

TURNER CONTEMPORARY
CONSOLIDATED FINANCIAL STATEMENTS AND ANNUAL REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Registered Charity No: 1129974
Registered Company No: 06772337 (England and Wales)

TURNER CONTEMPORARY

CONTENTS

	Page No
Legal and Administrative Details	1
Chairman's Foreword	2 - 3
Report of the Trustees	4 - 15
Independent Auditors' Report	16 - 19
Statements of Financial Activities	20 - 21
Summary Income and Expenditure account	22
Consolidated Balance Sheet	23
Charity Balance Sheet	24
Consolidated Cashflow Statement	25
Notes to the Financial Statements	26 - 36

TURNER CONTEMPORARY

CHARITY REFERENCE AND ADMINISTRATIVE DETAILS

Charity registration number	1129974	
Company registration number	06772337	
Trustees	Clive Stevens DL Laura Wright Vivienne Bennett Jill Constantine Martin Cook Sir Stephen Deuchar Lucy Edematie Peter Hawkes Kemet Hawthorne Pink Sarah Hohler Yasmin Khan Keith Valentine	(Chair) (Vice Chair)
Key Management Personnel	Victoria Pomery Sarah Martin Clarrie Wallis Rowena Tozer Theodora Ogwezi Moya Stirrup Sarah Martin Toby Parkin Sanjivan Kohli	Secretary and Gallery Director (until October 2021) Interim Director (October - December 2021) Secretary and Gallery Director (from January 2022) Head of Finance (resigned 10 January 2022) Head of Finance (from 10 January 2022) Head of Communications (resigned 26 July 2021) Head of Exhibitions Head of Learning and Audience Engagement Head of Development
Principal Address	Rendezvous Margate Kent CT9 2HG	
Independent Auditor	Azets Audit Services 5th Floor Ashford Commercial Quarter 1 Dover Place Ashford Kent TN23 1FB	
Bankers	Barclays Bank PLC 9 St George's Street Canterbury Kent CT1 2JX	
Investment advisors	Charles Stanley & Co Limited 55 Bishopsgate London EC2N 3AS	

TURNER CONTEMPORARY

CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 MARCH 2022

The last year has been one of immense change for Turner Contemporary and I am pleased to report that we have weathered some serious challenges to the organisation.

We started the year in Covid lockdown but were pleased to be able to re-open our doors on 18 May 2021. While we are not up to pre-pandemic levels, we nevertheless welcomed 128,965 visitors to our gallery in 2021/22.

Projects outside the gallery that had been deferred in 2021 due to Covid also came to fruition. Pioneering Places - a substantial project commissioned by local school children working with Conrad Shawcross saw a major new artwork installed in Ramsgate. England's Creative Coast, led by Turner Contemporary in collaboration with Visit Kent saw artwork installed in the public realm in seven locations across Essex, Kent, and East Sussex.

Turner Contemporary has continued to be the catalyst for the transformation and regeneration in Margate and the local area. Much still needs to be done. The Covid pandemic has highlighted the fragility of the economy of seaside towns.

Our capital project that commenced in lockdown, and funded by Kent County Council and Arts Council England, has been completed with some external work to our façade cladding remaining. With Kent County Council's support we have embarked on upgrading all lighting in the gallery to LED. This work will improve the quality of our visitor experience and will support Turner Contemporary's future sustainability and resilience.

Our new catering partner, Barletta, are now operating the gallery café and the offering there is proving popular.

After 20 years' service our Director Victoria Pomery left in September 2021 to join The Box in Plymouth. I am delighted that we were able to recruit Clarrie Wallis from Tate to lead the organisation going forward. Clarrie has brought a freshness to our strategic thinking that will influence all aspects of the gallery's operation and programme. I have been delighted to work with her in the initial stages.

I continue to be awestruck about the amount that our staff have been able to achieve in very difficult times. They continue to deliver inspiring cultural and learning programmes both within the gallery and in the public realm. They do this at a time of considerable pressure from the ongoing Covid pandemic but also very limited resource.

That said, we could not achieve what we do without the considerable support of all our funder and donors and I thank them for their ongoing commitment to Turner Contemporary. The support we receive from Kent County Council, Arts Council England, Trusts and Foundations, patrons and individual supporters means so much. It makes a real difference to the cultural life of Margate and the surrounding area.

I would also like to thank the Board of Trustees for their commitment to the work of the gallery as well as all members of our incredible team of staff. They all do an amazing job with passion and vigour.

TURNER CONTEMPORARY

CHAIR'S FOREWORD

FOR THE YEAR ENDED 31 MARCH 2022

Lastly, I am sad to report that this will be my last report. After an involvement of 13 years with Turner Contemporary and the last six years a Chair, my time as a Chair and Trustee is coming to an end. I will step down as Chair on 31st December 2022 and the process to seek and recruit a successor is in progress. However, I know the steps we have been able to take and the team we have in place will ensure that Turner Contemporary continues to thrive into the future.



Clive Stevens DL
Chair

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report and the audited financial statements of the charity for the year ended 31 March 2022. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in 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 published on 16 July 2014 as amended by Bulletin 1 and Bulletin 2.

Objectives and activities

The principal objective of the charitable company is the provision of a permanent Gallery in Margate which celebrates JMW Turner's association with the town and, through a varied programme of exhibitions, events and learning activities, promotes an understanding and enjoyment of historical and contemporary art.

