2025 was ten.

#### **Public Benefit Statement**

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Face Front Inclusive Theatre Limited charitable purpose is to provide increased access to music and musical education to young people in London, particularly those from disadvantaged backgrounds and provide them with opportunities to participate in a range of musical activities.

**FACE FRONT INCLUSIVE THEATRE LIMITED**

**Report of the Directors (Trustees)**

**Year ended 31 March 2025**

**Independent examiners**

Simpson Wreford LLP, were appointed as Independent Examiners during the year and have expressed their willingness to continue in that capacity.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed on behalf of the board of directors (trustees) on 24 November 2025



**C Thomas**  
Chair of Trustees

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Independent Examiners' Report

#### To the Trustees of Face Front Inclusive Theatre Limited for the Year Ended 31 March 2025

I report to the charity trustees of the company for the year ended 31 March 2025, which are set out on pages 27 to 37.

#### *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 report*

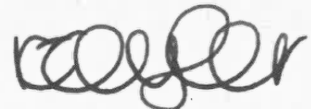
Since the company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed 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 accounting records; or
- (3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- (4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

**Kate Taylor FCA**  
**For and behalf of Simpson Wreford LLP, Chartered Accountants**  
Institute of Chartered Accounts in England and Wales



Wellesley House  
Duke of Wellington Avenue  
London, SE18 6SS  
Dated: 26 November 2025

**FACE FRONT INCLUSIVE THEATRE LIMITED**

**Statement of Financial Activities (including Income and Expenditure Account)**

**Year ended 31 March 2025**

Notes	Unrestricted Funds	Restricted Funds	Total funds 2025	Total funds 2024
	£	£	£	£
<b>INCOME</b>				
Donations and legacies	11,194	-	11,194	8,623
Charitable activities	3 142,264	153,992	296,256	340,326
Investments	3,042	-	3,042	4,298
Other	9,130	-	9,130	-
<b>TOTAL INCOME</b>	<b>165,629</b>	<b>153,992</b>	<b>319,621</b>	<b>353,247</b>
<b>EXPENDITURE ON:</b>				
Raising funds	19,198	-	19,198	16,106
Charitable activities	4 1,731	283,796	285,527	397,921
<b>TOTAL EXPENDITURE</b>	<b>20,929</b>	<b>283,796</b>	<b>304,725</b>	<b>414,027</b>
<b>NET INCOME/(EXPENDITURE)</b>	<b>144,701</b>	<b>(129,804)</b>	<b>14,896</b>	<b>(60,780)</b>
Transfers between funds	(98,040)	98,040	-	-
<b>NET MOVEMENT IN FUNDS</b>	<b>46,661</b>	<b>(31,764)</b>	<b>14,896</b>	<b>(60,780)</b>
<b>RECONCILIATION OF FUNDS</b>				
Total funds brought forward	188,433	49,501	237,934	298,714
<b>Total funds carried forward</b>	<b>235,094</b>	<b>17,737</b>	<b>252,831</b>	<b>237,934</b>

The results for the year derive from continuing activities, and there are no other gains or losses other than those shown above.

The notes on pages 24 to 38 form part of these financial statements.

**FACE FRONT INCLUSIVE THEATRE LIMITED**

**Balance Sheet as at 31 March 2025**

	Notes	2025	2024
<b>Fixed Assets</b>			
Tangible assets	6	41,903	52,783
<b>Current Assets</b>			
Debtors	7	67,294	38,239
Cash at bank and in hand		171,328	163,760
		<u>238,622</u>	<u>201,999</u>
<b>Creditors</b>			
Amounts falling due within one year	8	<u>(27,695)</u>	<u>(16,847)</u>
<b>Net current assets</b>		<u>210,928</u>	<u>185,151</u>
<b>Total net assets</b>		<u>252,831</u>	<u>237,934</u>
<b>The Funds of the Charity</b>	9		
Unrestricted Funds		148,789	157,267
Designated Funds		86,305	31,166
Restricted Funds		17,737	49,501
		<u>252,831</u>	<u>237,934</u>

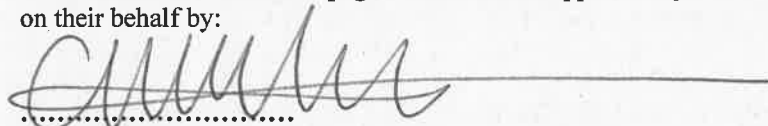
For the year ending 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

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

The trustees have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476

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

The financial statements on pages 23 to 32 were approved by the Trustees on 24 November 2025 and signed on their behalf by:



.....  
**C Thomas**  
**Director (Trustee)**

**Company Number – 05154096 (England & Wales)**

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2025

### 1. Accounting Policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

#### Company information

Face Front Inclusive Theatre Limited is a company limited by guarantee incorporated in England and Wales and registered as a charity with the Charity Commission. The registered office is 52 Market Square, Edmonton Green Shopping Centre, London, N9 0TZ.

#### (a) Basis of accounting

The financial statements have been prepared in accordance with 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 (FRS102)– (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

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

The effects of events relating to the year ended 31 March 2025 which occurred before the date of approval of the financial statements by the Trustees has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2025 and the results for the year ended on that date.

Face Front Inclusive Theatre Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### (b) Going Concern

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

#### (c) Fund accounting

- Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity. Unrestricted funds include donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal. Expenditure, which meets these criteria, is charged to the fund.

#### (d) Income

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. The following specific policies are applied to particular categories of income:

## FACE FRONT INCLUSIVE THEATRE LIMITED

Notes to the financial statements – Year ended 31 March 2025

### Accounting Policies (continued)

- Grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Grant income is only deferred where the donor has clearly specified that it relates to a future period.
- Incoming resources from charitable consulting activities are accounted for when earned. Consultancy income is deferred where it relates to services to be carried out in the future.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

### (e) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity.
- Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.
- Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

### (f) Fixed assets

Fixed assets are initially measured at cost and subsequently measured at cost net of depreciation and any impairment losses.

It is the policy of the company to provide depreciation at the following annual rates in order to write off each asset over its estimated useful economic life. The following rates of depreciation have been applied throughout the year.

Computer equipment -	Straight line over three years
Leasehold improvements -	Straight line over term of the lease
Plant and machinery -	Straight line over ten years
Motor vehicles -	25% reducing balance

Assets with a cost of £Nil or more are capitalized.

### (g) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Notes to the financial statements – Year ended 31 March 2025

#### Accounting Policies (continued)

##### (i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

##### (j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

##### (j) Financial instruments

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

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

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

##### *Derecognition of financial liabilities*

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

##### (k) Employee benefits

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

##### (l) Retirement benefits

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

## 2. Remuneration

Remuneration of key management personnel	2025	2024
	£	£
Aggregate Total	<u>59,915</u>	<u>75,888</u>

## FACE FRONT INCLUSIVE THEATRE LIMITED

Notes to the financial statements – Year ended 31 March 2025

### 3. Income from charitable activities

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2025</i>	<i>2024</i>
	<i>£</i>	<i>£</i>	<i>Total</i>	<i>Total</i>
			<i>£</i>	<i>£</i>
<b>Grant income</b>				
<i>Central overheads</i>				
Arts Council England	39,998	-	39,998	64,898
Big Lottery Fund	-	27,335	27,335	66,316
Garfield Weston	25,000	-	25,000	-
Equity Charitable Trust	1,872	-	1,872	-
Sir John Cass Foundation	-	-	-	8,250
The Sir Jules Thorn Charitable Trust	-	-	-	2,500
The J P Jacobs Charitable Trust	1,250	-	1,250	-
 <i>Broken Silence</i>				
Peoples Health Trust	-	11,717	11,717	22,275
 <i>The Bridge Group</i>				
Enfield Council	-	2,160	2,160	11,140
Musgrave Family	-	-	-	1,500
M&G Community Fund	-	2,000	2,000	-
The Robert Gavron Charity	-	3,000	3,000	-
Worshipful Company of Chartered Secretaries and Administrators Charitable Trust	-	1,614	1,614	-
 <i>It's my move</i>				
The Tottenham Grammar School Foundation	-	3,000	3,000	5,000
Camden Learning	-	-	-	2,705
John Lyons	-	22,000	22,000	22,000
The Childwick Trust	-	-	-	8,000
Sussex Community Foundation	-	3,250	3,250	3,000
The Ian Askew Charitable Trust	-	-	-	500
Access to Work	1,245	-	1,245	2,500
City Bridge Trust	-	10,000	10,000	-
Morris Charitable Trust	-	3,000	3,000	-
The Baily Thomas Foundation	-	5,000	5,000	-

**FACE FRONT INCLUSIVE THEATRE LIMITED**

**Notes to the financial statements – Year ended 31 March 2025**

**Income from charitable activities (Continued)**

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2025</i> <i>Total</i>	<i>2024</i> <i>Total</i>
	£	£	£	£
<b>Grant Income</b>				
<i>Whisper me</i>				
The Tottenham Grammar School Foundation	-	3,000	3,000	1,000
John Lyons	-	22,000	22,000	22,000
Young Barnet Foundation	-	796	796	7,168
Camden Learning	-	-	-	13,305
<i>Hero Next Door</i>				
Frenkel Topping Charitable Foundation	-	-	-	1,448
Access to Work	-	-	-	5,346
<i>Blue sky theatre</i>				
The Foyle Foundation	-	-	-	15,000
L & Q Trust	-	-	-	8,732
The Maria Bjornson Memorial Fund	-	-	-	1,000
City Bridge Trust	-	30,000	30,000	10,000
Charles S French Charitable Foundation	-	2,000	2,000	-
<i>Explosion DDM</i>				
The Vandervell Foundation	-	1,000	1,000	1,000
Boris Karloff Charitable Foundation	-	1,120	1,120	-
<i>Heritage project</i>				
National Lottery Heritage Fund	-	-	-	9,700
<b>Tickets sales &amp; other</b>				
Ticket sales & studio hire	6,881	-	6,881	17,518
Theatre Tax relief	66,018	-	66,018	6,525
	<u>142,264</u>	<u>153,992</u>	<u>296,256</u>	<u>340,326</u>

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Notes to the financial statements – Year ended 31 March 2025

#### 4. Expenditure

	<i>2025</i>	<i>2024</i>
	<i>Total</i>	<i>Total</i>
<b>Charitable activities</b>		
Staff costs	52,249	80,112
Depreciation and impairment	10,880	14,332
Utilities	2,674	2,576
Bank charges and interest	130	312
Running costs	13,787	12,682
Transport	3,099	5,252
Rent and rates	14,531	12,884
Marketing, advertising and promotion	19,074	20,456
Performance and workshop subcontractors	115,458	161,779
Performance and workshop costs	23,220	64,948
IT costs	1,310	1,755
Management costs	-	536
Audience development	21,531	9,709
Governance costs	1,690	121
Accountancy	5,894	7,366
Jon French Memorial Service	-	3,101
	<u>285,528</u>	<u>397,921</u>
<b>Raising funds</b>		
Fundraising costs	19,198	16,106
<b>Total expenditure</b>	<b>304,726</b>	<b>414,027</b>

#### 5. Staff Costs

Staff costs for the year were as follows:

	<i>2025</i>	<i>2024</i>
	<i>£</i>	<i>£</i>
Salaries and wages	48,663	75,888
Social Security costs	1,831	2,961
Staff pension costs	1,318	1,263
	<u>51,812</u>	<u>80,112</u>

The average number of staff employed during the year, was as follows:

	<i>2025</i>	<i>2024</i>
Employees	<u>1</u>	<u>2</u>
	<u>1</u>	<u>2</u>

**FACE FRONT INCLUSIVE THEATRE LIMITED**

There were no employees whose annual income exceeded £60,000.

**Notes to the financial statements – Year ended 31 March 2025**

**6. Tangible fixed assets**

	<b>Leasehold property</b>	<b>Plant and machinery</b>	<b>Office equipment</b>	<b>Motor vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>					
At 1 April 2024	41,450	30,881	5,349	41,555	119,235
Additions	-	-	-	-	-
At 31 March 2025	<u>41,450</u>	<u>30,881</u>	<u>5,349</u>	<u>41,555</u>	<u>119,235</u>
<b>Depreciation</b>					
At 1 April 2024	41,450	9,264	5,349	10,389	66,452
Charge for year	-	3,088	-	7,792	10,880
At 31 March 2025	<u>41,450</u>	<u>12,352</u>	<u>5,349</u>	<u>18,181</u>	<u>77,332</u>
<b>Net Book Value</b>					
At 31 March 2025	<u>-</u>	<u>18,529</u>	<u>-</u>	<u>23,374</u>	<u>41,903</u>
At 31 March 2024	<u>-</u>	<u>21,617</u>	<u>-</u>	<u>31,166</u>	<u>52,783</u>

**7. Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade debtors	350	16,010
Accrued income	66,018	19,476
Prepayments	926	2,753
	<u>67,294</u>	<u>38,239</u>

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade Creditors	16,357	4,456
Accruals	9,762	12,432
Social security and other tax	1,576	(41)
	<u>27,695</u>	<u>16,847</u>

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Notes to the financial statements – Year ended 31 March 2025

#### 9. Reconciliation of funds

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
<b>Restricted funds</b>					
Restricted Funds - all funds	6,563		-	-	6,563
Broken Silence	-	17,184	(23,024)	5,840	-
InterAction	-	5,467	(34,377)	28,910	-
The Bridge Group	4,946	14,241	(25,029)	5,842	-
It's My Move	24,705	46,250	(73,262)	2,307	-
Whisper Me	1,523	25,796	(60,940)	33,621	-
Blue Sky Theatre	4,965	37,467	(36,218)	-	6,214
Explosion DDM, Dance, Drama & Music Class	-	7,587	(29,107)	21,520	-
Heritage	6,799	-	(1,839)	-	4,960
	<b>49,501</b>	<b>153,992</b>	<b>(283,796)</b>	<b>98,040</b>	<b>17,737</b>
<b>Unrestricted funds</b>					
Core	157,267	165,629	(10,050)	(164,058)	148,789
<b>Designated funds</b>					
New minibus	31,166	-	(10,879)	-	20,287
Operational reserve	-	-	-	66,018	66,018
	<b>31,166</b>	<b>-</b>	<b>(10,879)</b>	<b>66,018</b>	<b>86,305</b>
<b>Total funds</b>	<b>237,934</b>	<b>319,621</b>	<b>(304,725)</b>	<b>-</b>	<b>252,831</b>

#### 10. Fund transfers

A transfer totalling £98,040 has been made from unrestricted funds to restricted funds. This transfer represents overspends on restricted funds which have been funded from unrestricted income.

A Transfer totalling £66,018 has been made from unrestricted funds to designated funds, This amount has been designated for planned operational expenditure including costs for the Together Event, inflationary pay increases, new staff roles and the Carbon Footprint Detective Agency.

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Notes to the financial statements – Year ended 31 March 2025

#### 11. Share Capital

Under the Company's Articles of Association, every member of the Company undertakes to contribute to the assets of the company in the event of the same being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required not exceeding £1.

#### 12. Taxation

The company is considered to pass the tests set out in Paragraph 1 schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

#### 13. Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs and charge shown in Note 5 represents the contributions payable by the company to the fund. The amount owed to the pension fund as at the 31 March 2025 is £nil (2024 – £257).

#### 14. Operating Lease Commitments

At 31 March 2025, the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£	£
Buildings	43,541	53,041

#### 15. Related Party Transactions

No remuneration was paid to any of the trustees. No trustee received reimbursement of expenses or benefits in kind during the year.

Charitable expenditure totalling £3,183, incurred personally by key management, has been reimbursed during the year, (2024 £8,462.)

Payments totalling £nil (2024 £1,460) were made to Robin McDonald, for services provided on the 'It's my move' tour.

#### 16. Independent examination fee

The Independent examiner's remuneration amounts to a fee of £3,600 (2024 £3,600). Other fees in relation to the preparation of tax relief returns were also paid to the independent examiner totalling £552 (2024 £nil).

**FACE FRONT INCLUSIVE THEATRE LIMITED**

**Notes to the financial statements – Year ended 31 March 2025**

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

	<b>Tangible assets £</b>	<b>Current assets/(liabilities) £</b>	<b>Total £</b>
Restricted funds	-	17,737	17,737
Unrestricted funds	21,616	127,172	148,789
Designated funds	20,287	66,018	86,305
	<u>41,903</u>	<u>210,928</u>	<u>252,831</u>



**FACE FRONT INCLUSIVE THEATRE LIMITED**

England & Wales - Charity number 1116506

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# Accounts

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**FACE FRONT INCLUSIVE THEATRE LIMITED**  
(A company limited by guarantee)

**Annual Report and Unaudited Financial Statements**  
**For the Year Ended 31 March 2024**

**Charity number 1116506**  
**Company number 05154096 (England & Wales)**

# FACE FRONT INCLUSIVE THEATRE LIMITED

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For the Year Ended 31 March 2024

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# FACE FRONT INCLUSIVE THEATRE LIMITED

## Legal and Administrative Information

Year ended 31 March 2024

Charity Legal Name:	Face Front Inclusive Theatre Limited
Charity registration number:	1116506
Company registration number:	05154096 (England & Wales)
Trustees	R Cowe - Chairman J Shreeves-Lee C King M Zekai C Thomas A Oyebade S Langford M Fernandes S Gazi S Yianni – (resigned 9 September 2024) S Thomas-Gibson M Bulathsinhala – (appointed 9 September 2024)
Company Secretary	R Downing
Registered office & operational address:	52 Market Square Edmonton Green Shopping Centre London N9 0TZ
Independent Examiners:	Simpson Wreford LLP Chartered Accountants Wellesley House Duke of Wellington Avenue Royal Arsenal London SE18 6SS

25 Years of Inclusion

**FACE  
FRONT**



**Annual Report  
2023 - 2024**



InterACTION drama group -  
rehearsing 'Freedom Pass',  
July 2023

## Aims and Objectives of Face Front

Face Front Inclusive Theatre creates original, ground-breaking Inclusive Theatre with a company of disabled, neurodiverse and diverse artists. The company produces professional, entertaining and challenging multi-layered theatre, through its Theatre in Schools, Participation and Training programmes.

