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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**  
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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**  
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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**  
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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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**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**

	<b>Note</b>	<b>Restricted funds 2021 £</b>	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>	<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**  
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**REGISTERED NUMBER: 05154096**

**BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	<b>Note</b>	<b>2021 £</b>	<b>2020 £</b>
<b>Fixed assets</b>			
Tangible assets	11	<b>2,365</b>	4,228
		<b>2,365</b>	4,228
<b>Current assets</b>			
Debtors	12	<b>12,945</b>	22,567
Cash at bank and in hand		<b>328,005</b>	247,271
		<b>340,950</b>	269,838
Creditors: amounts falling due within one year	13	<b>(180,714)</b>	(139,691)
<b>Net current assets</b>		<b>160,236</b>	130,147
<b>Total assets less current liabilities</b>		<b>162,601</b>	134,375
<b>Total net assets</b>		<b>162,601</b>	134,375
<b>Charity funds</b>			
Restricted funds	14	<b>34,909</b>	6,143
Unrestricted funds	14	<b>127,692</b>	128,232
<b>Total funds</b>		<b>162,601</b>	134,375

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**  
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**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**  
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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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**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**  
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**2. Income from donations and legacies (continued)**

**Grants received**

	<b>2021</b>	<i>2020</i>
	<b>£</b>	<b>£</b>
Arts Council England	<b>48,218</b>	<i>33,123</i>
BBC Children in Need	<b>19,873</b>	<i>24,849</i>
Big Lottery Fund	<b>17,620</b>	<i>54,850</i>
City Bridge Trust	<b>45,249</b>	<i>21,417</i>
Co-op Trust	-	<i>5,873</i>
Daytrippers Foundation	-	<i>900</i>
Garfield Weston Foundation	-	<i>5,000</i>
The Goldsmiths Company	-	<i>3,000</i>
Haringey Council	-	<i>10,000</i>
The Leathersellers Company Charitable Fund	<b>10,000</b>	<i>20,000</i>
The Baily Thomas Charitable Fund	-	<i>5,000</i>
The Mercers Company	<b>14,267</b>	<i>4,756</i>
The Tottenham Grammar School Foundation	-	<i>6,000</i>
John Laing Charitable Trust	<b>1,000</b>	-
Marsh Christian Trust	<b>300</b>	-
Backstage Trust	<b>20,000</b>	-
Cast	<b>5,000</b>	-
The Clothworkers' Foundation	<b>5,000</b>	-
John Lyons	<b>15,225</b>	-
Other	<b>15,000</b>	-
	<hr/>	<hr/>
	<b>216,752</b>	<i>194,768</i>
	<hr/> <hr/>	<hr/> <hr/>

**3. Income from charitable activities**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Ticket sales for performances	<b>10,968</b>	<b>10,968</b>
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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
	<u>44,339</u>	<u>44,339</u>

**4. Investment income**

	<b>Unrestricted funds 2021 £</b>	<b>Total funds 2021 £</b>
Interest receivable	588	588
	<u>588</u>	<u>588</u>

	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Interest receivable	883	883
	<u>883</u>	<u>883</u>

**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>

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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>

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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>
	<u>198,390</u>	<u>7,148</u>	<u><b>205,538</b></u>

	<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
	<u>248,164</u>	<u>9,465</u>	<u>257,629</u>

**Analysis of direct costs**

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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
	<hr/> <b>198,390</b> <hr/>	<hr/> 248,164 <hr/>

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**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).



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**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	41,450	3,436	44,886
<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	40,647	1,874	42,521
<b>Net book value</b>			
At 31 March 2021	803	1,562	2,365
At 31 March 2020	2,423	1,805	4,228

**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
	12,945	22,567

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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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**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	<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>

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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>	<b>2020 £</b>
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.