The charitable objectives as set out in the governing document are:

- To promote art for the benefit of the public through activities including but not limited to exhibitions, displays, events and commissions including, but not limited to, those held at Turner Contemporary;
- To advance the education of the public, in particular but without limitation in the visual arts;
- To promote the efficiency and effectiveness of registered charities and charitable organisations, including community groups, through the provision of premises or other spaces including, but not limited to, the Turner Contemporary building.

Public benefit statement

In planning future activity and in reviewing the charity's aims and objectives, the Charity Commission's general guidance on public benefit is considered. The charity's activities clearly relate to its legal objectives of promoting art for the benefit of the public and in advancing the education of the public.

The activities undertaken and achievements outlined allow an assessment of the contribution made by these activities towards furthering the charity's objectives. Turner Contemporary stresses the importance of ensuring the accessibility of its exhibitions and activities and all exhibitions held in 2021-22 were free to enter.

Activities for achieving objectives

At Turner Contemporary, we believe in the power of art to transform people and places, doing things differently to achieve our vision 'Art made Essential – to be leaders in social and economic sustainability; vitally connecting art, people and place, at home and around the world.'

Turner Contemporary is located in Margate, a seaside town on the north Kent coast that had experienced a significant and sustained period of decline as a tourist destination. Since opening in 2011, Turner Contemporary's presence has been a catalyst for Margate's transformation, and we have developed and maintained a local, national and international profile, attracting more than 3.6 million visits to the gallery from the local area, nationwide and abroad. Turner Contemporary has become the blueprint for arts led regeneration; we have generated many millions of spend into the local economy whilst successfully changing perceptions of Margate and the wider area. Margate has become a 'must-see' destination for visitors, and Turner Contemporary has put the town back on the map.

A bold and ambitious artistic programme is at the heart of Turner Contemporary and ensures that we achieve our organisational aims, objectives, and strategy; the programme is the driver in determining the long-term success and viability of the organisation. The programme showcases a varied and exciting range of exhibitions, commissions, events, and activities for local, regional, national and international audiences. There is often a JMW Turner presence in the building as well as work by artists living and working today. Turner (1775-1851) was a regular visitor to Margate and made some of his best-known works on the north Kent coast. Our innovative and ambitious programmes have helped position Turner Contemporary as one of the foremost galleries in the UK.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Activities for achieving objectives (continued)

The gallery is a fantastic resource and a great space for learning, particularly for schools, colleges, universities, families, and the wider community. The Learning Programme aims to transform the way adults, young people and children learn about and through the visual arts. It is inquiry based and brings together hands-on exploration with a philosophical structure that supports creative questioning and thinking. We provide a diverse range of learning opportunities, including a formal schools programme and a wider informal learning programme. The programme has touched the lives of thousands of individuals and has helped our audience access exhibitions in ways that are exciting and relevant, learn new skills, and ultimately enjoy their experience at the gallery. The breadth and accessibility of our programme continues to demonstrate the enormous public benefit that our work brings to the community.

Turner Contemporary continues to be an active member of the Plus Tate network – a partnership of museums and galleries from around the UK who work with Tate. This relationship enables us to borrow key works from Tate Collection as well as share curatorial knowledge, research, and information on audiences. The gallery is also a member of the Contemporary Visual Arts Network, the Kent & Medway Cultural Transformation Forum, and several regional, national, and international networks.

Strategic Report

Achievements and performance

April 16th 2021 marked 10 years since we first opened our door to visitors. Ten years on, the gallery has welcomed more visits than it was ever imagined and become one of the UK's leading art galleries. We are a space for our community in the heart of an exciting, creative town. Over the last ten years we have exhibited the work of over 2000 artists and put £80 million back into the Kent economy. 100,000 local children and young people have worked with us since 2011. Margate has changed enormously in the last decade but there is still much to do as we look to rebuild after the pandemic.

In March 2022 the Board signed off a new Directorial vision. We continue to be committed to artistic excellence through working with artists and audiences and championing the energy and ideas of the wider artistic community and the importance of creative learning. We will look to increase the representation of women artists, LGBTQIA+ artists, artists of colour and disability; we will work with those committed to our values and pay them fairly.

The team have developed an environmental strategy around four key areas: minimising our negative impact on the environment; ensuring that cultural and natural heritage is effectively produced and safeguarded; education and awareness and promoting sustainable tourism. The gallery is also committed to directing everyday decisions, budgeting, operations, procurement and management to create a sustainable future. We also plan to pilot an environmental programme for artists engaged with pressing ecological questions.

The breadth and range of Turner Contemporary's offer continues to attract diverse audiences. For the year ending 31 March 2022 the gallery received 128,965 visits from the public. Of this number an estimated 29% of visitors were new to Turner Contemporary, with 15% never visiting any art gallery; 20% of visitors were 'regulars' having visited in last 12 months. Of those who visited, 4% were from Margate, 10% from the rest of Thanet and 28% from the rest of Kent (not Margate or Thanet). A further 29% came from London and 24% from the rest of the UK; 6% of visitors were estimated to be international.

Relative to 2020, visitors in 2021/22 were younger, with 39% between 16 and 34 (compared with 15% in 2020) and 18% above 55 (compared to 53% in 2020). The age profile was both younger than in 2020, and despite 2020 being an outlier in the other direction (in having an older age profile of visitors), 2021/22 was younger than in any of the previous years. Of those new to Turner Contemporary, over 70% were between the ages of 20 and 34.

Visitor research by Canterbury Christ Church (CCCU) shows that on average 84% of visitors are likely to recommend a trip to Margate to a friend. In total this represents over 3 million visits to the gallery have resulted in a recommendation of a visit to Margate. Controlling for repeat visitors, this is an estimated 1,200,000 individual people recommending a visit to Margate after visiting Turner Contemporary.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Transformed lives

We know that our work impacts on the lives of many individuals helping to reduce isolation, develop communication skills and improve health and well-being. In addition, our work has brought enormous economic benefits to the area.