Face Front aims to:

Use the arts to improve emotional well-being and address social injustice.

Develop productions that explore social issues, raise awareness and enable people to engage in the process of change.

Provide programmes that enable disadvantaged adults and children to participate in the arts.

Create pathways to employment in the arts for disabled people and those not traditionally involved in the arts.

# Chair's Report



Whisper Me Happy Ever After team on tour 2023

In 2023, Face Front celebrated 25 years of creating inclusive theatre – a tremendous achievement for a small organisation, especially at a time when arts funding is constantly squeezed. To support our regular fundraising efforts, we launched '25 for 25', securing regular donations from supporters. We also created a video archive gathering recollections of key people who have driven our success over the years.

Our regular activity of school tours and community groups continued as usual, but we also produced **The Hero Next Door**, our first public touring production for some time. The play, with an original script from our patron **Onjali Rauf MBE**, was aimed at 7 to 10 year-olds and celebrates friendship and diversity in the face of prejudice. It played in 11 venues across England and Wales and was well-received by audiences of all ages. Producing such a tour is a substantial and expensive

venture for a small organisation. It depends on the dedication of our small team and, without additional resources, is only possible from time to time.

The biennial **FaceFrontFest** took place in July. Our community groups **InterACTion** and **Broken Silence** performed **Freedom Pass** and **All at Sea** at the Dugdale Arts Centre in Enfield. The **DDM** group gave a performance in the Face Front studio, called **Happy You Year**. The event is part of **CLICfest**, an annual celebration of the work of inclusive companies and organisations across London, facilitated by Face Front and supported by the National Lottery Community fund.

The final part of the year was overshadowed by the death of **Jon French**, one of the founders of Face Front who had been Co-CEO since 2016. Jon was primarily a creative force, but he also managed our finances. He was instrumental in the development of **The Hero Next Door** and the installation of our 'green screen' that we've used to make video versions of our productions. He was also key in making numerous mundane but equally essential tasks happen, such as acquiring our new minibus. See a full appreciation on page 4.

The shocking loss of Jon required new creative and administrative arrangements, and places additional demands on our **Artistic Director Ray Downing**. I must pay tribute to Ray and the team for the way they have continued to deliver the high standards that Face Front achieves despite the loss of such a key colleague. They have ensured that Face Front remains in a strong position to continue the excellent work of the past 25 years.

**Roger Cowe**

Chair, Face Front Inclusive Theatre

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- 3 Chair's Report
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*giftaid it*

Face Front is a registered charity and welcomes donations. If you are a taxpayer, for every pound you give under the Gift Aid scheme, the government will allow us to claim back 25p.

Please do not hesitate to contact us if you can help us in this way, and feel assured that you will be investing in a well-run company that really makes a difference.



# Celebrating Jon

It was with enormous sadness that we announced the passing of our dear friend, Face Front Co-Founder and Co-CEO Jon French, in early 2024.

Having just celebrated 25 years of Face Front Inclusive Theatre, we have had the opportunity to reflect upon all the wonderful and ground-breaking work that has been achieved – and Jon was a constant, steady, and creative presence throughout it all.

Whilst the performing industry has lost a legend in the field of dance and theatre, we feel the loss of an esteemed colleague and a most excellent friend.

In addition to his duties as Executive Director, Jon was Co-Director of the Broken Silence group and recently co-directed our tour of The Hero Next Door with Annie Smol.

Annie (Face Front's previous Artistic Director and Co-Founder) reflects,

*"Jon French was a founder of Face Front Inclusive Theatre, and his legacy will live on through the many productions that he was a part of and the many lives that he enriched. Jon was an immensely talented, and creative theatre-maker, actor, facilitator, choreographer and director. And he was an exciting, compassionate, witty and intelligent colleague who will be profoundly missed."*

Prior to his time with Face Front, Jon worked extensively with Candoco Dance Company as one of their founding members. At his memorial service, it was obvious how many lives he had touched in his incredible life and in his pioneering career.

His long-time friend and Co-Founder, Catrin Thomas reflects,

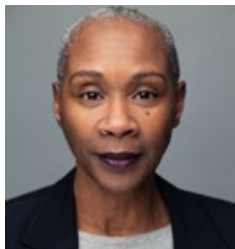
*"Jon embraced Face Front in the same way that he embraced life, with dedication, loyalty, and humour. He immersed himself in every project with creativity and commitment. Words cannot express our loss. He was more than just a colleague; he was an ally and a friend. He will be sorely missed by all of us in the Face Front family."*

A few years ago, Face Front was commissioned to make a short film that detailed Jon's journey into working in the performing arts. This film can be seen here. [www.tinyurl.com/in-memory-of-jon](http://www.tinyurl.com/in-memory-of-jon)





# Patrons



## Josette Bushell-Mingo OBE

“Face Front are amazing. I am a proud patron to a company that creates ambitious, inclusive practice, diverse arts and culture, as well as celebrating community. The breadth of work and the impact by such a small company, across education, inclusion and belonging, training and theatre, is quite simply

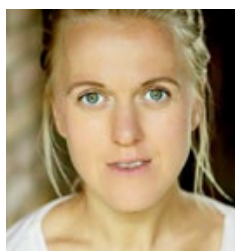
astounding. A company to follow and support.”



## Joseph Adelakun

“Being an actor myself, I know the power of what theatre can do, especially when it tackles important topics and is representative of its audience and community - as Face Front so expertly does. Having seen first-hand just how valuable, inclusive and fun their work is, and having already worked with some

of the Face Front family in the past, I'm really looking forward to being a greater part of this amazing company as a Patron!”



## Rachel Denning

“I was first introduced to Face Front when I worked on Sex FM as an actor and facilitator. I saw how their work can change and sometimes even save lives. I feel that Face Front simply opens its eyes to people (actors and audiences) who are traditionally excluded from the arts and makes them entirely included. Face

Front continues to reach out to young people in the community and further - impacting lives with sensitivity, honesty and fun. I am proud to be their patron and to help spread their work.”



## Doris Jagge

A resident of Edmonton for 28 years, she knows the area and its communities well. Her focus on domestic violence and its impact on children aligns with the work Face Front does with our touring show Whisper Me Happy Ever After. She is proud of her association with Face Front and our partnerships with local schools and outreach work.



## Mat Fraser

“Theatre has the power to transform the lives of people who make and watch stories unfold on stage. It can radically alter their real lives for the better. When you put those tools in the hands of children who've experienced domestic violence, it can be overwhelmingly powerful and lead to them beating the

oppression that keeps them down and finally succeeding in real life. Face Front do this work with passion and have the experience to help these young people help themselves.”



## Onjali Raúf MBE

“I joined Face Front's wonderful board group after seeing for myself the impact that their anti-domestic violence play Whisper Me Happy Ever After had upon the children and teachers it was being performed to. It was an honour to serve in my own small way and try to contribute to what I regard as an amazing group's desire

to establish not only a diverse and fully accessible arts platform in every way, but to tackle subject matters which few other arts initiatives dare to take on.”



## Aditya Chakraborty

Aditya grew up in Enfield and is a columnist and senior economics commentator at the Guardian newspaper.

“I am delighted to be part of this distinguished group of Face Front patrons and look forward to helping this exciting theatre company to continue developing its innovative brand of inclusive theatre.”



## Jamie Beddard

“I'm delighted and privileged to be asked to be a Patron of Face Front. My association with the company started 20 years ago, our paths have crossed numerous times since and their brilliant work is as vital as ever. The passing of Co-Founder, Jon French, was a blow to so many, and ensuring the company and his memory continue to thrive is very important to me.”

## Chairman's Comments on Face Front Financial Statements 2023-24

Accounting changes have disrupted the trend shown in the bar chart (right) because income relating to the years 2022/3 and 2023/4 is included in the figures for 2021/2. As a result, the chart shows a large surplus in 2021/2 followed by deficits in the subsequent two years. Taking the three years together, the result is a significant surplus. We expect to return to the previous pattern of achieving a small surplus each year once this accounting disruption works through.

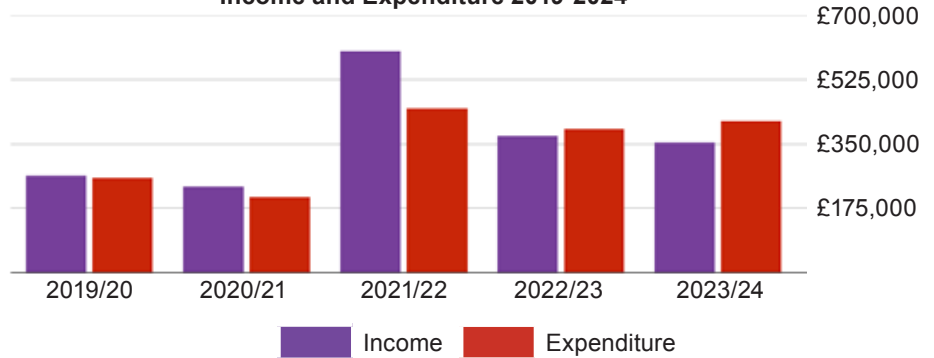
The pie charts show that while grants remain the main source of income, we have also raised significant sums from other sources. We also continue to work hard at diversifying the sources of grant income, while the Arts Council England and the National Lottery Community Fund remain important supporters.

The breakdown of costs demonstrates that the vast majority of our income is spent directly on performances and workshops and the small team who create and deliver these performances. We continue to rely on freelancers recruited for specific activities, and many volunteers.

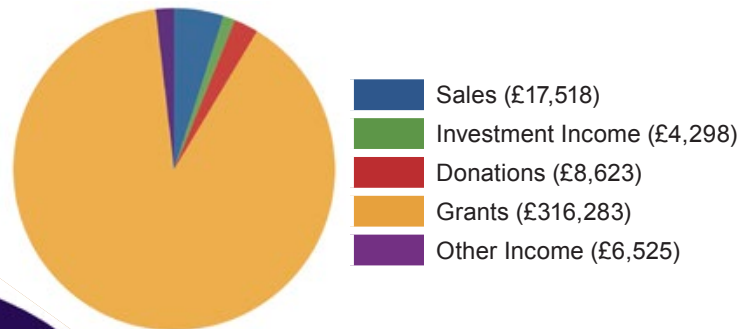
Together with a continuous drive to attract grant support, this approach fits the pattern of Face Front activity and will continue to be a sound financial basis for further development.

**Roger Cowe**  
Chairman

### Income and Expenditure 2019-2024



### Breakdown of Income 2023-2024 (Total £353,247)



### Breakdown of Costs 2023-2024 (Total £414,027)



# CEO Report



Jon French and Ray Downing - Co-CEOs

The beginning of 2024 was, without a doubt, the hardest moment of my many years at Face Front, as we said goodbye to our dear friend and Co-Founder of Face Front, **Jon French**. As we reflect throughout this annual report, Jon was the bedrock of all that we do – we continue to feel his absence profoundly.

Also in 2024, we lost a beloved patron, **Judy Hepburn**. She too was an immense force in the theatre and literary world, and we will greatly miss her passion and support. Face Front will continue its groundbreaking inclusive work in the memory of Jon and Judy.

Despite the sadness of loss, we also had lots to celebrate in 2023-24, as we reached Face Front's 25th year. I would like to take this opportunity to once again wish happy 25th anniversary to every Face Front participant, colleague, volunteer, trustee and supporter, both past and present.

In what feels like a fitting way to mark this milestone, I'm pleased to say that this was our busiest year ever, filled with festivals, new theatre, and some truly incredible performances. I've worked in inclusive theatre for many years, but I'm still always amazed at the power theatre

has to reach people and change lives. Please do take some time to read through this Annual Report to find out more about our different projects. Overall, I'm proud to say that, despite many challenges, we stayed true to our guiding aims throughout the year. We have continued to use the arts to improve wellbeing, to address social injustice and to create pathways to employment for disabled people and those not traditionally involved in the arts. We are particularly proud of the success of our **Year of The Volunteer** and thank all those involved.

As demonstrated in our newly digitised archive, Face Front's

journey over a quarter of a century has been incredible – we're thrilled to see what the next 25 years will hold! In our new **Business Plan**, one of our super-objectives is to explore moving into a permanent venue by 2030 – we greatly hope to see you there!

Finally, Face Front is nothing without the support of our funders, partners, patrons, trustees and volunteers. In these uncertain times, we're so grateful to have you with us as we all work and play together to lead the way in truly inclusive theatre.

- Ray Downing  
 CEO



# Volunteer with us

Support ground-breaking  
theatre that changes lives

Email: [hello@facefront.org](mailto:hello@facefront.org)



# Celebrating 25 years



The Face Front team  
in the early 2000s

Face Front Inclusive Theatre originated from the Inclusive Arts Campaign back in 1998, led by a group of disabled and non-disabled artists who were committed to developing inclusive arts.

Annie Smol and Andrew Mclay, the founding members, then started to experiment with a variety of artists, interweaving the visual (physical theatre, movement, film) and the aural (song, sound-scaping, poetry and music) using sign language and audio description as an integral part of the performance. The aim was to give disabled artists the opportunity to develop their skills and showcase their talent, while creating a new, accessible form of theatre.

The Face Front Inclusive Theatre project was born and was taken under the wing of Art Start, led by Debbie Dean. Face Front began to create successful inclusive touring and participatory programmes.

In 2004, Annie, along with artists Jon French, Shirley Mason and Catrin Thomas, and administrator Tracey Viechweg, set up Face Front as a company, and then charity, with the mission to create original ground-breaking inclusive theatre with disabled and non-disabled artists.

Face Front still uses theatre to change thousands of lives and improve emotional wellbeing, addressing issues such as domestic abuse, transitions, resilience and inclusion. Diverse, disabled and neurodiverse actors who have had training and first employment with us, have gone on to work with renowned companies across the world.

None of this would have been possible without the hard work and passion of all of Face Front's staff, artists, trustees, volunteers and, of course, participant's and audience's.



Pete Faventi and Ellen Goodey  
performing Laundry Boy in 2011



**Laundry Boy was a theatre tour that explored the coming-of-age experiences of a young learning disabled person. To authentically capture the voice of learning-disabled artists and ensure they were integral to the process, we collaborated for six months, dedicating one day a week to experimentation and skill development.**

I recall a particularly memorable session where we discussed relationships; a complex topic for many young people with learning disabilities. Inspired by a hamper, artists Peter Faventi and Ellen

Goody suggested a first date at a park with a picnic.

Their resulting performance was remarkably natural, quirky, humorous, poignant, and deeply moving. I remember laughing uncontrollably while also being moved to tears.

We incorporated much of this material into the final production, which proved to be a successful tour.

Recognising the importance of this subject, we expanded the project to reach young people in schools, special schools, and colleges. Through this work, we've

collaborated with numerous learning disabled artists, supporting their career development and providing opportunities to tour across the UK. This has become a cornerstone of Face Front's approach to theatre. - Annie Smol



Explore our archive at  
[www.facefrontarchive.org.uk](http://www.facefrontarchive.org.uk)

# Theatre in Education



It's My Move performers, 2023

Face Front creates accessible, issue-based theatre closely linked to the needs of schools. We engage and inspire pupils, supporting their social, emotional and creative development and helping them to lead active, healthy and positive lives.

We were very excited to tour into primary and SEN schools with **It's My Move** and **Whisper Me Happy Ever After**. Also, our **Digital Schools** projects **Whisper Me Digital** and **It's My Choice** continue to be very well-received.

## IT'S MY MOVE

Co-written by Julie McNamara, Face Front has created a theatre and training programme about the transition of young disabled people moving from school to adult life. This year, we ran a reduced national tour, but we're proud to report we performed 20 times to 995 young people – and the professionals who work with them – in special schools, colleges and theatre venues. Additionally, our team (including five disabled actors from our community groups) delivered eight Creative Industry Workshops to 167 emerging artists.