Over the year the gallery has run numerous projects that have impacted on the lives of participants. Nearly 10,000 people were engaged in in-person projects, sessions, and workshops. A further 23,000 were reached through digital resources and content.

An example of this work was the Digital Skills Project. Through this project the gallery developed a programme for members of the local community not in employment to develop digital skills to support their employability. Participants were recruited via the Job Centre and Job Club to take part in the programme over a period of eight weeks. Participants created a film to encourage locals and tourists to explore their town through contemporary art and culture. In so doing, the programme built participants' confidence and provided work experience on a live brief.

Across the year the gallery recruited five Welcomers as part of the Government Kickstarter scheme. The new staff were all previously on universal credit and are under the age of 24. They supported the check-in process, provided wayfinding, and delivered the exit survey. After the scheme ended, three Welcomers went on to other roles in the gallery.

During 2021-22 two major programmes delivered with cultural partners across the South East completed: 'Pioneering Places' in Ramsgate, and 'England's Creative Coast' which was delivered at seven galleries on the South East coast. Both projects involved significant partnership working and community engagement. In Ramsgate, artist Conrad Shawcross has worked collaboratively with primary school children, whilst in Margate artist Michael Rakowitz has worked closely with members of the local community who contributed artefacts for inclusion in his sculpture, 'April is the Cruellest Month'.

Placed Margate at the heart of everything we do

Turner Contemporary has a clear sense of place; we are an international gallery located in Margate. Our location, on the site where JMW Turner stayed on his frequent visits to Margate, is part of our story. The gallery is now very much part of our community and supports the social and economic regeneration of the entire area and we are looking at new ways to strengthen our position as a cultural anchor within Thanet and further afield. We are developing new collaborations with a wide range of local education and cultural partners which link public programmes to building a sense of community and belonging and increasing audience participation and appreciation.

Economic Impact

It is estimated that on average the gallery has contributed nearly £80m to the local economy, which has led to both direct and indirect employment of 149 full time equivalents on average. This employment consists of 56 average full time equivalents through Gallery employment and a further 92 full time equivalents through indirect employment outside the gallery. Based on the Social Return on Investment (2015/16) report: The net social return on investment ratio for Turner Contemporary's exhibition programme is 2.88 to 1. This means that in one year, for every £1 invested by Turner Contemporary, £2.88 of net social value is created for visitors to the gallery

Environmental Sustainability

The gallery has developed a new environmental strategy focusing on Sustainable Development Goals (SDGs).

The strategy has 4 focuses:

- Minimising our negative impact on the environment
- Ensuring that cultural and natural heritage (e.g. local and maritime environments and ecosystems) is effectively protected and safeguarded
- Supporting audiences to develop their knowledge, attitudes, and skills to contribute to a sustainable future,
- Contributing towards sustainable tourism, that benefits communities, economies, and the environment

The strategy is now a foundation of the gallery vision and articulates an intersectional approach encompassing climate, ecological, social, economic and racial justice.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance (continued)

Arts Ecology

This was another a challenging year for the sector and for our communities emerging from the pandemic. The team has continued to support artists at different stages of their careers, along with creative communities in Thanet and wider Kent, and sought to provide paid opportunities for artists during this time. We also remained active in various regional and national networks.

- In celebration of the gallery's 10th anniversary, the Turner Contemporary Open exhibition featured work by practising and non-professional artists living and working in Kent and Medway. Approximately 450 works by Kent-based artists were included, selected by four Margate community groups; *Age UK Thanet*, *Canvas 4 Equality*, *Margate Pride* and *the Turner Contemporary Access Group*, who volunteered their time as curators with the support of Turner Contemporary staff.
- Since August 2021 we have hosted and programmed regular First Friday's - free events showcasing Margate's creative community and delivered in partnership with local artists and community organisations including People Dem Collective; Cement Fields; Thanet Big Sing Community Choir and Power of Women (POW) Festival.
- Through membership of CVAN Southeast and Plus Tate, we have taken part in discussions and working groups sharing best practice in the sector, with a particular focus on fair pay for artists, EDI issues and the climate emergency.
- We have continued to support and champion local artists and makers through our retail strategy, commissioning and sourcing products locally where possible. Our retail team has worked with a 2 local artist to develop and commission limited edition and exclusive products. Local artist products account for 40% of all retail products.

Maximised self-generated income

- Turner Contemporary has a sustained focus on increasing the level of self-generated income to transform our business model and reduce the reliance on public sector investment. Income generation is delivered through our commercial and fundraising activities
- Our Development team has a significant revenue fundraising target to achieve. We have established an individual patrons and corporate patrons' scheme which now have active members. In addition, we apply to trusts and foundations for funding, some of which is for specific projects. Our donation boxes are placed at strategic points throughout the gallery and our messaging encourages visitors to give. We encourage the use of Gift Aid which increases the value of any gifts.
- Our trading arm, Turner Contemporary Enterprises, comprising catering, retail and venue hire, gifts profits back to the charity.
- We have worked hard to create a culture of philanthropy in the organisation and all our staff and trustees are encouraged to actively participate in this area of our work.

Delivered an innovative learning and exhibition programme

At Turner Contemporary we place artists and audiences at the heart of what we do. We have an integrated approach to programming that is ambitious. It challenges and inspires our audiences. The public programme aims to engage with individuals who would not ordinarily visit a gallery by programming a dynamic and accessible programme of cultural activity. The learning programme enables our audiences to access exhibitions in new and exciting ways, both through our schools' programme and wider community based learning.