*"The play was brilliantly performed by an inclusive cast, engaging the whole audience and providing positive role models for our young people. The interactive sections were expertly facilitated so that even our most complex learners could feel included and heard. [It] was extremely appropriate for our cohort who are preparing for adulthood and making choices. Most of all, our learners and staff thoroughly enjoyed the experience and left feeling positive and hopeful. We sincerely hope that we can have this or other performances at the college in the future."*

**- Jo Horsley, Drama Teacher,  
 St. John's College**

*"Everyone raved about the sessions yesterday. Our students are all buzzing about the workshop. Thanks again! We are all enjoying looking at the It's My Choice resource and thinking about working this into our lessons"*

**- Kelly Whiting, Head Teacher,  
 Riverside SEN**

## WHISPER ME HAPPY EVER AFTER

Written by Julie McNamara, the play explores the way domestic violence affects the mental health of young people aged 9-11. This year, we were very pleased to have delivered the play in 18 schools reaching over 1,829 young people in primary schools in Camden, Barnet and Brent. Responses from pupils and teachers alike continued to demonstrate the urgent need to tackle this issue, as over 91 young people and some teachers made disclosures. Supported by our counsellor, all schools, pupils and our team received support throughout.

*"I was so impressed by the story, the acting and encouragement for the children to engage and their willingness to step up and speak out. It was also good to see the cards and posters being shared as resources for those who may feel concerned or need support, as well as the opportunity to speak with the team at the end of the session. This is such important work and so expertly delivered."*

**- Julia Elmore, Member Development  
 Officer, Young Barnet Foundation**

*"An incredibly insightful and thought-provoking performance and forum on domestic abuse... This has undoubtedly left a lasting impression on our school community, and we are immensely grateful for your partnership."*

**- Natalie Dweh, Associate Headteacher  
 / Designated Safeguarding Leader**

*"It is such a powerful piece of theatre and so important. The students were enthralled and entertained but also clearly they found it thought provoking... It should be part of every school curriculum."*

**- Dr Siwan Thomas-Gibson, Trustee**



Warren's story from It's My Choice

## IT'S MY CHOICE

Co-written by Julie McNamara, Face Front has created an online Theatre and Training programme about the transition of young people with Learning Disabilities/ Difficulties (LDD) from school to adult life. This was in partnership with The Cultural Institute at King's College London, The Council of Disabled Children and the following Disability Arts Organisations: Heart'n'Soul, Action Space, Vital Xposure and Blink Dance Theatre.

The online resource has its own website ([www.itsmychoice.org.uk](http://www.itsmychoice.org.uk)) and has been promoted to all SEN schools in inner and outer London to young LDD people and the professionals who work with them.

*"Every aspect of how to make resources as useful as possible when transferring from live to online seems to have been considered by Face Front. The overall standard of all the resources is incredibly high..."*

*Enormous congratulations to all those involved in making such invaluable comprehensive educational content... I would consider this online resource to be an exemplar of best practice in moving from live to online delivery."*

**- Anna Hoddt and Jean Carter,  
John Lyon's Charity**

*"You need to follow your own heart and dreams. You need to feel confident to do what you want to do. It's only your choice, not anyone else's."*

**- DDM Participant**

*"Very impressive."*

**- Teacher, Barnet & Southgate College**

*"...fantastic resources ... produced for teachers to use with their students to explore transition to adulthood."*

**- Teacher, West Lea School**

## WHISPER ME DIGITAL

Co-written by Julie McNamara, Face Front has created an online resource that explores the way domestic violence affects the mental health of young people. It is for audiences aged 9-12. Launched at the Arts Depot in November 2021, this digital resource has been seen nationally by 19,000 young people in 20 London boroughs.

*"It's such an impactful and valuable programme with excellent resources and very clear for teachers to deliver."*

**- Year 5 Teacher, Fleecefield School**

*"The film provoked a lot of interest and very thoughtful discussion. The children were incredibly sensitive and very involved throughout. Thank you so much for the resources."*

**- Paul Baron Thomson,  
Primrose Hill Primary school**

# Theatre in the Community



We were pleased that our eight weekly community groups continued to reach over 170 young people and adults. Taking part and leading in theatre games and drama exercises, with support, they created and presented them to the local community. Participation has enabled disabled and non-disabled young people and adults, including those from diverse cultural backgrounds, to gain confidence and skills for life.

The projects have helped raise awareness around physical and emotional health, enabling participants to express their emotions, develop arts knowledge and techniques, leadership roles and life skills.

Participants have also established supportive friendships, thereby reducing isolation and enhancing their quality of life.

## INTERACTION

InterACTion theatre group is for 30+ people from different age groups, backgrounds and abilities. Members are aged 7-98. Following the success of

previous productions (**Mr & Mystery** and **Between the Wi & the Fi**) we created a new play called **Freedom Pass**. Devised by the group, the play toured to community spaces and headlined to a sell-out audience at the Dugdale Arts Centre. The group also performed **Pantocchio** (a pocket-sized panto) and started to develop a new piece called **Legacies**.

*"It was a really amazing performance and a much bigger audience than we'd anticipated. Everyone did such a great job and supported each other; the audience said how wonderful we all were. We should do more of it."*

- Deafblind participant

## DDM

The group of 14 young disabled actors performed a newly devised play called **Happy You Year!** which kicked off **FaceFrontFest'23**. We are very proud that many achieved Bronze and Silver Arts Awards.

*"It was wonderful. I'm proud of myself, I did my lines really well. We all make mistakes, but we all tried our best."*

- DDM Participant

*"This was the first DDM show I have seen and I was hugely impressed with what the group achieved. Great ideas, lots of humour and tremendous energy."*

- Parent of DDM participant

## BLUE SKY ACTORS

In partnership with the University of East London and Theatre Royal Stratford East, and led by Sarah-Jane Wingrove and a dedicated staff team, Blue Sky Actors successfully performed two original productions, **It's Beginning to Look Alot like Ex-mas** and **4x4**. In addition to performance skills, the group also continued to regularly train and complete **Acting & Work CVs** for further work, education and training.

*"It was truly inclusive theatre and a real panto season performance that we were honoured to see. Watching these brilliant adults with different needs all being involved in speaking, singing, acting, and allowed to bring the laughter and sunshine was amazing. My heart filled with pride to see my daughter in her element surrounded by her friends having the best time."*

- Participant, parent and volunteer

## BROKEN SILENCE

Our Broken Silence group, run by Jon French and Angie Wallis, is made up of 25+ disabled adults. Following the international success of feature film **Equilibrium**, this year, the group returned to the Dugdale Arts Centre with a new musical called **All at Sea**. Set on the high seas, this crime caper was a sellout success.

*"The energy was infectious, everyone was clearly enjoying participating. I love how inclusive it was. All of the cast was supported to shine."*

**- All at Sea, Audience member**

### **BLUE SKY ACTORS THE BRIDGE GROUP**

Following the success of a pilot phase, **The Bridge Group** has proved to be very worthwhile for newcomers. The group is open to families and adults of all abilities and experiences; we also encourage referrals from local partners and social prescription. The group is process-based and acts as a bridge to other Face Front groups.

*"Culture and self-expression are human rights, but there are many in our society who are denied them because they are perceived to be intellectually disabled in some way. The Bridge Group meets a really basic human need, which is rarely met with the same levels of care, compassion and commitment elsewhere. It is a space for self-expression, joy, and a meaningful cultural exchange between people whose thoughts, often remarkably profound, are usually disregarded."*

**- Michael Walling, Artistic Director, Border Crossings**

Face Front has been working in partnership with **Jazanne Arts**, supporting them to run arts and reminiscence activities for older people including:

### **JOYFUL CONNECTIONS**

In partnership with AgeUK Enfield, Jazanne Arts delivered the **Joyful Connections** project at the Parker Centre. This initiative involved training older volunteers and conducting regular arts and reminiscence activities with individuals living with dementia. Through



**All at Sea performed by  
Broken Silence, July 2023**

singing, dancing, storytelling, and reminiscence exercises, participants were able to engage in stimulating activities that fostered social connection and well-being.

The project was funded by the People's Health Trust using money raised by Health Lottery London East.

*"You provide a good variety of singing, dancing, exercise and reminiscence which is very well suited to our clients."*

**- Manager Day Centre**

*"Being a volunteer is so rewarding. There are no words to explain, it's opened my eyes. I'm enjoying every minute, just as much as the people we're helping do."*

**- Volunteer**

*"Mum loves your sessions and talks about you when she gets home, most things she can't remember these days."*

**- Carer**

### **DREAM TEAM**

The **Dream Team**, a group of independent older adults from Enfield, collaborated with Jazanne Arts to create a sci-fi climate change love story. The resulting film, **Act**

**Now**, was premiered in summer 2023 and has since garnered significant online attention. Following this, the group has made an audio series based on the film.

This project was funded by the City Bridge Trust, National Lottery Awards for all and private donations.

*"It's actually very good. I surprise myself. I couldn't believe it was going to have such an impact."*

**- Participant**

### **AGE-WELL DRAMA GROUP**

Jazanne Arts also worked with the **Age-Well drama group**, a Newham-based organisation serving Caribbean older women. Together, they developed a play that explored the effects of poverty, mental health, and othering. The production was presented in Newham and received positive feedback from participants and audience members.

*"Thank-you for your patience with us guiding us throughout, I must say I really enjoyed doing the performance and learnt a lot. My family and friends loved the reality of the story."*

**- Agewell Drama Group Participant**

# Bespoke Projects & Festivals



The Hero Next Door national tour, 2023

Face Front has delivered a variety of special projects including:

## THE HERO NEXT DOOR

Following a successful Research and Development phase the previous year, we toured this new production internationally. As our most ambitious project in five years, this acclaimed production toured to multiple partner venues, including DAC, Home, CAST, MAC and Trinity.

Created especially for 7-10 year olds, the piece celebrates difference and friendship and covers issues including refugees, autism (in girls), identity and ageism. Written by patron Onjali Rauf OBE and co-directed by Face Front co-founders Annie Smol MBE and Jon French, and featuring a cast of disabled and non-disabled artists, the show was very well received.

*'The play was very funny but with lots of thought-provoking moments. I was particularly impressed with how the*

*girl with autism was portrayed: the actress didn't rely on lazy stereotypes... I found myself getting quite emotional during the Grandfather's speech about refugees and I am sure his experiences will help a lot of children – many of whom are welcoming refugees into their schools in 2023 – understand a bit more about what their new classmates are having to contend with.'*

**- Audience member who attended with 9 year old daughter**

*'The show went down well with the audience who all joined in enthusiastically at the end with the Hero song. A strong performance from the whole cast and most importantly a very happy audience.'*

**- Michael Sussams, FOH Manager, Trinity**

## INTERNATIONAL EXCHANGES

On the behalf of Face Front, Annie Smol was invited to run a series of workshops with a performing arts specialist in Halifax, Nova Scotia, Canada, to explore inclusion through drama. Everyone had



Annie in Nova Scotia

a marvellous time learning and sharing, playing and creating together.

*"It was the perfect blend of affirming & challenging and I really valued the time to develop & apply our learning to our own practices."*

- Delegate

In partnership with University of Reading, Face Front also hosted a group from the National Agency for Education in Lithuania. We shared best practice and the group visited our Broken Silence community group.

*"Our time at Face Front left us all feeling incredibly moved and inspired. Your commitment to making theatre accessible and your dedication to using it as a tool to improve the lives of individuals is simply fantastic. The work you're doing to address social injustice and promote emotional well-being through theatre is both important and impactful."*

- Nadin Marsovszki,

Research Fellow, Reading University



Our new minibus' first official work trip with the Dream Team

## CULTIVATING CREATIVE CONNECTIONS

Face Front continues to develop networks and partnerships with theatre venues, schools and touring companies in order to engage young disabled and non-disabled people, both as audiences and participants. With the aim of creating meaningful relationships, we are working with local and national venues.

## FEAR SUMMIT

The **FEAR Summit** programme is a series of off-the-record forums for practitioners to address their professional fears with the overall aim of unpicking, unifying and promoting shared best practice and creative solutions. Summits already delivered included: 'The barriers of the payment of freelance disabled artists', and 'The representation of disability in modern mask work'.

## IT'S MY MOVE CREATIVE INDUSTRIES WORKSHOP

Delivered by a team of four disabled and non-disabled facilitators, this workshop was run in conjunction with **It's My Move** as a practical way of introducing young disabled people into the variety of careers available with the creative arts. It also provided them with a realistic overview of the life of an actor on tour.

## CLICFEST'23

We were very pleased to once again run our umbrella festival, **Connecting London's Inclusive Communities (CLIC)**. Throughout the summer, we supported 67 events by 41 inclusive communities including Hijinx, Southwark Playhouse, SAVVY Theatre, and many, many more!

## FACEFRONTFEST'23

We produced a very successful Enfield-based festival featuring original

productions including **Happy You Year**, **All at Sea** and **Freedom Pass**. This was our first in-person festival since Covid and featured other local artists and companies including **Upsyched**.

## 25TH ARCHIVE

Funded by Heritage Lottery and supported by a team of volunteers and film maker, Nigel Kellaway, we compiled, preserved and digitised articles of interest (photos, scripts, posters) from Face Front's 25-year history. To accompany the new website, we created 25 shorts films. QR code on page 11.

## NEW MINIBUS

After eight years of unwavering service, we said goodbye to our loyal minibus **Isambard**. With support from Backstage Trust, Albert Hunt Trust and the TFL Scrappage Scheme, we bought a brand new wheelchair-accessible minibus we have called **Tango**.



# Funders



Boris Karloff  
Charity



**We would like to acknowledge donations and income from:** Anonymous, Annie Smol, Arts Depot, Ardent Theatre, Access to Work/DWP, Amazon Smile, Denis Stoller, Jane & Lissa Hermans, Jazanne Arts, Mary Fernandes, Mayor of Enfield Cllr Doris Jagge, Onjali Rauf & friends, Theatre Royal Stratford East, Theatre Tax Relief, Trevor Duke, Will Smith, The Hero Next Door tour venues (DAC, Blackwood Miners Institute, Mill Arts Centre, Trinity Theatre, HOME Manchester, Cornerstone Arts Centre, Queens Theatre Hornchurch, The Dukes, CAST Doncaster, Midlands Arts Centre, Exeter Phoenix, Stratford Youth Zone).

**Special thanks to our 25 for 25 doners:** Amanda Smith, Anne-Marie Ellis, Andrew Bradford, Anne Ogazi, Carole Wingrove, Chris King, Diane Smith, Emma Atherton-Evans, Jacquelyn Shreeves-Lee, Jane Hermans, J L Auguste, Leesa Gazi, Liz Adams, Mary Fernandes, Mo Cross, Paul Wild, Patrick Fuller, Ray Downing, Roger Cowe, Ruth Angel, Sally McNeil, Siwan Thomas-Gibson, Shamama Lanewala, Tina George, Will Smith.

**Special thanks to:** Ashdown Phillips, Angela Frost, Claire Fenwick, Community Links Enfield, Community Links Edmonton, Joe Katona, Kritee Gower, Kyle Blackwood, Hamida Ali, Harrison Smith, Martin Willis, Mathew Ballantyne, Michael Emanuel, Peter Cowley, Rosemary Mann, Sarisha Kumar, Shamima Rahman, Toolbox Marketing, Park Avenue Resource Centre, family, friends and carers and all the other unsung supporters.



The Bridge Group devising a new performance

Face Front has been building on its successes with inclusive theatre projects for schools, national tours, and increased participation. We will continue to extend its reach and profile both regionally and nationally.

Projects planned over the next three years include:

- Development and expansion of our Theatre in Education tours of 'Whisper Me Happy Ever After', 'It's My Move', 'The Carbon Footprint Detective Agency' and a new production about resilience, grief and change.
- Development and expansion of our digital projects including Whisper Me Digital, It's My Choice and Equilibrium.
- Producing our annual CLICfest and biennial FaceFrontFest at the Dugdale Arts Centre and Face Front Studio. FaceFrontFest will feature all our Enfield-based groups and other local artists (any art form), companies and groups.
- Continuing to work with partners, practitioners and academics in order to develop research and work to engage patients and clinicians, specifically social perception.
- Finding and fundraising for a permanent accessible venue with office, studio and storage space in or around Edmonton Green.
- Developing our Training Programmes for: i) Disabled Arts Practitioners through master-classes, work experience, mentoring and placements. ii) Transition Professionals iii) Corporate sector, iv) Clinicians and v) Young people with long-term health conditions.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Report of the Directors (Trustees)

### Year ended 31 March 2024

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report and financial statements for the year ended 31 March 2024, which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements have been prepared in accordance with accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic or Ireland (FRS102).

### Structure, Governance and Management

#### Governing document

The company is a charitable company limited by guarantee (company number 11165056) incorporated on 14 June 2004 in England and Wales. The Company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. The full name of the registered charity is 'Face Front Inclusive Theatre Limited'. Its operational address and registered office is currently at 52 Market Square Edmonton Green, Shopping Centre Edmonton, London, N9 0TZ.

The charity is managed by its trustees who constitute the board of directors and have been appointed in accordance with the charity's Articles of Association. The directors in office during the year ended 31 March 2024 were as follows:-

R Cowe - Chair  
J Shreeves-Lee  
C King  
M Zekai  
C Thomas  
A Oyebade  
S Langford  
M Fernandes  
S Gazi  
S Yianni – (resigned 9 September 2024)  
S Thomas-Gibson  
M Bulathsinhala – (appointed 9 September 2024)

#### Methods used to recruit and appoint new charity trustees

Recruitment of trustees is by recommendation from board members, creative team members or participants and then, following a probation period of four months, a mutual decision is made on appointment.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Report of the Directors (Trustees)

### Year ended 31 March 2024

#### Objectives and activities

To advance the Education of the public in the arts, in particular the arts of theatre, drama, poetry, singing, dance, movement and music, but not exclusively amongst young people and people with disabilities.

Face Front aims to:

- Use the arts to improve emotional wellbeing and address social injustice.
- Provide programmes that enable disadvantaged adults and children to participate in the arts.
- Develop productions that explore social issues, raise awareness and enable people to engage in the process of change.
- Create pathways to employment in the arts for disabled people and those not traditionally involved in the arts.

In planning activities and delivering services the Trustees have regard to the Charity Commission's guidance on public benefit.

#### Financial Review

The attached financial statements show the current state of the charity's finances for the year ended 31 March 2024.

Incoming resources for the year totalled £353,247 of which £167,473 were for restricted purposes. Outgoing resources for the year totalled £414,027 of which £154,535 were attributable to restricted funds. Overall the accounts show a deficit for the year of £60,780.

#### Reserves policy

The charity's reserves policy is to maintain unrestricted funds not committed or invested in tangible assets ('the free reserves') equal to at least six months' core costs, which are primarily salaries and premises costs. This level of reserves has been exceeded throughout the year. As at 31 March 2024 the total 'free reserves' amount to £159,907.

Restricted reserves at 31 March 2024 total £49,501, these funds are not available for general purposes. Designated funds at 31 March 2024 total £31,166, this relates to the cost of the new mini bus purchased during the year, which has been held separately from the 'free reserves' for future depreciation charges.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Report of the Directors (Trustees)

Year ended 31 March 2024

### Directors (Trustees) Responsibilities

The Trustees, as set out on page 2 (who are also the directors of Face Front Inclusive Theatre Limited for the purposes of company law) are responsible for preparing the Directors' (Trustees) Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those financial statements, the trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### Limited liability

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the company in the event of winding up. The total number of such guarantees at 31 March 2024 was eight.

### Public Benefit Statement

The Trustees confirm that they have complied with the duty in section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.

Face Front Inclusive Theatre Limited charitable purpose is to provide increased access to music and musical education to young people in London, particularly those from disadvantaged backgrounds and provide them with opportunities to participate in a range of musical activities.

**FACE FRONT INCLUSIVE THEATRE LIMITED**

**Report of the Directors (Trustees)**

**Year ended 31 March 2024**

**Independent examiners**

Simpson Wreford LLP., were appointed as Independent Examiners during the year and have expressed their willingness to continue in that capacity.

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed on behalf of the board of directors (trustees) on 19 December 2024.

*Roger Cowe*  
Roger Cowe (Dec 19, 2024 17:11 GMT)

-----  
**R Cowe**  
Chair of Trustees

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Independent Examiners' Report

### To the Trustees of Face Front Inclusive Theatre Limited for the Year Ended 31 March 2024

I report to the charity trustees of the company for the year ended 31 March 2024, which are set out on pages 27 to 37.

#### *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 report*

Since the 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 because I am a member of the Institute of Chartered Accountants in England and Wales, 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 accounting records; or
- (3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- (4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



**Kate Taylor FCA**

**For and behalf of Simpson Wreford LLP, Chartered Accountants**

Institute of Chartered Accounts in England and Wales

Wellesley House  
Duke of Wellington Avenue  
London, SE18 6SS  
Dated: 19 December 2024

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Statement of Financial Activities (including Income and Expenditure Account)

Year ended 31 March 2024

	Notes	Unrestricted Funds	Restricted Funds	Total funds 2024	<i>Restated</i> Total funds 2023
		£	£	£	£
<b>INCOME</b>					
Donations and legacies		7,623	1,000	8,623	6,862
Charitable activities	3	173,853	166,473	340,326	363,491
Investments		4,298	-	4,298	1,399
<b>TOTAL INCOME</b>		<u>185,774</u>	<u>167,473</u>	<u>353,247</u>	<u>371,752</u>
<b>EXPENDITURE ON:</b>					
Raising funds		16,106	-	16,106	-
Charitable activities	4	243,386	154,535	397,921	391,480
<b>TOTAL EXPENDITURE</b>		<u>259,492</u>	<u>154,535</u>	<u>414,027</u>	<u>391,480</u>
<b>NET INCOME/(EXPENDITURE)</b>		(73,718)	12,938	(60,780)	(19,728)
Transfers between funds		35,000	(35,000)	-	-
<b>NET MOVEMENT IN FUNDS</b>		<u>(38,718)</u>	<u>(22,062)</u>	<u>(60,780)</u>	<u>(19,728)</u>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		227,151	71,563	298,714	318,442
<b>Total funds carried forward</b>		<u>188,433</u>	<u>49,501</u>	<u>237,934</u>	<u>298,714</u>

The results for the year derive from continuing activities, and there are no other gains or losses other than those shown above.

The notes on pages 29 to 38 form part of these financial statements.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Balance Sheet as at 31 March 2024

	Notes	2024	<i>Restated</i> 2023
<b>Fixed Assets</b>			
Tangible assets	6	52,783	25,560
<b>Current Assets</b>			
Debtors	7	38,239	28,584
Cash at bank and in hand		163,760	272,666
		201,999	301,250
<b>Creditors</b>			
Amounts falling due within one year	8	(16,847)	(28,096)
<b>Net current assets</b>		185,151	273,154
<b>Total net assets</b>		237,934	298,714
<b>The Funds of the Charity</b>			
Unrestricted Funds	9	157,267	217,151
Designated Funds		31,166	10,000
Restricted Funds		49,501	71,563
		237,934	288,714

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

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

The trustees have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476

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

The financial statements on pages 27 to 38 were approved by the Trustees on 19 December 2024 and signed on their behalf by:

Roger Cowe  
Roger Cowe (Dec 19, 2024 17:11 GMT)  
 .....  
**R Cowe**  
**Director (Trustee)**

**Company Number – 05154096 (England & Wales)**

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### 1. Accounting Policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

#### Company information

Face Front Inclusive Theatre Limited is a company limited by guarantee incorporated in England and Wales and registered as a charity with the Charity Commission. The registered office is 52 Market Square, Edmonton Green Shopping Centre, London, N9 0TZ.

#### (a) Basis of accounting

The financial statements have been prepared in accordance with 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 (FRS102)– (Charities SORP (FRS102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

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

The effects of events relating to the year ended 31 March 2024 which occurred before the date of approval of the financial statements by the Trustees has been included in the financial statements to the extent required to show a true and fair view of the state of affairs at 31 March 2024 and the results for the year ended on that date.

Face Front Inclusive Theatre Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

#### (b) Going Concern

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

#### (c) Fund accounting

- Unrestricted funds are available for use at the discretion of the Directors in furtherance of the general objectives of the charity. Unrestricted funds include donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal. Expenditure, which meets these criteria, is charged to the fund.

#### (d) Income

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. The following specific policies are applied to particular categories of income:

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### Accounting Policies (continued)

- Grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Grant income is only deferred where the donor has clearly specified that it relates to a future period.
- Incoming resources from charitable consulting activities are accounted for when earned. Consultancy income is deferred where it relates to services to be carried out in the future.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

### (e) Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity.
- Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.
- Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

### (f) Fixed assets

Fixed assets are initially measured at cost and subsequently measured at cost net of depreciation and any impairment losses.

It is the policy of the company to provide depreciation at the following annual rates in order to write off each asset over its estimated useful economic life. The following rates of depreciation have been applied throughout the year.

Computer equipment -	Straight line over three years
Leasehold improvements -	Straight line over term of the lease
Plant and machinery -	Straight line over ten years
Motor vehicles -	25% reducing balance

Assets with a cost of £Nil or more are capitalized.

### (g) Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### Accounting Policies (continued)

#### (i) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### (j) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### (j) Financial instruments

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

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

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

#### *Derecognition of financial liabilities*

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

#### (k) Employee benefits

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

#### (l) Retirement benefits

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

## 2. Remuneration

Remuneration of key management personnel	<i>2024</i>	<i>2023</i>
	£	£
Aggregate total	<u>75,888</u>	<u>77,386</u>

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### 3. Income from charitable activities

	<i>Unrestricted</i>	<i>Restricted</i>	<i>2024</i>	<i>2023</i>
	<i>£</i>	<i>£</i>	<i>Total</i>	<i>Total</i>
			<i>£</i>	<i>£</i>
<b>Grant income</b>				
<i>Central overheads</i>				
Arts Council England	64,898		64,898	134,100
Big Lottery Fund	66,316		66,316	50,848
Sir John Cass Foundation	8,250	-	8,250	-
The Sir Jules Thorn Charitable Trust	2,500	-	2,500	-
<i>Broken Silence</i>				
Peoples Health Trust	-	22,275	22,275	13,527
Co-op Trust	-	-	-	2,668
<i>The Bridge Group</i>				
Enfield Council	-	11,140	11,140	12,199
Musgrave Family	-	1,500	1,500	-
Emergence Foundation	-	-	-	11,340
<i>It's my move</i>				
The Tottenham Grammar School Foundation	-	5,000	5,000	3,000
Camden Learning		2,705	2,705	-
John Lyons	-	22,000	22,000	13,900
The Childwick Trust	-	8,000	8,000	-
Sussex Community Foundation	-	3,000	3,000	5,000
The Ian Askew Charitable Trust	-	500	500	-
Access to Work	2,500	-	2,500	-
Morris Charitable Trust	-	-	-	2,850
BBC Children in Need	-	-	-	10,497
The Hilden Charitable Trust	-	-	-	5,000
Marsh Christian Trust	-	-	-	400
<i>Whisper me</i>				
The Tottenham Grammar School Foundation	-	1,000	1,000	3,000
John Lyons	-	22,000	22,000	27,900
Young Barnet Foundation	-	7,168	7,168	-
Camden Learning	-	13,305	13,305	-
L & Q Trust	-	-	-	5,000

## FACE FRONT INCLUSIVE THEATRE LIMITED

### Notes to the financial statements – Year ended 31 March 2024

#### Income from charitable activities (Continued)

			<i>2024</i>	<i>2023</i>
	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total</i>	<i>Total</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
<b>Grant Income</b>				
<b><i>Hero Next Door</i></b>				
Frenkel Topping Charitable Foundation	-	1,448	1,448	-
Access to Work	5,346	-	5,346	-
<b><i>Blue sky theatre</i></b>				
The Foyle Foundation	-	15,000	15,000	-
L & Q Trust	-	8,732	8,732	-
The Maria Bjornson Memorial Fund	-	1,000	1,000	-
City Bridge Trust	-	10,000	10,000	-
The D'Oyly Carte Charitable	-	-	-	3,000
Brian Murtagh Charitable Trust	-	-	-	10,000
<b><i>Explosion DDM</i></b>				
The Vandervell Foundation	-	1,000	1,000	-
BBC Children in Need	-	-	-	21,209
<b><i>Heritage project</i></b>				
National Lottery Heritage Fund	-	9,700	9,700	-
<b>Tickets sales &amp; other</b>				
Ticket sales & studio hire	17,518	-	17,518	6,358
Theatre Tax relief	6,525	-	6,525	21,695
	173,853	166,473	340,326	363,491
	173,853	166,473	340,326	363,491

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### 4. Expenditure

	<i>2024</i>	<i>2023</i>
	<i>Total</i>	<i>Total</i>
<b>Charitable activities</b>		
Staff costs	80,112	63,592
Depreciation and impairment	14,332	3,947
Utilities	2,576	1,079
Bank charges and interest	312	-
Running costs	12,682	43,688
Transport	5,252	30
Rent and rates	12,884	11,179
Marketing, advertising and promotion	20,456	17,156
Performance and workshop subcontractors	161,779	158,190
Performance and workshop costs	64,948	52,239
IT costs	1,755	1,196
Management costs	536	764
Audience development	9,709	26,591
Governance costs	121	4,440
Accountancy	7,366	7,389
Jon French Memorial Service	3,101	-
	<u>397,921</u>	<u>391,480</u>
<b>Raising funds</b>		
Fundraising costs	16,106	-
<b>Total expenditure</b>	<b>414,027</b>	<b>391,480</b>

### 5. Staff Costs

	<i>2024</i>	<i>2023</i>
	<i>£</i>	<i>£</i>
Staff costs for the year were as follows:		
Salaries and wages	75,888	77,386
Social Security costs	2,961	3,577
Staff pension costs	1,263	1,280
	<u>80,112</u>	<u>82,243</u>

The average number of staff employed during the year, was as follows:

	<i>2024</i>	<i>2023</i>
Employees	<u>2</u>	<u>2</u>

## FACE FRONT INCLUSIVE THEATRE LIMITED

There were no employees whose annual income exceeded £60,000.

### Notes to the financial statements – Year ended 31 March 2024

#### 6. Tangible fixed assets

	Leasehold property £	Plant and machinery £	Office equipment £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 April 2023	41,450	30,881	5,349	-	77,680
Additions	-	-	-	41,555	41,555
At 31 March 2024	<u>41,450</u>	<u>30,881</u>	<u>5,349</u>	<u>41,555</u>	<u>119,235</u>
<b>Depreciation</b>					
At 1 April 2023	41,450	6,176	4,494	-	52,120
Charge for year	-	3,088	855	10,389	14,332
At 31 March 2024	<u>41,450</u>	<u>9,264</u>	<u>5,349</u>	<u>10,389</u>	<u>66,452</u>
<b>Net Book Value</b>					
At 31 March 2024	<u>-</u>	<u>21,617</u>	<u>-</u>	<u>31,166</u>	<u>52,783</u>
At 31 March 2023	<u>-</u>	<u>24,705</u>	<u>855</u>	<u>-</u>	<u>25,560</u>

#### 7. Debtors

	<i>2024</i> £	<i>2023</i> £
Trade debtors	16,010	963
Accrued income	19,476	26,695
Prepayments	2,753	926
	<u>38,239</u>	<u>28,584</u>

#### 8. Creditors: amounts falling due within one year

	<i>2024</i> £	<i>2023</i> £
Trade Creditors	4,456	18,836
Accruals	12,432	7,400
Social security and other tax	(41)	1,860
	<u>16,847</u>	<u>28,096</u>

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### 9. Reconciliation of funds

	<i>Restated</i>				
	At 1 April				At 31
<b>Restricted funds</b>	<b>2024</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>March 2024</b>
Restricted Funds - all funds	6,563	-	-	-	6,563
Broken Silence	15,000	23,275	(38,275)	-	-
InterAction	-	-	-	-	-
The Bridge Group	-	12,640	(7,694)	-	4,946
It's My Move	-	41,205	(16,500)	-	24,705
Whisper Me	-	43,473	(41,950)	-	1,523
Hero Next Door	-	1,448	(1,448)	-	-
Blue Sky Theatre	10,000	34,732	(39,767)	-	4,965
Explosion DDM, Dance, Drama & Music Class	5,000	1,000	(6,000)	-	-
Heritage	-	9,700	(2,901)	-	6,799
Minibus	35,000	-	-	(35,000)	-
	<b>71,563</b>	<b>167,473</b>	<b>(154,535)</b>	<b>(35,000)</b>	<b>49,501</b>
<b>Unrestricted funds</b>					
Core	<b>217,151</b>	<b>185,774</b>	<b>(249,103)</b>	<b>3,445</b>	<b>157,267</b>
<b>Designated funds</b>					
New minibus	10,000	-	(10,389)	31,555	31,166
	<b>10,000</b>	<b>-</b>	<b>(10,389)</b>	<b>31,555</b>	<b>31,166</b>
	-				
<b>Total funds</b>	<b>298,714</b>	<b>353,247</b>	<b>(414,027)</b>	<b>-</b>	<b>237,934</b>

### 10. Fund transfers

A transfer from restricted funds to unrestricted and designated funds has been made in the year, this relates to the purchase of a new minibus during the year.

### 11. Restricted material funds

**‘It’s my Move’** – Restricted funds totalling £24,705 were unspent as at 31 March 2024. These funds relate to income received for the ‘It’s my move’ tour which takes place during October and November 2024.

### 12. Prior period restatement

As at 31 March 2023, restricted funds carried forward were overstated by £140,398 and designated funds carried forward were overstated by £22,000. This is due a misunderstanding of the income treatment as per the SORP which resulted in the incorrect classification of unrestricted income.

The financial statements for the year ended 31 March 2023 have been restated to correct this error, resulting in a decrease to restricted reserves brought forward from £211,961 to £71,563, and a decrease to designated

reserves brought forward from £32,000 to £10,000. Unrestricted reserves brought forward has increased from £54,753 to £ 217,151.

# FACE FRONT INCLUSIVE THEATRE LIMITED

## Notes to the financial statements – Year ended 31 March 2024

### 13. Share Capital

Under the Company's Articles of Association, every member of the Company undertakes to contribute to the assets of the company in the event of the same being wound up while they are a member, or within one year after they cease to be a member, such amount as may be required not exceeding £1.

### 14. Taxation

The company is considered to pass the tests set out in Paragraph 1 schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

### 15. Pensions

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension costs and charge shown in Note 6 represents the contributions payable by the company to the fund. The amount owed to the pension fund as at the 31 March 2024 is £257 (2023 – £Nil).