The exhibition programme is planned many years in advance and offers a fresh and sensitive approach to the work of JMW Turner, whilst engaging audiences with innovative work by living artists. The exhibition programme aims to be international and ambitious, whilst also relevant to Margate and our audiences. Currently, the programme is co-ordinated around three seasons per annum and strongly supports the Arts Council's Seven Quality Principals and we work with Artwork Bridge along with other organisations locally, nationally, and internationally.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Achievements and performance (continued)

Our Learning Programme

A new learning strategy was developed that sets out our ambition to:

- Increase engagement, agency and participation with lifelong learning, culture and creativity, particularly with disadvantaged children and young people
- Improve creative skills, curiosity, and critical thinking ability for all audiences
- Establish Margate as a hub for creative learning
- Enhance young people's life chances, and employment prospects
- Improve the mental health and wellbeing of local young people
- Engage and support a greater diversity of audiences

There was a significant learning programme in 2021-22 that involved delivering the Pioneering Places child leadership project; supporting the delivery of the major project England's Creative Coast and leading on the delivery of the Open exhibition.

The learning team ran the community engagement for the 'England's Creative Coast Project'. A Geocaching trail was developed for Margate with six geocaches (small waterproof treasure items) were hidden in Margate for Geocachers to find. In addition, a local engagement group met over the course of the year to contribute items that were embedded in the Rakowitz work and to plan events and meetings.

As part of the 'Open' exhibition the learning team convened the 4 community curating groups over a 6 month period to select works from over 4000 online submissions. About 450 artworks were selected including painting, drawing, sculpture, photography, performance, and AV work. Over 300 unselected works were shown in Thanet stations as part of the Community Rail Partnership. The exhibition was hugely successful and 47,720 people visited which proved a welcome opportunity to celebrate art made during this challenging period and the vital role galleries can play in our society.

The 3 year Pioneering Places project culminated with the unveiling of Conrad Shawcross' work Beacons in Ramsgate. The project had worked with over 80 children from local Ramsgate schools. After researching Ramsgate, the children created a brief and selected Conrad from a shortlist of artists. The project was a community endeavour with children, parents and teachers leading on developing the brief and creating learning resources and engagement activities.

The learning team also completed the School Prints Project. School Prints revived a ground-breaking scheme set up in the 1940s to supply original, high-quality contemporary art to primary schools. Supported by the Art Fund and in partnership with the Hepworth Wakefield, Turner Contemporary worked with three Margate Primary Schools on a remote engagement programme centred on the 2020 school prints. This took the form of weekly sessions between April – July 2021 and 160 students worked as Young Arts Leaders to investigate the set of prints gifted to their school through printmaking, collage, exhibition planning and discussion.

The gallery also worked with around 600 students as part of the Creative Transitions project. Students were given a specially designed pack of materials for creating a collaborative artwork. The workshop pack contained a morning's worth of activities in the form of a guide, presentation and videos from Engagement Assistants, which teachers could use flexibly. The workshop encouraged students to think about their place in their new school, and what it means to have a classroom. The schools taking part were Chatham and Clarendon House Grammar School, Royal Harbour Academy and Charles Dickens.

The team also offered six weeks of artistic sessions with Age UK clients in their Margate community hub and partnered with Beach Creative to offer a 10-week art class for adults. The course was offered for free and was funded by UCA. It was available to adults whose highest qualification was below degree level.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Our Exhibition Programme

Following a period of closure for a range of capital works, the gallery was able to reopen in May 2021. The exhibition programme included a tenth anniversary Open show; significant artists commissions in the public realm and in the gallery, and one-person exhibitions realised in partnership with other UK venues, as follows:

Barbara Walker: Place, Space and Who **April 2019 – extended to September 2021** **Sunley Gallery**

Place, Space and Who' was a site-specific artwork by British, Birmingham based artist Barbara Walker, created over a four-month residency at Turner Contemporary. It explored identity and belonging, featuring sound and portraits of five women and girls from the African Diaspora living in Margate and Kent, with an accompanying publication – Walker's first monograph.

England's Creative Coast **1 May – 14 November 2021**

Artists: Andreas Angelidakis; Mariana Castillo Deball; Holly Hendry; Jasleen Kaur; Katrina Palmer; Pilar Quinteros and Michael Rakowitz

England's Creative Coast' was an ambitious project aimed at shifting the whole approach to cultural tourism in the South East of England. Seven new site-specific artworks by international contemporary artists connected the coastlines of Essex, Kent and East Sussex, including a new sculpture by Michael Rakowitz in Margate. ECC attracted over 400,000 visitors across the project as a whole, many of whom stayed overnight, contributing to the region's economic recovery following the pandemic.

England's Creative Coast' was led by Turner Contemporary and Visit Kent and funded by Arts Council England's Cultural Destinations programme.

The Tourists: Ellen Harvey and JMW Turner **Steve McQueen: Ashes** **18 May - 26 September 2021**

Turner Contemporary's 10th anniversary year opened with an exhibition of the work of British, New York based artist Ellen Harvey paired with JMW Turner. The Tourists explored themes of tourism and ecology, our relationship to images, architecture and place, destruction and loss. The centrepiece to the show was a new work called The Disappointed Tourist, comprising over 200 paintings of sites that have disappeared. From the Temple of Bel in Syria to Brandy Bucks restaurant in Margate, Harvey crowd sourced places from across the world. The exhibition then travelled to The Museum of Modern Art, Salzburg in autumn 2021.