### 16. Operating Lease Commitments

At 31 March 2024, the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Buildings	53,041	6,475

### 17. Related Party Transactions

No remuneration was paid to any of the trustees. No trustee received reimbursement of expenses or benefits in kind during the year.

Charitable expenditure totalling £8,462, incurred personally by key management, has been reimbursed during the year.

Payments totalling £1,460 were made to Robin McDonald, for services provided on the 'It's my move' tour.

### 18. Independent examination fee

The Independent examiner's remuneration amounts to a fee of £2,400 (2023 £3,300). Other fees in relation to the preparation of tax relief returns were also paid to the independent examiner totalling £5,280 (2023 £Nil).

## FACE FRONT INCLUSIVE THEATRE LIMITED

### 19. Analysis of net assets between funds

	<b>Tangible assets</b>	<b>Current assets/(liabilities)</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Restricted funds	-	49,501	49,501
Unrestricted funds	21,617	135,650	157,267
Designated funds	31,166	-	31,166
	<u>52,783</u>	<u>185,151</u>	<u>237,934</u>










# 917490-0 (Face Front Inclusive Theatre Accounts 31 March 2024 - Finals for signature)

Final Audit Report

2024-12-19

Created:	2024-12-19
By:	Emma Vaughan (emma.vaughan@simpsonwreford.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAw6m2CXnQAp5tm62mQJSCNerPpuVBF5Hz

## "917490-0 (Face Front Inclusive Theatre Accounts 31 March 2024 - Finals for signature)" History

-  Document created by Emma Vaughan (emma.vaughan@simpsonwreford.co.uk)  
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-  Signer roger.cowe@outlook.com entered name at signing as Roger Cowe  
2024-12-19 - 5:11:10 PM GMT
-  Document e-signed by Roger Cowe (roger.cowe@outlook.com)  
Signature Date: 2024-12-19 - 5:11:12 PM GMT - Time Source: server
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-  Agreement completed.  
2024-12-19 - 5:25:02 PM GMT

**FACE FRONT INCLUSIVE THEATRE LIMITED**

England & Wales - Charity number 1116506

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# Accounts

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**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

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**UNAUDITED**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Trustees**

Catrin Menna Thomas  
Jacquelyn Shreeves-Lee  
Christine King  
Meseret Zekai  
Roger Cowe  
Ayo Oyebade  
Sean Langford  
Mary Fernandes  
Shamima Lutfee Gazi  
Suzannah Talia Yianni (appointed 17 May 2022)  
Dr Siwan Thomas-Gibson (appointed 25 January 2023)

**Company registered number**

05154096

**Charity registered number**

1116506

**Registered office**

52 Market Square  
Edmonton Green Shopping Centre  
London  
N9 0TZ

**Company secretary**

Raymond Downing

**Accountants**

BKL Audit LLP  
Chartered Accountants  
35 Ballards Lane  
London  
N3 1XW

**Bankers**

HSBC plc  
10 South Mall  
Edmonton  
London  
N9 0QU

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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The highlight of this, our 25th year of delivering inclusive theatre, was the development of our first public production for several years, *The Hero Next Door*, touring during summer 2023. The play, by our patron Onjali Rauf MBE, celebrates difference, friendship and working together to do the right thing, featuring an unlikely trio of young people who expose a con-woman to protect an elderly neighbour. As always at Face Front, the diverse cast and creatives included disabled, non-disabled and culturally diverse artistes.

Developing this play came on top of our regular tours and eight community groups, resulting in an extremely busy and demanding year for our very small team. They deserve enormous credit for maintaining our high professional standards and achieving an enormous amount with very limited resources.

*It's My Move*, dealing with the transition of students from SEN schools into adult provision, toured in autumn and *Whisper Me Happy Ever After*, addressing domestic abuse for pupils in years five and six toured in Spring 2023. We were delighted to be able to include five disabled actors from our Blue Sky Actors group in the cast of *It's My Move*. We also facilitated CLIC Fest (Connecting London Inclusive Community) which brought together 30 partners to exchange and promote the work of disabled artists in London.

Covid continued to affect staff and participants and added costs as we needed extra understudies for tours. One positive outcome of the pandemic was the creation of digital versions of our main productions. This means we can now reach many more schools across the country than is possible with a physical tour. We showed *Equilibrium*, the film of a show developed by our Broken Silence group, to a packed house at the Lea Valley Odeon in the summer.

At the beginning of the year we finalised our application to the Arts Council for National Portfolio Organisation (NPO) status. This would give us three years of guaranteed support, providing the basis for developing more secure income streams and broadening our impact. However we were extremely disappointed not to succeed with what we believe was an extremely powerful application.

Nevertheless we ended the year in a strong financial position. The deficit of almost £21,407 for 2022/3 must be set against the unusually large surplus in the previous year, which occurred due to a change in accounting treatment of grants received. We expect to return to our target of small surpluses or deficits from year to year. The extensive work required for the NPO application interfered to some extent with our regular fundraising efforts. As a result, 2023 is challenging financially and we have cut our cloth accordingly. I am confident that Face Front is well positioned for the next 25 years.

*Roger Crowe*

.....  
Roger Crowe  
(Chairman)

Date: 06/12/2023

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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

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The Trustees present their annual report together with the financial statements of the Charity for the year 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

**Objectives and activities**

**a. Policies and objectives**

The principal objectives of the Company are to advance the education of the public in the arts, in particular the arts of theatre, drama, poetry, singing, dance, movement and music, in particular but not exclusively among young people and people with disabilities.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

**b. Principal activities**

Our activities continue to be the development and delivery of original, inclusive theatre with disabled and nondisabled artists, especially in schools and the community. During the covid pandemic restrictions we developed online, radio and film versions of our touring productions.

We have strengthened partnerships with similar arts organisations during the year, pursuing our vision of leading in innovative inclusive theatre and creating more opportunities to inspire young people.

To achieve our goals we need support from a range of external funders and we have continued to expand the sources of funds during the year.

During the year we reached almost 9,000 students and staff and involved 150 people in our local groups. This is only possible due to the commitment of our staff, volunteers, freelancers and trustees and the support of our funders.

**c. Volunteers**

Face Front operates with a number of volunteers in addition to the trustees. They are particularly important for the activities of our community groups.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Achievements and performance**

**a. Review of activities**

Face Front continued to operate eight community groups and produce tours to primary, secondary and special schools. During the year we conducted research and development for a new production: The Hero Next Door which will tour in 2023. Covid required significant adaptation and innovation which included creating a digital version of our domestic abuse show Whisper Me Happy Ever After.

**b. Factors relevant to achieve objectives**

We are reliant on the ability to continue attracting financial support from a range of funders including Arts Council England. The commitment of staff and volunteers is crucial to our success.

**c. Fundraising activities and income generation**

Face Front sustains continual fundraising activity, focusing on a widening range of Foundations, Trusts and other grant-making bodies and has continued to be successful in attracting funding for our groups and school tours. This income source is supplemented by fees payable by schools and group participants. We seek to diversify income sources by developing drama-based workshops for private sector organisations.

**Financial review**

**a. Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**b. Reserves policy**

The charity's reserves policy is to maintain liquid funds equal to at least six months' core costs, which are primarily salaries and premises costs. This level of reserves has been exceeded throughout the year.

**c. Financial performance**

Our finances were affected by last year's change in the application of accounting rules for recognising grant income as well as by the extensive effort required in making our application for Arts Council National Portfolio Organisation status.

Our main income comes from grants and donations, amounting to £342,300 in the current year which is a decrease from the previous year (2022: £571,134) but represents a more typical income level. Ticket sales and charges were £6,358 (2022: £25,503). Total income reached £371,752 (2022: £602,077).

Expenditure for the year was £391,480 (2022: £446,236), resulting in a current deficit of £19,728 (2022: £155,841 surplus).

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**d. Principal risks and uncertainties**

Face Front carries out a risk management review led by the Trustees to identify and act on risks to our continued operations. This has identified the loss of key staff and fundraising failures as the most substantial risks.

**e. Trustees' Indemnities**

Trustees are protected by Directors', Trustees' and Officers' Liability.

**Structure, governance and management**

**a. Constitution**

Face Front Inclusive Theatre Ltd is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association. It has no share capital.

**b. Methods of appointment or election of Trustees**

Recruitment of trustees is by recommendation from board members, creative team members or participants and then, following a probation period of four months, a mutual decision is made on appointment.

**c. Organisational structure and decision-making policies**

The trustees meet approximately six times a year and are responsible for management of the Company. The artistic director and associate directors also attend the trustees meetings in a non-voting capacity.

**d. Policies adopted for the induction and training of Trustees**

New trustees attend an induction from one of the creative team including a one to one talk about the charity. They also receive a copy of the Charity Commission publication CC3 'The Essential Trustee: What you need to know'.

**e. Risk management**

During the year the Trustees reviewed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Plans for future periods**

Face Front will continue to extend our reach and profile both regionally and nationally with a cultural education program improving emotional wellbeing for socially disadvantaged young people and adults. This will be supported by an energetic fundraising program, building on and creating new relationships with our current and new funders including public grant giving bodies, trusts and foundations, corporate support and sponsorship.

Our plans include a new, high quality, show A Hero Next Door, which will tour to small/mid sized venues for school groups and family audiences. We will continue to tour to schools our shows Whisper Me Happy Ever After and It's My Move, develop digital resources and build our Corporate Training offer.

We are optimistic about our future and our ability to deliver on our mission to address social injustice through multi-accessible theatre.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

*Roger Cowe*

.....  
**Roger Cowe**  
(Chair of Trustees)

Date: 06/12/2023

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**Independent Examiner's Report to the Trustees of Face Front Inclusive Theatre Ltd ('the Charity')**

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2023.

**Responsibilities and Basis of Report**

As the Trustees of the Charity (and 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 Charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Charity's 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 Examiner's Statement**

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, 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 Charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT EXAMINER'S REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed: *Ian Saunderson*

Dated: 06/12/2023

Ian Saunderson FCA

**BKL Audit LLP**

Chartered Accountants

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

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

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
<b>Income from:</b>					
Donations and grants	2	335,438	6,862	342,300	571,134
Charitable activities	3	-	6,358	6,358	25,503
Investments	4	-	1,399	1,399	440
Other income	5	-	21,695	21,695	5,000
<b>Total income</b>		<b>335,438</b>	<b>36,314</b>	<b>371,752</b>	<b>602,077</b>
<b>Expenditure on:</b>					
Charitable activities	6	289,346	102,134	391,480	446,236
<b>Total expenditure</b>		<b>289,346</b>	<b>102,134</b>	<b>391,480</b>	<b>446,236</b>
<b>Net movement in funds</b>		<b>46,092</b>	<b>(65,820)</b>	<b>(19,728)</b>	<b>155,841</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		165,869	152,573	318,442	162,601
Net movement in funds		46,092	(65,820)	(19,728)	155,841
<b>Total funds carried forward</b>		<b>211,961</b>	<b>86,753</b>	<b>298,714</b>	<b>318,442</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 12 to 28 form part of these financial statements.

**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05154096**

**BALANCE SHEET**  
**AS AT 31 MARCH 2023**

	Note	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	11	<b>25,560</b>	29,508
		<u>25,560</u>	<u>29,508</u>
<b>Current assets</b>			
Debtors	12	<b>28,584</b>	6,775
Cash at bank and in hand		<b>272,666</b>	369,423
		<u>301,250</u>	<u>376,198</u>
Creditors: amounts falling due within one year	13	<b>(28,096)</b>	(87,264)
<b>Net current assets</b>		<b>273,154</b>	288,934
<b>Total assets less current liabilities</b>		<b>298,714</b>	318,442
<b>Total net assets</b>		<b>298,714</b>	318,442
<b>Charity funds</b>			
Restricted funds	14	<b>211,961</b>	165,869
Unrestricted funds	14	<b>86,753</b>	152,573
<b>Total funds</b>		<b>298,714</b>	318,442

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05154096**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2023**

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The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

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

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

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

*Roger Cowe*

.....  
**Roger Cowe**  
Chair of Trustees

Date: 06/12/2023

The notes on pages 12 to 28 form part of these financial statements.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**1.2 Going concern**

Continued fundraising success has secured adequate financing for our activities in the coming year. The Charity therefore has sufficient funds to cover committed expenditure. Combined with future grant commitments that the charity is due to receive and the healthy cash balance at the balance sheet date, this has given the Trustees assurance that the charity will be able to continue operating for at least twelve months from the date of signature of these accounts.

The accounts have therefore been prepared on a going concern basis.

**1.3 Income**

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

**1.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**1. Accounting policies (continued)**

**1.5 Charity status**

The Charity is a company limited by guarantee. The directors of the Company are the Trustees at the beginning of the accounts.

In the event of the Company being wound up, the liability in respect of the guarantee is limited to £1 per member of the Company.

**1.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold improvements	- Straight line over the term of the lease
Plant and machinery	- Straight line over ten years
Office equipment	- Straight line over three years

**1.8 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.9 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.10 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**1. Accounting policies (continued)**

**1.11 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.12 Pensions**

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

**1.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**2. Income from donations and legacies**

	<b>Restricted funds 2023 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Donations	-	6,862	<b>6,862</b>
Grants	335,438	-	<b>335,438</b>
	335,438	6,862	<b>342,300</b>
	335,438	6,862	<b>342,300</b>
	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Donations	-	5,052	5,052
Grants	496,082	70,000	566,082
	496,082	75,052	571,134
	496,082	75,052	571,134

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**Grants received**

	<b>2023</b>	<i>2022</i>
	<b>£</b>	<i>£</i>
Arts Coucil England	<b>134,100</b>	<i>111,830</i>
BBC Children in Need	<b>31,706</b>	<i>30,964</i>
Big Lottery Fund	<b>50,848</b>	<i>67,190</i>
City Bridge Trust	<b>-</b>	<i>7,500</i>
Co-op Trust	<b>2,668</b>	<i>2,337</i>
Daytrippers Foundation	<b>-</b>	<i>1,800</i>
Camden Learning	<b>-</b>	<i>6,000</i>
Chapman Charitable Trust	<b>-</b>	<i>2,000</i>
Haringey Council	<b>-</b>	<i>5,000</i>
The Leathersellers Company Charitable Fund	<b>-</b>	<i>10,000</i>
The Baily Thomas Chritable Fund	<b>-</b>	<i>5,000</i>
The Mercers Company	<b>-</b>	<i>20,130</i>
The Tottenham Grammar School Foundation	<b>6,000</b>	<i>11,000</i>
The Hilden Charitable Trust	<b>5,000</b>	<i>-</i>
Marsh Christian Trust	<b>400</b>	<i>-</i>
Backstage Trust	<b>-</b>	<i>10,000</i>
Morris Charitable Trust	<b>2,850</b>	<i>-</i>
The D'Oyly Carte Charitable Trust	<b>3,000</b>	<i>-</i>
John Lyons	<b>41,800</b>	<i>60,775</i>
Barchester's Charitable Trust	<b>-</b>	<i>1,000</i>
Enfield Council	<b>12,199</b>	<i>5,000</i>
Enfield Connections Community Chest	<b>-</b>	<i>2,000</i>
Harold Hyam Wingate Foundation	<b>-</b>	<i>8,000</i>
L & Q Placemakers	<b>5,000</b>	<i>5,000</i>
Peoples Health Trust	<b>13,526</b>	<i>21,256</i>
Portal Trust, formally Sir John Cass Foundation	<b>-</b>	<i>16,500</i>
Speedomick Foundation	<b>-</b>	<i>3,000</i>
Stratford Arts Trust	<b>-</b>	<i>42,320</i>
Sussex Community Foundation	<b>5,000</b>	<i>5,000</i>
The Albert Hunt Trust	<b>-</b>	<i>5,000</i>
The Ironmongers' Company	<b>-</b>	<i>10,000</i>
The Sir Jules Thorn Charitable Trust	<b>-</b>	<i>1,000</i>
The Souter Charitable Trust	<b>-</b>	<i>3,000</i>
Warburtons Community Grants	<b>-</b>	<i>400</i>
Brian Murtagh Charitable Trust	<b>10,000</b>	<i>-</i>
Emergence Foundation	<b>11,340</b>	<i>-</i>
Young Barnet Foundation	<b>-</b>	<i>6,000</i>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

Enfield ARG COVID Recovery	-	70,000
Other	-	10,000
	<u>335,437</u>	<u>566,002</u>

**3. Income from charitable activities**

	<b>Unrestricted funds 2023</b>	<b>Total funds 2023</b>
	£	£
Ticket sales for performances	<u>6,358</u>	<u>6,358</u>

	<i>Unrestricted funds 2022</i>	<i>Total funds 2022</i>
	£	£
Ticket sales for performances	<u>25,503</u>	<u>25,503</u>

**4. Investment income**

	<b>Unrestricted funds 2023</b>	<b>Total funds 2023</b>
	£	£
Interest receivable	<u>1,399</u>	<u>1,399</u>

	<i>Unrestricted funds 2022</i>	<i>Total funds 2022</i>
	£	£
Interest receivable	<u>440</u>	<u>440</u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**5. Other incoming resources**

	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Theatre Tax Credit	21,695	<b>21,695</b>
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Theatre Tax Credit	5,000	5,000

**6. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Restricted funds 2023 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Total 2023 £</b>
Promoting inclusion in theatre	289,346	90,305	<b>379,651</b>
Support Costs	-	11,829	<b>11,829</b>
	289,346	102,134	<b>391,480</b>
	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total 2022 £</i>
Promoting inclusion in theatre	365,122	75,660	440,782
Support costs	-	5,454	5,454
	365,122	81,114	446,236

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**7. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2023 £</b>	<b>Support costs 2023 £</b>	<b>Total funds 2023 £</b>
Promoting inclusion in theatre	379,651	-	<b>379,651</b>
Support costs	-	11,829	<b>11,829</b>
	<u>379,651</u>	<u>11,829</u>	<u><b>391,480</b></u>
	<u><u>379,651</u></u>	<u><u>11,829</u></u>	<u><u><b>391,480</b></u></u>
	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
Promoting inclusion in theatre	440,782	-	440,782
Support costs	-	5,454	5,454
	<u>440,782</u>	<u>5,454</u>	<u>446,236</u>
	<u><u>440,782</u></u>	<u><u>5,454</u></u>	<u><u>446,236</u></u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**7. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Staff costs	<b>63,592</b>	63,289
Depreciation	<b>3,947</b>	5,651
Utilities	<b>1,079</b>	808
Running costs	<b>43,688</b>	45,731
Transport	<b>30</b>	657
Rent and rates	<b>11,179</b>	11,817
Marketing, advertising and promotion	<b>17,156</b>	21,125
Performance and workshop subcontractors	<b>158,190</b>	196,014
Performance and workshop costs	<b>52,239</b>	69,949
IT costs	<b>1,196</b>	802
Management costs	<b>764</b>	2,978
Audience development	<b>26,591</b>	21,961
	<b>379,651</b>	440,782

**Analysis of support costs**

	<b>Total funds 2023 £</b>	<i>Total funds 2022 £</i>
Governance costs	<b>4,440</b>	2,291
Tax consultancy	<b>-</b>	1,200
Accountancy fees	<b>7,389</b>	1,963
	<b>11,829</b>	5,454

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**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**8. Staff Costs**

	<b>2023</b>	<i>2022</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>77,386</b>	<i>58,237</i>
Social security costs	<b>3,577</b>	<i>3,781</i>
Contribution to defined contribution pension schemes	<b>1,280</b>	<i>1,271</i>
	<b>82,243</b>	<i>63,289</i>

The average number of persons employed by the Charity during the year was 2 (2022: 2).

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel received remuneration of £77,386 (2022 - £58,237).

**9. Independent Examination fee**

The Independent Examiner's remuneration amounts to a fee of £3,300 (2022: £2,500).

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**11. Tangible fixed assets**

	Short-term leasehold property £	Plant and machinery £	Office equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2022	41,450	30,881	5,349	77,680
At 31 March 2023	41,450	30,881	5,349	77,680
<b>Depreciation</b>				
At 1 April 2022	41,450	3,088	3,634	48,172
Charge for the year	-	3,088	860	3,948
At 31 March 2023	41,450	6,176	4,494	52,120
<b>Net book value</b>				
At 31 March 2023	-	24,705	855	25,560
At 31 March 2022	-	27,793	1,715	29,508

**12. Debtors**

	2023 £	2022 £
<b>Due within one year</b>		
Trade debtors	963	850
Prepayments and accrued income	27,621	5,925
	<b>28,584</b>	<b>6,775</b>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**13. Creditors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Trade creditors	<b>18,836</b>	<b>19,564</b>
Other taxation and social security	<b>1,860</b>	<b>1,860</b>
Accruals and deferred income	<b>7,400</b>	<b>65,840</b>
	<b>28,096</b>	<b>87,264</b>
	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2022	<b>61,490</b>	<b>171,576</b>
Resources deferred during the year	<b>-</b>	<b>61,490</b>
Amounts released from previous periods	<b>(61,490)</b>	<b>(171,576)</b>
	<b>-</b>	<b>61,490</b>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**14. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
New mini-bus	15,000	-	-	(5,000)	10,000
Hero Next Door class	25,000	-	(13,000)	-	12,000
Interaction class	10,000	-	(10,000)	-	-
Broken Silence class	10,000	-	-	-	10,000
	<u>60,000</u>	<u>-</u>	<u>(23,000)</u>	<u>(5,000)</u>	<u>32,000</u>
<b>General funds</b>					
General Funds - All Funds	92,573	36,314	(79,134)	5,000	54,753
	<u>152,573</u>	<u>36,314</u>	<u>(102,134)</u>	<u>-</u>	<u>86,753</u>
<b>Restricted funds</b>					
Restricted Funds - all funds	81,913	240,438	(250,390)	-	71,961
Whisper Me 2022/23 class	14,000	-	(14,000)	-	-
It's My Move 2022/23 class	5,000	-	(5,000)	-	-
Blue Sky Theatre 2022/23 class	17,150	-	(7,150)	-	10,000
BLF 2022/23 class	12,806	-	(12,806)	-	-
New mini-bus	35,000	-	-	-	35,000
Interaction class	-	30,000	-	-	30,000
Hero Next Door class	-	45,000	-	-	45,000
Broken Silence class	-	15,000	-	-	15,000
Dance, Drama and Music class	-	5,000	-	-	5,000
	<u>165,869</u>	<u>335,438</u>	<u>(289,346)</u>	<u>-</u>	<u>211,961</u>
<b>Total of funds</b>	<u><u>318,442</u></u>	<u><u>371,752</u></u>	<u><u>(391,480)</u></u>	<u><u>-</u></u>	<u><u>298,714</u></u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

**14. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2022 £</i>
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
New mini-bus	-	15,000	-	15,000
Hero Next Door class	-	25,000	-	25,000
Interaction class	-	10,000	-	10,000
Broken Silence class	-	10,000	-	10,000
	<u>-</u>	<u>60,000</u>	<u>-</u>	<u>60,000</u>
<b>General funds</b>				
General Funds - All Funds	127,692	45,995	(81,114)	92,573
	<u>127,692</u>	<u>105,995</u>	<u>(81,114)</u>	<u>152,573</u>
<b>Total Unrestricted funds</b>	<u>127,692</u>	<u>105,995</u>	<u>(81,114)</u>	<u>152,573</u>
<b>Restricted funds</b>				
Restricted Funds - all funds	14,909	432,126	(365,122)	81,913
Whisper Me 2022/23 class	-	14,000	-	14,000
It's My Move 2022/23 class	-	5,000	-	5,000
Blue Sky Theatre 2022/23 class	-	17,150	-	17,150
BLF 2022/23 class	-	12,806	-	12,806
New mini-bus	20,000	15,000	-	35,000
	<u>34,909</u>	<u>496,082</u>	<u>(365,122)</u>	<u>165,869</u>
<b>Total of funds</b>	<u><u>162,601</u></u>	<u><u>602,077</u></u>	<u><u>(446,236)</u></u>	<u><u>318,442</u></u>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**14. Statement of funds (continued)**

**Restricted Funds**

As described in note 1.13 restricted funds are fund which are to be used in accordance with specific restrictions imposed by donors.

All the restricted funds received in the period relate to specific theatrical projects undertaken by the Charity, and all these funds were spent during the period on those projects.

Projects that have ended with positive reserves have, under their funding agreements, the right to transfer funds to management costs that are expended from general funds which are related to that project.

**General Funds**

As described in note 1.13, general funds are available for use at the discretion of the Trustees for the furtherance of the charity's general objectives.

These funds represent all funds other than the restricted funds described above.

**Designated Funds**

Designated funds are funds which are not restricted by the donor but which have been earmarked by the trustees for specific activities or expenditure in the following year.

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2023 £</b>	<b>Unrestricted funds 2023 £</b>	<b>Total funds 2023 £</b>
Tangible fixed assets	-	25,560	<b>25,560</b>
Current assets	211,961	89,289	<b>301,250</b>
Creditors due within one year	-	(28,096)	<b>(28,096)</b>
<b>Total</b>	<u>211,961</u>	<u>86,753</u>	<u><b>298,714</b></u>

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	-	29,508	29,508
Current assets	165,869	210,329	376,198
Creditors due within one year	-	(87,264)	(87,264)
<b>Total</b>	<u>165,869</u>	<u>152,573</u>	<u>318,442</u>

**16. Operating lease commitments**

At 31 March 2023 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2023 £</b>	<b>2022 £</b>
Not later than 1 year	<b>6,475</b>	11,100
Later than 1 year and not later than 5 years	-	6,475
	<u><b>6,475</b></u>	<u>17,575</u>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**

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**17. Related party transactions**

During the year, Jacquelyn Shreeves-Lee, a Trustee, was paid £7,642 for professional fees as a counsellor (2022: £3,000). This payment is in accordance with the Charity's Memorandum and Articles of Association.

**FACE FRONT INCLUSIVE THEATRE LIMITED**

England & Wales - Charity number 1116506

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# Accounts

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**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

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**UNAUDITED**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Trustees**

Catrin Menna Thomas  
Jacquelyn Shreeves-Lee  
Christine King  
Andrew Bradford (resigned 16 March 2022)  
Meseret Zekai  
Roger Cowe  
Ayo Oyebade  
Sean Langford  
Mary Fernandes  
Shamima Lutfee Gazi  
Suzannah Talia Yianni (appointed 17 May 2022)

**Company registered number**

05154096

**Charity registered number**

1116506

**Registered office**

52 Market Square  
Edmonton Green Shopping Centre  
London  
N9 0TZ

**Company secretary**

Raymond Downing

**Accountants**

BKL Audit LLP  
Chartered Accountants  
35 Ballards Lane  
London  
N3 1XW

**Bankers**

HSBC plc  
10 South Mall  
Edmonton  
London  
N9 0QU

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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The year began with covid requirements continuing to restrict live activities but Face Front continued to adapt and emerged as strong as ever thanks to the dedication and initiative of our small, hard-working team. Restrictions on live performance led us to create film versions of our shows, helped by construction of our 'green screen', which is also available for hire by Arts and other organisations.

Through these films we have been able to reach a much wider audience. Whisper Me Digital, our show about domestic violence, has been seen by almost 9000 students in approximately 100 schools across 18 boroughs.

The Face Front Fest went ahead in summer as an online event with contributions from all our groups, including songs from the Broken Silence album and a soap opera by DDM, our performing arts group for young people. We completed the album and film of the Equilibrium show, which had a successful premiere at the Lee Valley Odeon in summer 2022.

We were able to get back to live activities again in autumn 2021 although some group members continued to participate online. It's My Move, our show for learning disabled young people about the transition from school to adult life, toured across London as well as several towns around the country. There were 27 performances to more than 1200 pupils as well as several workshops.

The year also saw further R&D continued the creation of our new show The Hero Next Door, which will be touring the country in 2023. Our corporate training helping managers support staff experiencing emotional difficulties also continued.

A major task during the year was preparing to apply to the Arts Council for National Portfolio (NPO) status, which will allow us to continue reaching wider audiences and increasing opportunities for disabled performers. This included developing a three-year business plan setting out the financial implications of our ambitions for the near future. We also created a 'Green Team' to strengthen our commitment to environmental responsibility. The board also took part in anti-racist training to help us ensure we continue to enjoy good relations with the diverse communities we serve.

At the annual meeting in November 2021 we were sad to lose the membership of Andrew Bradford, a longstanding supporter and my predecessor as Chair. We subsequently co-opted Susannah Yianni who will bring Face Front valuable knowledge and experience.

The accounts show an unusually large surplus for the year which we do not expect to be repeated. This is due mainly to a change in the application of accounting rules which requires substantial grant income to be included in the year although the bulk of activities the grants are funding will take place in subsequent years. Our policy continues to target a small surplus each year, which we plan to return to in 2022/3. While we will not repeat this year's exceptional result I am confident we are well-placed to continue meeting the needs of audiences and community members despite the difficult economic conditions facing our communities and schools.

Roger Cowe  
Chairman  
Date:

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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

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The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2021 to 31 March 2022. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective January 2015).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

### **Objectives and activities**

#### **a. Policies and objectives**

The principal objectives of the company are to advance the education of the public in the arts, in particular the arts of theatre, drama, poetry, singing, dance, movement and music, in particular but not exclusively among young people and people with disabilities.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

#### **b. Principal activities**

Our activities continue to be the development and delivery of original, inclusive theatre with disabled and nondisabled artists, especially in schools and the community. During the covid pandemic restrictions we developed online, radio and film versions of our touring productions.

We have strengthened partnerships with similar arts organisations during the year, pursuing our vision of leading in innovative inclusive theatre and creating more opportunities to inspire young people.

To achieve our goals we need support from a range of external funders and we have continued to expand the sources of funds during the year.

During the year we reached almost 9,000 students and staff and involved 150 people in our local groups. This is only possible due to the commitment of our staff, volunteers, freelancers and trustees and the support of our funders.

#### **c. Volunteers**

Face Front operates with a number of volunteers in addition to the trustees. They are particularly important for the activities of our community groups.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Achievements and performance**

**a. Review of activities**

Face Front continued to operate eight community groups and produce tours to primary, secondary and special schools. During the year we conducted research and development for a new production: The Hero Next Door which will tour in 2023. Covid required significant adaptation and innovation which included creating a digital version of our domestic abuse show Whisper Me Happy Ever After.

**b. Factors relevant to achieve objectives**

We are reliant on the ability to continue attracting financial support from a range of funders including Arts Council England. The commitment of staff and volunteers is crucial to our success.

**c. Fundraising activities and income generation**

Face Front sustains continual fundraising activity, focusing on a widening range of Foundations, Trusts and other grant-making bodies and has continued to be successful in attracting funding for our groups and school tours. This income source is supplemented by fees payable by schools and group participants. We seek to diversify income sources by developing drama-based workshops for private sector organisations.

**Financial review**

**a. Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**b. Reserves policy**

The charity's reserves policy is to maintain liquid funds equal to at least six months' core costs, which are primarily salaries and premises costs. This level of reserves has been exceeded throughout the year.

**c. Financial performance**

Our finances were boosted by several exceptional receipts, including a one-off covid-related grant from Enfield council, as well as substantially increased activity following easing of covid restrictions. The exceptional surplus also reflects a change in the application of accounting rules which includes substantial grant income to be included in the year although the bulk of activities the grants are funding will take place in subsequent years.

Our main income comes from grants and donations, amounting to £571,134 in the year, two and a half times the previous year (2021: £221,671), which was a more typical income level. Ticket sales and charges were £25,503 (2021: £10,968). Total income reached £602,077 (2021: £233,764).

Expenditure for the year was £446,236 (2021: £205,538), resulting in a current surplus of £155,841 (2021: £28,226).

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**d. Principal risks and uncertainties**

Face Front carries out a risk management review led by the Trustees to identify and act on risks to our continued operations. This has identified the loss of key staff and fundraising failures as the most substantial risks.

**e. Trustees' Indemnities**

Trustees are protected by Directors', Trustees' and Officers' Liability.

**Structure, governance and management**

**a. Constitution**

Face Front Inclusive Theatre Ltd is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association. It has no share capital.

**b. Methods of appointment or election of Trustees**

Recruitment of trustees is by recommendation from board members, creative team members or participants and then, following a probation period of four months, a mutual decision is made on appointment.

**c. Organisational structure and decision-making policies**

The trustees meet approximately six times a year and are responsible for management of the company. The artistic director and associate directors also attend the trustees meetings in a non-voting capacity.

**d. Policies adopted for the induction and training of Trustees**

New trustees attend an induction from one of the creative team including a one to one talk about the charity. They also receive a copy of the Charity Commission publication CC3 'The Essential Trustee: What you need to know'.

**e. Risk management**

During the year the Trustees reviewed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Plans for future periods**

Face Front will continue to extend our reach and profile both regionally and nationally with a cultural education program improving emotional wellbeing for socially disadvantaged young people and adults. This will be supported by an energetic fundraising program, building on and creating new relationships with our current and new funders including public grant giving bodies, trusts and foundations, corporate support and sponsorship.

Our plans include a new, high quality, show A Hero Next Door, which will tour to small/mid sized venues for school groups and family audiences. We will continue to tour to schools our shows Whisper Me Happy Ever After and It's My Move, develop digital resources and build our Corporate Training offer.

We are optimistic about our future and our ability to deliver on our mission to address social injustice through multi-accessible theatre.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

**Roger Cowe**  
(Chair of Trustees)  
Date: 12 December 2022

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**Independent Examiner's Report to the Trustees of Face Front Inclusive Theatre Ltd ('the charity')**

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

**Responsibilities and Basis of Report**

As the Trustees of the charity (and 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 charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's 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 Examiner's Statement**

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, 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 charity as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT EXAMINER'S REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for my work or for this report.