Alongside, we exhibited artist and filmmaker Steve McQueen's video installation 'Ashes' (2002-2015) - a powerful work about place, memory, and loss, set against the backdrop of the ocean. It is composed of footage filmed by McQueen over ten years, on two separate visits to the Caribbean Island of Grenada — a former French and British colony that achieved independence in 1974.

Yinka Ilori: Slices of Peace **King's Hill Public Art Residency and Commission**

The Kings Hill Public Art Residency and Commission is an ambitious public art commission with associated Artist in Residence scheme for the new public park at Kings Hill – a residential community and business park on the site of a former Royal Air Force base in West Kent. Turner Contemporary is the curatorial lead for the project, in partnership with University for the Creative Arts and supported by Liberty Property Trust and KCC.

A new public artwork by artist and designer Yinka Ilori will be installed in the park in autumn 2022.

Turner Contemporary Open **Sat 10 July 21-Sun 9 Jan 2022**

The 'Turner Contemporary Open' was an Open submission exhibition to mark our 10th anniversary. It was open to practicing artists living and working in Kent & Medway or those working nationally and internationally who studied in Kent & Medway and installed across all of our first-floor galleries and Clore Learning Studio. The exhibition celebrated and showcased the wealth of artistic talent living, working or trained in Kent.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Pioneering Places: Conrad Shawcross

September 2021 -

Ramsgate seafront

Pioneering Places' was part of the ACE and National Lottery funded Great Place Scheme. The project in Ramsgate, led by Turner Contemporary, was a three-year child leadership project involving more than 70 local school children working with leading British artist, Conrad Shawcross. The resulting public sculpture, *Beacons*, was unveiled on Ramsgate seafront in September 2021.

Sunley Gallery

12 November 2021- 16 April 2023

New work by two artists with a strong connection to Margate made for and in the Sunley Gallery. Sophie von Hellermann's figurative paintings draw on fables, legends, and traditional stories that are imbued with the workings of her subconscious. Anne Ryan makes highly coloured, constructed paintings that focus on figures engaged in a variety of activities, drawing on diverse sources from visual culture and the world around her. Their collaborative installation draws on their longstanding relationship with Margate, with works refreshed several times during the exhibition.

Wayfinder: Larry Achiampong and JMW Turner curated by Larry Achiampong

12 March-19 June 2022

The first major solo exhibition by British-Ghanaian artist Larry Achiampong included the newly commissioned feature-length film 'Wayfinder', which follows a young girl's journey across England. Achiampong also curated a display of paintings by JMW Turner and collaborated with the team to create a gaming room in the Clore Learning Studio. game design workshops and talks for families and schools, to inspire people from every background to discover careers in the games industry.

Wayfinder toured to MK Gallery, Milton Keynes and BALTIC, Newcastle.

Antony Gormley: Another Time for Margate (offsite until 2030)

Antony Gormley's cast iron sculpture on the Margate foreshore is set to remain in situ for a further 10 years and continues to inspire visitors to the town.

Touring

Seaside Photographed

Following delays due to the pandemic, our major photography exhibition Seaside Photographed toured to two further UK venues this year: Newlyn Art Gallery and the Exchange (May-July 2021) and The Grundy Art Gallery, Blackpool (July – 11 September 2021).

Financial review

Total income for the year amounted to £2,579,203 (2021: £2,833,863). Expenditure amounted to £3,098,367 (2021: £2,383,881). The above movements amounted to net deficit for the year of £519,164 (surplus for 2021: £449,981).

The deficit for the financial year is mainly due to the receipt in 2021 of restricted funds that were spent this year. Due to the accounting requirements of the Statement of Recommended Practice (see note 1.1 for further detail), the grant income is required to be accounted for in the year in which it is received. Therefore, while the income is accounted for in 2021, expenditure in relation to these projects is accounted for this year with the remainder falling into future accounting periods. Over the course of the year, restricted funds have fallen by £450,710, from £668,949 at the end of March 2021 to £218,239 at the end of March 2022.

Turner Contemporary ended the financial year with consolidated unrestricted funds of £837,462 (2021: £717,199) an increase of £120,263 from the prior year. Turner Contemporary aims to build a surplus in order to develop the organisational operating reserve.

The trustees reported a net reduction in endowment funds of £88,094 (2021: £640,987) after transfers relating to funded projects, and a net deficit in restricted, unrestricted and non-charitable funds of £330,447 (surplus in 2021: £414,539). The balance sheet at 31 March 2022 shows a total funds position of £4,002,467 (2021: £4,421,008).

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Endowment

The Catalyst Endowment has been established to provide an investment return to support commissions in the public realm, events outside the gallery and residency programmes. The endowment has a value as at 31 March 2022 of £2,946,766 (2021: £3,034,860).

The Endowment is managed by Charles Stanley and is overseen by the Board. The trustees' policy is to balance income and capital returns and will be managed to maintain at least the real capital value of the Endowment whilst generating an investment income to support the charitable objectives. A total return approach is used, providing for inflation and using the residual as income for activities.

The Trustees regularly review the level of risk given the prevailing state of the economic and political climate, which informs the investment allocation. In line with the total return approach applied to the investment of the Endowment, and the policy of a general target of 2.5% to be available to spend on suitable projects, the Trustees will periodically decide on the portion of the funds' returns to draw for revenue expenditure by the gallery.