Signed:

Dated: 12 December 2022

Ian Saunderson FCA

**BKL Audit LLP**

Chartered Accountants

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

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

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
<b>Income from:</b>					
Donations and grants	2	496,082	75,052	571,134	221,671
Charitable activities	3	-	25,503	25,503	10,968
Investments	4	-	440	440	588
Other income	5	-	5,000	5,000	537
<b>Total income</b>		<b>496,082</b>	<b>105,995</b>	<b>602,077</b>	<b>233,764</b>
<b>Expenditure on:</b>					
Charitable activities	6	365,122	81,114	446,236	205,538
<b>Total expenditure</b>		<b>365,122</b>	<b>81,114</b>	<b>446,236</b>	<b>205,538</b>
<b>Net movement in funds</b>		<b>130,960</b>	<b>24,881</b>	<b>155,841</b>	<b>28,226</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		34,909	127,692	162,601	134,375
Net movement in funds		130,960	24,881	155,841	28,226
<b>Total funds carried forward</b>		<b>165,869</b>	<b>152,573</b>	<b>318,442</b>	<b>162,601</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 13 to 28 form part of these financial statements.

**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05154096**

**BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Tangible assets	11	29,508	2,365
		<u>29,508</u>	<u>2,365</u>
<b>Current assets</b>			
Debtors	12	6,775	12,945
Cash at bank and in hand		369,423	328,005
		<u>376,198</u>	<u>340,950</u>
Creditors: amounts falling due within one year	13	(87,264)	(180,714)
<b>Net current assets</b>		<u>288,934</u>	<u>160,236</u>
<b>Total assets less current liabilities</b>		<u>318,442</u>	<u>162,601</u>
<b>Total net assets</b>		<u><u>318,442</u></u>	<u><u>162,601</u></u>
<b>Charity funds</b>			
Restricted funds	14	165,869	34,909
Unrestricted funds	14	152,573	127,692
<b>Total funds</b>		<u><u>318,442</u></u>	<u><u>162,601</u></u>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05154096**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2022**

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The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

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

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

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

**Roger Cowe**  
Chair of Trustees  
Date: 12 December 2022

The notes on pages 13 to 28 form part of these financial statements.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>73,772</b>	<i>80,805</i>
	<hr/>	<hr/>
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>440</b>	<i>588</i>
Purchase of tangible fixed assets	<b>(32,794)</b>	<i>(659)</i>
	<hr/>	<hr/>
<b>Net cash used in investing activities</b>	<b>(32,354)</b>	<i>(71)</i>
	<hr/>	<hr/>
<b>Cash flows from financing activities</b>		
	<hr/>	<hr/>
<b>Net cash provided by financing activities</b>	<b>-</b>	<i>-</i>
	<hr/>	<hr/>
<b>Change in cash and cash equivalents in the year</b>	<b>41,418</b>	<i>80,734</i>
Cash and cash equivalents at the beginning of the year	<b>328,005</b>	<i>247,271</i>
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>369,423</b>	<i>328,005</i>
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 13 to 28 form part of these financial statements

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 October 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The charity has taken advantage of Update Bulletin 1 to not include the cash flow.

**1.2 Going concern**

Continued fundraising success has secured adequate financing for our activities in the coming year. The Charity therefore has sufficient funds to cover committed expenditure. Combined with future grant commitments that the charity is due to receive and the healthy cash balance at the balance sheet date, this has given the Trustees assurance that the charity will be able to continue operating for at least twelve months from the date of signature of these accounts.

The accounts have therefore been prepared on a going concern basis.

**1.3 Income**

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

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

**1.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. Accounting policies (continued)**

**1.5 Charity status**

The charity is a company limited by guarantee. The directors of the company are the Trustees at the beginning of the accounts

In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company

**1.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold improvements	- Straight line over the term of the lease
Plant and machinery	- Straight line over ten years
Office equipment	- Straight line over three years

**1.8 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.9 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**1. Accounting policies (continued)**

**1.10 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**1.11 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.12 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

**1.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**2. Income from donations and legacies**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Donations	-	5,052	<b>5,052</b>
Grants	496,082	70,000	<b>566,082</b>
	<u>496,082</u>	<u>75,052</u>	<u><b>571,134</b></u>
	<u><u>496,082</u></u>	<u><u>75,052</u></u>	<u><u><b>571,134</b></u></u>
	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Donations	-	4,920	4,920
Grants	216,751	-	216,751
	<u>216,751</u>	<u>4,920</u>	<u>221,671</u>
	<u><u>216,751</u></u>	<u><u>4,920</u></u>	<u><u>221,671</u></u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**Grants received**

	2022 £	2021 £
Arts Coucil England	111,830	48,218
BBC Children in Need	30,964	19,873
Big Lottery Fund	67,190	17,620
City Bridge Trust	7,500	45,249
Co-op Trust	2,337	-
Daytrippers Foundation	1,880	-
Camden Learning	6,000	-
Chapman Charitable Trust	2,000	-
Haringey Council	5,000	-
The Leathersellers Company Charitable Fund	10,000	10,000
The Baily Thomas Chritable Fund	5,000	-
The Mercers Company	20,130	14,267
The Tottenham Grammar School Foundation	11,000	-
John Laing Charitable Trust	-	1,000
Marsh Christian Trust	-	300
Backstage Trust	10,000	20,000
Cast	-	5,000
The Clothworkers' Foundation	-	5,000
John Lyons	60,775	15,225
Barchester's Charitable Trust	1,000	-
Enfield Council	5,000	-
Enfield Connections Community Chest	2,000	-
Harold Hyam Wingate Foundation	8,000	-
L & Q Placemakers	5,000	-
Peoples Health Trust	21,256	-
Portal Trust, formally Sir John Cass Foundation	16,500	-
Speedomick Foundation	3,000	-
Stratford Arts Trust	42,320	-
Sussex Community Foundation	5,000	-
The Albert Hunt Trust	5,000	-
The Ironmongers' Company	10,000	-
The Sir Jules Thorn Charitable Trust	1,000	-
The Souter Charitable Trust	3,000	-
Warburtons Community Grants	400	-
Young Barnet Foundation	6,000	-

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

Enfield ARG COVID Recovery	70,000	-
Other	10,000	15,000
	566,082	216,752
	566,082	216,752

**3. Income from charitable activities**

	<b>Unrestricted funds</b>	<b>Total funds</b>
	<b>2022</b>	<b>2022</b>
	£	£
Ticket sales for performances	25,503	<b>25,503</b>
	25,503	25,503

	<i>Unrestricted funds</i>	<i>Total funds</i>
	<i>2021</i>	<i>2021</i>
	£	£
Ticket sales for performances	10,968	10,968
	10,968	10,968

**4. Investment income**

	<b>Unrestricted funds</b>	<b>Total funds</b>
	<b>2022</b>	<b>2022</b>
	£	£
Interest receivable	440	<b>440</b>
	440	440

	<i>Unrestricted funds</i>	<i>Total funds</i>
	<i>2021</i>	<i>2021</i>
	£	£
Interest receivable	588	588
	588	588

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**5. Other incoming resources**

	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Theatre Tax Credit	5,000	<b>5,000</b>
	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Gift Aid	537	537

**6. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Direct costs	365,122	75,660	<b>440,782</b>
Support costs	-	5,454	<b>5,454</b>
	365,122	81,114	<b>446,236</b>
	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Direct costs	187,985	10,405	198,390
Support costs	-	7,148	7,148
	187,985	17,553	205,538

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**7. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2022 £</b>	<b>Support costs 2022 £</b>	<b>Total funds 2022 £</b>
Direct costs	440,782	-	<b>440,782</b>
Support costs	-	5,454	<b>5,454</b>
	<u>440,782</u>	<u>5,454</u>	<u><b>446,236</b></u>
	<u><u>440,782</u></u>	<u><u>5,454</u></u>	<u><u><b>446,236</b></u></u>
	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Direct costs	198,390	-	198,390
Support costs	-	7,148	7,148
	<u>198,390</u>	<u>7,148</u>	<u>205,538</u>
	<u><u>198,390</u></u>	<u><u>7,148</u></u>	<u><u>205,538</u></u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**7. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Staff costs	63,289	71,024
Depreciation	5,651	2,522
Utilities	808	878
Running costs	45,731	35,643
Transport	657	324
Rent and rates	11,817	9,777
Marketing, advertising and promotion	21,125	9,338
Performance and workshop subcontractors	196,014	40,863
Performance and workshop costs	69,949	15,155
IT costs	802	2,286
Management costs	2,978	1,865
Audience development	21,961	8,715
	<u>440,782</u>	<u>198,390</u>

**Analysis of support costs**

	<b>Total funds 2022 £</b>	<i>Total funds 2021 £</i>
Governance costs	2,291	1,792
Tax consultancy	1,200	1,066
Accountancy fees	1,963	4,290
	<u>5,454</u>	<u>7,148</u>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**8. Staff costs**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>58,237</b>	<i>67,373</i>
Social security costs	<b>3,781</b>	<i>2,423</i>
Contribution to defined contribution pension schemes	<b>1,271</b>	<i>1,228</i>
	<b><u>63,289</u></b>	<i><u>71,024</u></i>

The average number of persons employed by the charity during the year was as follows:

	<b>2022</b>	<i>2021</i>
	<b>No.</b>	<b>No.</b>
Employees	<b><u>2</u></b>	<i><u>2</u></i>

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel received remuneration of £58,877 (2021 - £67,373).

**9. Independent Examination fee**

The Independent Examiner's remuneration amounts to a fee of £2,500 (2021: £2,400).

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**11. Tangible fixed assets**

	Short-term leasehold property £	Plant and machinery £	Office equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2021	41,450	-	3,436	44,886
Additions	-	30,881	1,913	32,794
At 31 March 2022	41,450	30,881	5,349	77,680
<b>Depreciation</b>				
At 1 April 2021	40,647	-	1,874	42,521
Charge for the year	803	3,088	1,760	5,651
At 31 March 2022	41,450	3,088	3,634	48,172
<b>Net book value</b>				
At 31 March 2022	-	27,793	1,715	29,508
At 31 March 2021	803	-	1,562	2,365

**12. Debtors**

	2022 £	2021 £
<b>Due within one year</b>		
Trade debtors	850	12,020
Prepayments and accrued income	5,925	925
	6,775	12,945

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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**13. Creditors: Amounts falling due within one year**

	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Trade creditors	<b>19,564</b>	<i>4,277</i>
Other taxation and social security	<b>1,860</b>	<i>781</i>
Accruals and deferred income	<b>65,840</b>	<i>175,656</i>
	<b>87,264</b>	<i>180,714</i>
	<b>2022</b>	<i>2021</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2021	<b>171,576</b>	<i>127,001</i>
Resources deferred during the year	<b>61,490</b>	<i>171,576</i>
Amounts released from previous periods	<b>(171,576)</b>	<i>(127,001)</i>
	<b>61,490</b>	<i>171,576</i>

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**14. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
New mini-bus	-	15,000	-	15,000
Hero Next Door class	-	25,000	-	25,000
Interaction class	-	10,000	-	10,000
Broken Silence class	-	10,000	-	10,000
	<u>-</u>	<u>60,000</u>	<u>-</u>	<u>60,000</u>
<b>General funds</b>				
General Funds - all funds	<u>127,692</u>	<u>45,995</u>	<u>(81,114)</u>	<u>92,573</u>
<b>Total Unrestricted funds</b>	<u>127,692</u>	<u>105,995</u>	<u>(81,114)</u>	<u>152,573</u>
<b>Restricted funds</b>				
Classes ran within the year	14,909	432,126	(365,122)	81,913
Whisper Me 2022/23 class	-	14,000	-	14,000
It's My Move 2022/23 class	-	5,000	-	5,000
Blue Sky Theatre 2022/23 class	-	17,150	-	17,150
BLF 2022/23 class	-	12,806	-	12,806
New mini-bus	20,000	15,000	-	35,000
	<u>34,909</u>	<u>496,082</u>	<u>(365,122)</u>	<u>165,869</u>
<b>Total of funds</b>	<u><u>162,601</u></u>	<u><u>602,077</u></u>	<u><u>(446,236)</u></u>	<u><u>318,442</u></u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**14. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
<b>Unrestricted funds</b>				
General Funds - all funds	<u>128,232</u>	<u>17,013</u>	<u>(17,553)</u>	<u>127,692</u>
<b>Restricted funds</b>				
Restricted Funds - all funds	<u>6,143</u>	<u>216,751</u>	<u>(187,985)</u>	<u>34,909</u>
<b>Total of funds</b>	<u><u>134,375</u></u>	<u><u>233,764</u></u>	<u><u>(205,538)</u></u>	<u><u>162,601</u></u>

**Restricted Funds**

As described in note 1.13 restricted funds are fund which are to be used in accordance with specific restrictions imposed by donors.

All the restricted funds received in the period relate to specific theatrical projects undertaken by the charity, and all these funds were spent during the period on those projects.

Projects that have ended with positive reserves have, under their funding agreements, the right to transfer funds to management costs that are expended from general funds which are related to that project.

**General Funds**

As described in note 1.13, general funds are available for use at the discretion of the Trustees for the further ance of the charity's general objectives.

These funds represent all funds other than the restricted funds described above.

**Designated Funds**

Designated funds are funds which are not restricted by the donor but which have been earmarked by the trustees for specific activities or expenditure in the following year.

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2022 £</b>	<b>Unrestricted funds 2022 £</b>	<b>Total funds 2022 £</b>
Tangible fixed assets	-	29,508	<b>29,508</b>
Current assets	165,869	210,329	<b>376,198</b>
Creditors due within one year	-	(87,264)	<b>(87,264)</b>
<b>Total</b>	<b>165,869</b>	<b>152,573</b>	<b>318,442</b>

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	-	2,365	2,365
Current assets	34,909	306,041	340,950
Creditors due within one year	-	(180,714)	(180,714)
<b>Total</b>	<b>34,909</b>	<b>127,692</b>	<b>162,601</b>

**16. Reconciliation of net movement in funds to net cash flow from operating activities**

	<b>2022 £</b>	<b>2021 £</b>
Net income for the year (as per Statement of Financial Activities)	<b>155,841</b>	28,226
<b>Adjustments for:</b>		
Depreciation charges	<b>5,651</b>	2,522
Dividends, interests and rents from investments	<b>(440)</b>	(588)
(Increase)/decrease in debtors	<b>6,170</b>	9,622
Increase/(decrease) in creditors	<b>(93,450)</b>	41,023
<b>Net cash provided by operating activities</b>	<b>73,772</b>	80,805

**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**17. Analysis of cash and cash equivalents**

	2022 £	2021 £
Cash in hand	369,423	328,005
<b>Total cash and cash equivalents</b>	<b>369,423</b>	<b>328,005</b>

**18. Analysis of changes in net debt**

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	328,005	41,418	369,423
	<b>328,005</b>	<b>41,418</b>	<b>369,423</b>

**19. Operating lease commitments**

At 31 March 2022 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	5,571	6,475
Later than 1 year and not later than 5 years	21,169	-
	<b>26,740</b>	<b>6,475</b>

**20. Related party transactions**

During the year, Jacquelyn Shreeves-Lee, a Trustee, was paid £3,000 for professional fees as a counsellor (2021: £3,000). This payment is in accordance with the charity's Memorandum and Articles of Association.



**FACE FRONT INCLUSIVE THEATRE LIMITED**

England & Wales - Charity number 1116506

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# Accounts

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**FACE FRONT INCLUSIVE THEATRE LTD**  
(A Company Limited by Guarantee)

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**UNAUDITED**

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Trustees**

Catrin Menna Thomas  
Jacquelyn Shreeves-Lee  
Christine King  
Andrew Bradford  
Meseret Zekai  
Roger Cowe  
Ayo Oyebade  
Sean Langford  
Mary Fernandes  
Shamima Lutfee Gazi

**Company registered number**

05154096

**Charity registered number**

1116506

**Registered office**

52 Market Square  
Edmonton Green Shopping Centre  
London  
N9 0TZ

**Company secretary**

Raymond Downing

**Accountants**

Berg Kaprow Lewis LLP  
Chartered Accountants  
35 Ballards Lane  
London  
N3 1XW

**Bankers**

HSBC plc  
10 South Mall  
Edmonton  
London  
N9 0QU

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**CHAIRMAN'S STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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In a year marked by the covid pandemic, Face Front managed to sustain a high level of activity despite being unable to continue our in-person groups and performances. This is a tribute to the dedication and innovation shown by our team. I must also thank our various funders for their understanding which has allowed us to adapt some grants for online activities and roll over others for future performances. This, together with continued fundraising successes, has allowed Face Front to maintain a healthy financial position, unlike many less fortunate arts organisations.

Covid forced us to cut short the Spring school tour of Whisper Me Happy Ever After and suspend our groups. The team worked hard to adapt to the difficult circumstances, contacting group members weekly and conducting sessions online as far as possible, developing new shows for a Face Front Fest in summer 2021. We provided group participants with tablet computers and support in using them to help people join in online sessions.

As it became clear that live sessions would not be able to resume for some time we switched to radio and film versions. We also maintained connections with our freelance associates and hosted online meetings with other arts groups to share ideas and explore how best to work during lockdown.

A film version of Its My Move was completed and launched in Spring 2021. We also began working on film versions of other school productions. The Board agreed to fund the creation of a 'green screen' in the studio to facilitate film making.

Regrettably Newham Council decided to repurpose the Stratford Circus arts centre, ending the tenure of the Stratford Arts Trust. This meant that several youth groups Face Front has run for many years were unable to continue and the Arts Trust has been forced to wind up. We will continue to run the Blue Sky Actors group at a different venue as long as funding is available.

During the year we developed a corporate activity in association with the training organisation Ripple, using our drama skills to help managers understand emotional and mental health issues facing employees. The sessions explore how to support staff experiencing emotional difficulties. We also began developing a new production The Hero Next Door, based on content from one of our patrons Onjali Rauf. It is a children's production for mainstream theatres and schools which we aim to finalise in 2022.

In addition to maintaining our creative work despite the restrictions the Board and staff also undertook a major exercise to review our position and prospects and develop a medium term business plan. The preliminary phase involved Board and team members engaging in online sessions sharing our visions for Face Front, identifying strengths, weaknesses, opportunities and threats and developing our theory of change. These sessions fed into a process resulting in a 3-year Business Plan which was completed in summer 2021. This activity was supported by Arts Council England funding which has enabled us to employ a Development Manager and Project Co-ordinator.

I am grateful to all our funders for their understanding and continued support during this difficult year. As a result we ended the year with a healthy financial position. Our operation remains extremely lean and well placed to cope with what is likely to be a difficult funding environment in the near future.

We look forward to taking our shows into schools and working with our groups live once again as covid restrictions are lifted.



Roger Cowe  
Chairman  
Date: 01/11/2021

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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

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The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2020 to 31 March 2021. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective January 2015).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

### **Objectives and activities**

#### **a. Policies and objectives**

The principal objectives of the company are to advance the education of the public in the arts, in particular the arts of theatre, drama, poetry, singing, dance, movement and music, in particular but not exclusively amongst young people and people with disabilities.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

#### **b. Principal activities**

Our activities continue to be the development and delivery of original, inclusive theatre with disabled non-disabled artists, especially in schools and the community.

We have developed new creative partnerships during the year, pursuing our vision of leading in innovative inclusive theatre and creating more opportunities to inspire young people. To achieve our goals we need support from a range of external funders and we have expanded the sources of funds during the year.

During the year we reached almost 9,000 students and staff and involved 150 people in our local groups. This is only possible due to the commitment of our staff, volunteers, freelancers and trustees.

### **Achievements and performance**

#### **Financial review**

##### **a. Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**b. Reserves policy**

The charity's reserves policy is to maintain liquid funds equal to at least six months' core costs, which are primarily salaries and premises costs. This level of reserves has been exceeded throughout the year.

**c. Financial performance**

Our main income comes from grants and donations, amounting to £221,671 in the year (2020: £209,719). Ticket sales and charges were £10,968 (2020: £44,339). Total income reached £233,764 (2020: £264,013).

Expenditure for the year was £205,538 (2020: £257,629), resulting in a current surplus of £28,226 (2020: £6,384).

**Structure, governance and management**

**a. Constitution**

Face Front Inclusive Theatre Ltd is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association. It has no share capital.

**b. Methods of appointment or election of Trustees**

Recruitment of trustees is by recommendation from board members, creative team members or participants and then, following a probation period of four months, a mutual decision is made on appointment.

**c. Organisational structure and decision-making policies**

The trustees meet approximately six times a year and are responsible for management of the company. The artistic director and associate directors also attend the trustees meetings in a non-voting capacity.

**d. Policies adopted for the induction and training of Trustees**

New trustees attend an induction from one of the creative team including a one to one talk about the charity. They also receive a copy of the Charity Commission publication CC3 'The Essential Trustee: What you need to know'.

**e. Risk management**

The Trustees have assessed the major risks to which the charity is exposed, in particular those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Plans for future periods**

Face Front will continue to extend our reach and profile both regionally and nationally with a cultural education program improving emotional wellbeing for socially disadvantaged young people and adults. This will be supported by an energetic fundraising program, building on and creating new relationships with our current and new funders including public grant giving bodies, trusts and foundations, corporate support and sponsorship.

Our plans include a new, high quality, show A Hero Next Door, which will tour to small/mid sized venues for school groups and family audiences. We will continue to tour to schools our shows Whisper Me Happy Ever After and It's My Move, develop digital resources and build our Corporate Training offer.

We are optimistic about our future and our ability to deliver on our mission to address social injustice through multi-accessible theatre.

**Statement of Trustees' responsibilities**

The Trustees (who are also the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:



**Roger Cowe**  
(Chair of Trustees)  
Date: 01/11/2021

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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**INDEPENDENT EXAMINER'S REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**Independent Examiner's Report to the Trustees of Face Front Inclusive Theatre Ltd ('the charity')**

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

**Responsibilities and Basis of Report**

As the Trustees of the charity (and 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 charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's 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 Examiner's 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:

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

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

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for my work or for this report.

Signed: *Ian Saunderson*

Dated: 02/11/2021

Ian Saunderson FCA

**Berg Kaprow Lewis LLP**

Chartered Accountants

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
<b>Income from:</b>					
Donations and grants	2	216,751	4,920	221,671	209,719
Charitable activities	3	-	10,968	10,968	44,339
Investments	4	-	588	588	883
Other income	5	-	537	537	9,072
		<u>216,751</u>	<u>17,013</u>	<u>233,764</u>	<u>264,013</u>
<b>Total income</b>					
<b>Expenditure on:</b>					
Charitable activities	6	187,985	17,553	205,538	257,629
		<u>187,985</u>	<u>17,553</u>	<u>205,538</u>	<u>257,629</u>
<b>Total expenditure</b>					
		<u>28,766</u>	<u>(540)</u>	<u>28,226</u>	<u>6,384</u>
<b>Net movement in funds</b>					
<b>Reconciliation of funds:</b>					
Total funds brought forward		6,143	128,232	134,375	127,991
Net movement in funds		28,766	(540)	28,226	6,384
		<u>34,909</u>	<u>127,692</u>	<u>162,601</u>	<u>134,375</u>
<b>Total funds carried forward</b>					

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 10 to 24 form part of these financial statements.

**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05154096**

**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	11	2,365	4,228
		2,365	4,228
<b>Current assets</b>			
Debtors	12	12,945	22,567
Cash at bank and in hand		328,005	247,271
		340,950	269,838
Creditors: amounts falling due within one year	13	(180,714)	(139,691)
<b>Net current assets</b>		<b>160,236</b>	<b>130,147</b>
<b>Total assets less current liabilities</b>		<b>162,601</b>	<b>134,375</b>
<b>Total net assets</b>		<b>162,601</b>	<b>134,375</b>
<b>Charity funds</b>			
Restricted funds	14	34,909	6,143
Unrestricted funds	14	127,692	128,232
<b>Total funds</b>		<b>162,601</b>	<b>134,375</b>

The charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

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

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

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

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**  
**REGISTERED NUMBER: 05154096**

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**BALANCE SHEET (CONTINUED)**  
**AS AT 31 MARCH 2021**

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**Roger Cowe**  
Chair of Trustees  
Date: 01/11/2021

The notes on pages 10 to 24 form part of these financial statements.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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

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**1. Accounting policies**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The charity has taken advantage of Update Bulletin 1 to not include the cash flow.

**1.2 Going concern**

Although a reduction in income is anticipated due to the Coronavirus pandemic, the Trustees also expect costs to drop significantly due to the enforced reduction in charitable activities. The Charity therefore has sufficient funds to cover committed expenditure. Combined with future grant commitments that the charity is due to receive and the healthy cash balance at the balance sheet date, this has given the Trustees assurance that the charity will be able to continue operating for at least twelve months from the date of signature of these accounts.

The accounts have therefore been prepared on a going concern basis.

**1.3 Income**

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

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

**1.4 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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

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**1. Accounting policies (continued)**

**1.5 Charity status**

The charity is a company limited by guarantee. The directors of the company are the Trustees at the beginning of the accounts

In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company

**1.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

**1.7 Tangible fixed assets and depreciation**

Tangible fixed assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold improvements	- Over the term of the lease
Office equipment	- Straight line over three years

**1.8 Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**1.9 Cash at bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**1.10 Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting policies (continued)**

**1.11 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

**1.12 Pensions**

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

**1.13 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

**2. Income from donations and legacies**

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Donations	-	4,920	<b>4,920</b>
Grants	216,751	-	<b>216,751</b>
	<u>216,751</u>	<u>4,920</u>	<u><b>221,671</b></u>
	<u><u>216,751</u></u>	<u><u>4,920</u></u>	<u><u><b>221,671</b></u></u>
	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Donations	-	14,951	14,951
Grants	174,768	20,000	194,768
	<u>174,768</u>	<u>34,951</u>	<u>209,719</u>
	<u><u>174,768</u></u>	<u><u>34,951</u></u>	<u><u>209,719</u></u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**2. Income from donations and legacies (continued)**

**Grants received**

	2021 £	2020 £
Arts Council England	48,218	33,123
BBC Children in Need	19,873	24,849
Big Lottery Fund	17,620	54,850
City Bridge Trust	45,249	21,417
Co-op Trust	-	5,873
Daytrippers Foundation	-	900
Garfield Weston Foundation	-	5,000
The Goldsmiths Company	-	3,000
Haringey Council	-	10,000
The Leathersellers Company Charitable Fund	10,000	20,000
The Baily Thomas Charitable Fund	-	5,000
The Mercers Company	14,267	4,756
The Tottenham Grammar School Foundation	-	6,000
John Laing Charitable Trust	1,000	-
Marsh Christian Trust	300	-
Backstage Trust	20,000	-
Cast	5,000	-
The Clothworkers' Foundation	5,000	-
John Lyons	15,225	-
Other	15,000	-
	216,752	194,768
	216,752	194,768

**3. Income from charitable activities**

	Unrestricted funds 2021 £	Total funds 2021 £
Ticket sales for performances	10,968	10,968
	10,968	10,968

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**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**3. Income from charitable activities (continued)**

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Ticket sales for performances	44,339	44,339

**4. Investment income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Interest receivable	588	588

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Interest receivable	883	883

**5. Other incoming resources**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Gift Aid	537	537
Theatre Tax Credits	-	-
	<u>537</u>	<u>537</u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**5. Other incoming resources (continued)**

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Gift Aid	1,314	1,314
Theatre Tax Credits	7,758	7,758
	<u>9,072</u>	<u>9,072</u>

**6. Analysis of expenditure on charitable activities**

**Summary by fund type**

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Direct costs	187,985	10,405	<b>198,390</b>
Support costs	-	7,148	<b>7,148</b>
	<u>187,985</u>	<u>17,553</u>	<u><b>205,538</b></u>

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Direct costs	181,519	66,645	248,164
Support costs	-	9,465	9,465
	<u>181,519</u>	<u>76,110</u>	<u>257,629</u>

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**7. Analysis of expenditure by activities**

	<b>Activities undertaken directly 2021 £</b>	<b>Support costs 2021 £</b>	<b>Total funds 2021 £</b>
Direct costs	198,390	-	<b>198,390</b>
Support costs	-	7,148	<b>7,148</b>
	<b>198,390</b>	<b>7,148</b>	<b>205,538</b>
	<b>198,390</b>	<b>7,148</b>	<b>205,538</b>
	<i>Activities undertaken directly 2020 £</i>	<i>Support costs 2020 £</i>	<i>Total funds 2020 £</i>
Direct costs	248,164	-	248,164
Support costs	-	9,465	9,465
	<b>248,164</b>	<b>9,465</b>	<b>257,629</b>
	<b>248,164</b>	<b>9,465</b>	<b>257,629</b>

**Analysis of direct costs**

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**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**7. Analysis of expenditure by activities (continued)**

**Analysis of direct costs (continued)**

	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Staff costs	<b>71,024</b>	62,731
Depreciation	<b>2,522</b>	2,569
Utilities	<b>878</b>	962
Running costs	<b>35,643</b>	16,311
Transport	<b>324</b>	335
Rent and rates	<b>9,777</b>	10,778
Marketing, advertising and promotion	<b>9,338</b>	1,405
Performance and workshop staff	<b>40,923</b>	117,857
Performance and workshop costs	<b>15,095</b>	22,133
IT costs	<b>2,286</b>	833
Management costs	<b>1,865</b>	797
Audience development	<b>8,715</b>	11,453
	<b>198,390</b>	248,164

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**7. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

	<b>Total funds 2021 £</b>	<i>Total funds 2020 £</i>
Governance costs	<b>1,792</b>	1,491
Tax consultancy	<b>1,066</b>	2,400
Accountancy fees	<b>4,290</b>	5,574
	<b>7,148</b>	9,465

**8. Staff costs**

	<b>2021 £</b>	<i>2020 £</i>
Wages and salaries	<b>67,373</b>	58,779
Social security costs	<b>2,423</b>	2,750
Contribution to defined contribution pension schemes	<b>1,228</b>	1,202
	<b>71,024</b>	62,731

The average number of persons employed by the charity during the year was as follows:

	<b>2021 No.</b>	<i>2020 No.</i>
Employees	<b>2</b>	2

No employee received remuneration amounting to more than £60,000 in either year.

Key management personnel received remuneration of £67,373 (2020 - £58,779).

**9. Independent Examination fee**

The Independent Examiner's remuneration amounts to a fee of £2,400 (2020: £2,400).

**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**10. Trustees' remuneration and expenses**

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

**11. Tangible fixed assets**

	Short-term leasehold property £	Office equipment £	Total £
<b>Cost or valuation</b>			
At 1 April 2020	41,450	2,777	44,227
Additions	-	659	659
At 31 March 2021	<u>41,450</u>	<u>3,436</u>	<u>44,886</u>
<b>Depreciation</b>			
At 1 April 2020	39,027	972	39,999
Charge for the year	1,620	902	2,522
At 31 March 2021	<u>40,647</u>	<u>1,874</u>	<u>42,521</u>
<b>Net book value</b>			
At 31 March 2021	<u>803</u>	<u>1,562</u>	<u>2,365</u>
At 31 March 2020	<u>2,423</u>	<u>1,805</u>	<u>4,228</u>

**12. Debtors**

	2021 £	2020 £
<b>Due within one year</b>		
Trade debtors	12,020	8,970
Prepayments and accrued income	925	925
Tax recoverable	-	12,672
	<u>12,945</u>	<u>22,567</u>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**13. Creditors: Amounts falling due within one year**

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Trade creditors	<b>4,277</b>	<i>5,301</i>
Other taxation and social security	<b>781</b>	<i>1,539</i>
Accruals and deferred income	<b>175,656</b>	<i>132,851</i>
	<b>180,714</b>	<i>139,691</i>
	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Deferred income at 1 April 2020	<b>127,001</b>	<i>36,717</i>
Resources deferred during the year	<b>171,576</b>	<i>127,001</i>
Amounts released from previous periods	<b>(127,001)</b>	<i>(36,717)</i>
	<b>171,576</b>	<i>127,001</i>

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**FACE FRONT INCLUSIVE THEATRE LTD**  
**(A Company Limited by Guarantee)**

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

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**14. Statement of funds**

**Statement of funds - current year**

	<b>Balance at 1 April 2020 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Balance at 31 March 2021 £</b>
<b>Unrestricted funds</b>				
General Funds - all funds	128,232	17,013	(17,553)	127,692
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Restricted funds</b>				
Restricted Funds - all funds	6,143	216,751	(187,985)	34,909
	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total of funds</b>	<b>134,375</b>	<b>233,764</b>	<b>(205,538)</b>	<b>162,601</b>
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**14. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2020 £</i>
<b>Unrestricted funds</b>				
General Funds - all funds	<u>115,097</u>	<u>89,245</u>	<u>(76,110)</u>	<u>128,232</u>
<b>Restricted funds</b>				
Restricted Funds - all funds	<u>12,894</u>	<u>174,768</u>	<u>(181,519)</u>	<u>6,143</u>
<b>Total of funds</b>	<u><u>127,991</u></u>	<u><u>174,768</u></u>	<u><u>(257,629)</u></u>	<u><u>134,375</u></u>

**Restricted Funds**

As described in note 1.13 restricted funds are fund which are to be used in accordance with specific restrictions imposed by donors.

All the restricted funds received in the period relate to specific theatrical projects undertaken by the charity, and all these funds were spent during the period on those projects.

Projects that have ended with positive reserves have, under their funding agreements, the right to transfer funds to management costs that are expended from general funds which are related to that project.

**General Funds**

As described in note 1.13, general funds are available for use at the discretion of the Trustees for the furtherance of the charity's general objectives.

These funds represent all funds other than the restricted funds described above.

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

**Analysis of net assets between funds - current year**

	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Tangible fixed assets	-	2,365	<b>2,365</b>
Current assets	34,909	306,041	<b>340,950</b>
Creditors due within one year	-	(180,714)	<b>(180,714)</b>
<b>Total</b>	<b>34,909</b>	<b>127,692</b>	<b>162,601</b>

**Analysis of net assets between funds - prior year**

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	4,228	4,228
Current assets	6,143	263,695	269,838
Creditors due within one year	-	(139,691)	(139,691)
<b>Total</b>	<b>6,143</b>	<b>128,232</b>	<b>134,375</b>

**16. Operating lease commitments**

At 31 March 2021 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	<b>2021 £</b>	<i>2020 £</i>
Not later than 1 year	<b>6,475</b>	11,100
Later than 1 year and not later than 5 years	-	6,475
	<b>6,475</b>	17,575

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**17. Related party transactions**

During the year, Jacquelyn Shreeves-Lee, a Trustee, was paid £3,000 for professional fees as a counsellor (2020: £3,000). This payment is in accordance with the charity's Memorandum of Association.