Endowment policy

- The endowment is invested to produce the best financial return within an acceptable level of risk;
- The investment objective is to balance income and capital returns;
- The assets should be managed to at least maintain the real capital value of the endowment over the medium-term, whilst generating adequate investment income to support the charitable activities of the gallery;
- The Board of Trustees will seek to achieve this objective in a total return setting, providing first for inflation proofing of capital, aiming to use the residual as income for its activities, with the policy of a general target of 2.5% of funds to be available for suitable projects ;
- The endowment should assume that it is unlikely to generate returns higher than inflation plus 3% (nominal return of 3-6%) and plan its activities accordingly;
- A set current income target does not seem appropriate in today's environment but this may change if bond yields rise back towards more normal levels.

Reserves policy

Turner Contemporary considers a broad range of factors in its reserves policy. The organisation's activities and structures are somewhat complex, operating a public space comes with substantial public liabilities, and there are risks arising from engagement in trading or provision of goods and services under contract. Turner Contemporary has three reserve funds, Endowment (restricted), Restricted and Unrestricted, and has a long-term lease on a complex building and operates a trading subsidiary.

The Trustees have agreed a Reserves Policy, which is a product of strategic planning, budgeting and risk management. The policy requires that the company's core activity, funded through the unrestricted reserve, could continue for six months during a period of unforeseen difficulty, which is in line with the Charities Commission recommendation for large complex undertakings. To support this, in 2020 trustees agreed that unrestricted reserves should not be permitted to fall below £250,000 at any time. The unrestricted reserve totals £736,607 (2021: £707,802) against the organisational ambition to develop an unrestricted reserve of approximately £1,250,000 (2021: £1,250,000).

Establishing a six-month operating reserve will support the organisation in trading through potential adversity and will take account of future commitments and reduction of finances from key public funders. The calculation of the required level of reserves is an integral part of the organisation's planning, budgeting and forecasting. The level of reserves from unrestricted funding will be worked towards over a ten-year period. The level of reserves will be monitored and reviewed by the trustees on an annual basis.

At 31 March 2022 restricted funds amounted to £218,239 (2021: £668,949). See note 16 for further information, and for the projects to which these funds relate.

At 31 March 2022 endowment funds amounted to £2,946,766 (2021: £3,034,860). See note 16 for further information.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

COVID-19

After the capital refurbishment the gallery re-opened on 18 May 2021. The Turner Contemporary team undertook significant risk assessment and advice in line with industry standards and expert advice. The trustees were satisfied that the gallery was reopened in line with best practice and Government and industry guidelines, and that the Covid-19 related risks to both visitors and staff were effectively managed. The visit numbers were restricted to 195 people at any one time, a calculation that had to be adapted based on average dwell time in different exhibitions (average 1 hour McQueen/Harvey, versus 2 hours Turner Contemporary Open), further affecting overall capacity and daily figures.

Maintaining safety for visitors and staff required investment in enhanced cleaning and high monthly PPE costs.

Facilities, Estates, IT, Operations, Retail, our Catering partners and Front of House all worked hard to maintain consistency of service and to remain open despite a number of challenges around staffing. Staff not only had to be absent due to their own sickness but were forced to isolate when family or housemates were unwell according to guidelines.

Turner Contemporary introduced ticketing to manage capacity to enable social distancing, in line with other venues. As with our peers, we noted many advantages to introducing advance booking, including increased donations, clearer communications with visitors around their visit as well as our offer.

Lower visitor numbers across the year had an impact on income from retail, venue hire and catering commission.

Future developments

2021 – 22 has been another challenging year. The impact of Covid-19 has been substantial on the gallery and our community. We also used this time to consider our future and are developing a new vision and programme strategies for 2020-2030 and we continue to discuss the possibility of the development of the Rendezvous site, the land at the rear of the gallery which is owned by Kent County Council.

The arrival of a new Director in January 2022 signalled a period of consolidation, particularly in terms of financial processes, governance and working EDI through the organisation. The Strategic Leadership Team spent the latter part of the year working towards a new vision to support their application to ACE Lets Create NPO Application for funding for 2023 - 2026.

The gallery will also update its evaluation framework so that it is clear in terms of activities, measure and connection to ACE investment principles which can be used for regular reporting and help in tracking outputs and outcomes.

Risk management

The Trustees have assessed the major risks to which the charity is exposed, those relating to the specific operational areas of the charity, its investments and its finances. The Trustees believe that effective systems and controls are in place to mitigate these risks by ensuring that effective controls exist over key financial systems and by examining the operational and business risks faced by the charity.

Ongoing risk assessment and management is encouraged within the programme to enable delivery of a varied and engaging programme, and in developing commercial and philanthropic giving to support the long-term financial sustainability of the organisation. Turner Contemporary has a comprehensive risk management programme in place which is designed to ensure that significant and emerging risks are identified, assessed, and managed effectively. Risk is managed to always ensure that we will comply with statutory and legal requirements and conditions set down by funding partners.

A Risk Register forms part of the Business Plan and is regularly appraised, reviewed, and updated. The purpose of the Risk Register is to help all staff and trustees identify and manage risks before they occur, rather than dealing with the consequences. Our approach to risk management enables us to fulfil our ambitions and maximise opportunities when they present themselves. The Trustees believe that effective systems and controls are in place to mitigate these risks.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Risk management

Key risks relate to staffing and funding. Turner Contemporary needs highly skilled and flexible staff within the team. Recruitment in East Kent and within the museum and gallery sector is challenging. Our aim is to develop and retain staff. The other major risk relates to core public funding from Kent County Council (KCC) and Arts Council England (ACE). Year on year, core funding from KCC has reduced and we are working closely with colleagues at the County Council to diversify our funding portfolio.

Going concern

The trustees are of the opinion that Turner Contemporary is a Going Concern as at 31 March 2022.

The organisation receives significant core funding from Kent County Council and Arts Council England (ACE). The amount of this funding is agreed up to 31st March 2023 and both funders have maintained their support throughout the Covid Pandemic at the same levels without reduction. Funding from ACE as a National Portfolio Organisation for the three years from 1st April 2023 will be announced in October 2022 but based on discussions and indicative figures, the trustees are confident that funding will continue to ensure that the organisation can continue to operate over the term of the funding award.

Cash balances and reserves remain healthy with core funding being paid in stages throughout the year. While we have generated a surplus on unrestricted funds during the year, we have seen additional pressures arise as we have come out of the pandemic lockdown when income has not yet reached pre-pandemic levels. However, activity is increasing in all areas of operation.

The Trustees recognise an existential threat to the organisation from increases in energy costs in the current year. However, trustees are of the opinion that in a worst case position there will be the cash reserves to meet these costs in 2022 and 2023, although some government help may be forthcoming from a new administration.

Restricted Reserves have been carefully reviewed and Turner Contemporary does not expect to have to return any restricted funds held for non-performance of contracted activities. The Endowment is also managed by Charles Stanley with a medium- low risk management profile and therefore the medium term risks to the investment valuation are considered to be low.

Fundraising

Turner Contemporary is a charity and has ambitious annual fundraising targets. We employ a small in-house Development Team who work on all aspects of our fundraising. We do not employ any external professional fundraisers to fundraise on our behalf but all staff members and any volunteers, including trustees, involved in fundraising activities are trained in accordance with recognised standards to ensure that the public, including vulnerable people, are protected from unreasonable or intrusive approaches.

Turner Contemporary has not received any complaints about our fundraising activities and we are GDPR compliant.

Museums and Galleries Exhibitions Tax Relief

We welcome the opportunity to claim tax relief on the research and development of our exhibitions programme. We will submit claims for 2021-22 during 2022.

Structure, governance and management

The company is a charitable company limited by guarantee and is governed by its Articles of Association dated 12 December 2008. It is registered as a charity with the Charity Commission under number 1129974. Turner Contemporary originally became a charity on 3 June 2009.

Turner Contemporary Enterprises Limited, a private limited company registered in England and Wales, is a wholly owned subsidiary of Turner Contemporary.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

The trustees of Turner Contemporary who served during the year are:

Clive Stevens DL (Chair)	Lucy Edematie (appointed April 2021)
Laura Wright (Vice Chair)	Peter Hawkes (appointed April 2021)
Caroline Alton (resigned 31 March 2022)	Kemet Hawthorne Pink
Michael Armitage (resigned April 2021)	Sarah Hohler
Vivienne Bennett	Yasmin Khan (appointed April 2021)
Jill Constantine	Professor Simon Ofield-Kerr (resigned 31 March 2022)
Martin Cook	Piers Sanders (resigned 31 March 2022)
Sir Stephen Deucher (appointed April 2021)	Keith Valentine (appointed April 2021)

Appointment and recruitment of trustees

The management of the company is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association. There must be a minimum of six trustees. One trustee shall be appointed by the Local Authority. Each trustee must retire from office at the third annual retirement meeting following the commencement of their term of office. Retiring trustees may be reappointed unless they have served for two consecutive terms of office whereby they cannot be reappointed until the earlier of a) anniversary of the commencement of their break from office and b) the annual retirement meeting following the annual retirement meeting at which their break from office commenced.

Policies adopted for the induction and training of trustees

New trustees are recruited according to the trustees and Director's ongoing assessment of the overall skills required to be represented on the Board and what additional skills are needed to complement the overall mix.

Newly appointed trustees receive briefings from the Chair, Director and Strategic Leadership Team and are provided with relevant Charity Commission guidance. All trustees are encouraged to attend appropriate training courses.

Organisational structure and decision making

The Board currently comprises 12 trustees who have delegated powers to the Executive team to make expenditure decisions up to £50,000.

The following sub-committees of the Board meet regularly:

- Finance
- Artistic and Learning Programme
- Fundraising and Development
- Digital Transformation

In addition, to the sub-committees, we have a Turner Contemporary Enterprises Board which supports and guides our commercial activities. All sub-committees report to the full Board at the quarterly Board meetings.

The day-to-day activities of the gallery are managed by the Director, Clarrie Wallis and the Strategic Leadership team.

Pay policy for key management personnel

All trustees give of their time freely and no trustee received remuneration in the year. The pay of senior staff is reviewed annually by the Director and Board of Trustees. The director's remuneration is a decision of the Board.

TURNER CONTEMPORARY

REPORT OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

Trustees responsibilities

The trustees (who are also directors of Turner Contemporary for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law and the law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the 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 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable 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 the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditors

Each of the trustees have confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

This 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 trustees:



Clive Stevens DL

Chair

Date: 4 October 2022

TURNER CONTEMPORARY

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TURNER CONTEMPORARY

Opinion

We have audited the financial statements of Turner Contemporary (the parent charitable company) and its subsidiaries (the group) for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charitable Company Balance Sheet, the Consolidated Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group and parent charitable company's affairs as at 31 March 2022, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TURNER CONTEMPORARY

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the [strategic report and the] directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error

In preparing the financial statements, the trustees are responsible for assessing the group's and charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Auditor's responsibilities for the audit of the financial statements (continued)

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

TURNER CONTEMPORARY

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF TURNER CONTEMPORARY

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services Limited

Michelle Wilkes FCA
(Senior Statutory Auditor)
for and on behalf of Azets Audit Services
Statutory Auditor
Date: 31 October 2022

5th Floor
Ashford Commercial Quarter
1 Dover Place
Ashford
Kent. TN23 1FB

TURNER CONTEMPORARY

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

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	2022 Total funds £	2021 Total funds £
Income and endowments from:						
Donations and legacies	2	165,842	30,000	-	195,842	122,641
Charitable activities	3	1,482,291	333,004	-	1,815,295	2,081,576
Other trading activities	4	360,783	-	-	360,783	92,963
Investments		374	-	56,835	57,208	52,731
Museums and Galleries Tax Relief		47,462	-	-	47,462	125,180
Other	5	102,613	-	-	102,613	358,772
Total income and endowments		2,159,365	363,004	56,835	2,579,203	2,833,863
Expenditure on:						
Raising funds		377,994	-	-	377,994	292,589
Charitable activities		1,857,819	813,714	48,839	2,720,372	2,100,431
Corporation tax - trading		-	-	-	-	(9,139)
Total expenditure	6	2,235,813	813,714	48,839	3,098,366	2,383,881
Net income / (expenditure) before gains / (losses) on investments		(76,449)	(450,710)	7,996	(519,163)	449,982
Net gains on investments	12	-	-	100,623	100,623	605,543
Net (expenditure) / income before transfers		(76,449)	(450,710)	108,619	(418,540)	1,055,525
Transfer between funds	16	196,713	-	(196,713)	-	-
Net movement in funds		120,264	(450,710)	(88,094)	(418,540)	1,055,525
Reconciliation of funds:						
Total funds brought forward		717,199	668,949	3,034,860	4,421,008	3,365,483
Total funds carried forward		837,463	218,239	2,946,766	4,002,468	4,421,008

All of the above amounts relate to continuing activities.

TURNER CONTEMPORARY

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

Comparative only					2021
	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds £
Income and endowments from:					
Donations and legacies	2	84,701	37,940	-	122,641
Charitable activities	3	1,593,991	487,585	-	2,081,576
Other trading activities	4	92,963	-	-	92,963
Investments		1,157	-	51,574	52,731
Museums and Galleries Tax Relief		125,180	-	-	125,180
Other		338,772	20,000	-	358,772
Total income and endowments		2,236,764	545,525	51,574	2,833,863
Expenditure on:					
Raising funds		292,589	-	-	292,589
Charitable activities		1,640,661	443,640	16,130	2,100,431
Corporation tax - trading		(9,139)	-	-	(9,139)
Total expenditure	5	1,924,111	443,640	16,130	2,383,881
Net income before gains on investments		312,653	101,885	35,444	449,982
Net gains on investments	12	-	-	605,543	605,543
Net income before transfers		312,653	101,885	640,987	1,055,525
Transfers between funds	16	19,171	(19,171)	-	-
Net movement in funds		331,824	82,714	640,987	1,055,525
Reconciliation of funds:					
Total funds brought forward		385,375	586,235	2,393,873	3,365,483
Total funds carried forward		717,199	668,949	3,034,860	4,421,008

All of the above amounts relate to continuing activities.

TURNER CONTEMPORARY

CONSOLIDATED SUMMARY INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021
	£	£
Gross income of charitable operations	2,522,369	2,782,289
Total expenditure of continuing operations	(3,049,527)	(2,376,889)
Net income / (expenditure) before tax for the year	<u>(527,158)</u>	<u>405,400</u>
Taxation	-	9,139
Net income / (expenditure) for the year	<u><u>(527,158)</u></u>	<u><u>414,539</u></u>

- A detailed analysis of income by source is provided in the Statement of Financial Activities.
- A detailed analysis of Net Income before Investments is shown in the Statement of Financial Activities.
- The Summary Income and Expenditure Account is derived from the Statement of Financial Activities on page 20 which together with the Notes to the Accounts on pages 26 to 36 provides full information on the movements during the year on all funds of the group.

There are no gains or losses for the year other than those recognised in the Statement of Financial Activities.

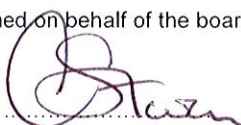
TURNER CONTEMPORARY

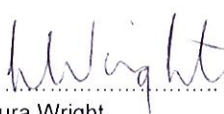
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2022

		2022		2021	
	Note	£	£	£	£
Fixed assets					
Tangible assets	11		29,412		14,896
Investments	12		2,946,766		2,936,473
			<u>2,976,178</u>		<u>2,951,369</u>
Current assets					
Stock - finished goods	13	43,642		33,014	
Debtors	14	318,642		387,364	
Cash at bank and in hand		<u>894,226</u>		<u>1,097,167</u>	
		1,256,511		1,517,545	
Creditors: amounts falling due within one year	15	<u>(230,221)</u>		<u>(47,906)</u>	
Net current assets			1,026,290		1,469,639
Total assets less current liabilities			<u>4,002,468</u>		<u>4,421,008</u>
Funds					
Permanent endowment funds	17		2,926,454		2,825,831
Expendable endowment funds	17		20,312		209,029
Restricted funds	16		218,239		668,949
Unrestricted funds			736,608		707,802
Non-charitable funds	12		100,855		9,397
Total funds	18		<u>4,002,468</u>		<u>4,421,008</u>

The financial statements were approved and authorised for issue by the Board on 4/10/22

Signed on behalf of the board of trustees


Clive Stevens DL
Trustee


Laura Wright
Trustee

Company Number: 06772337

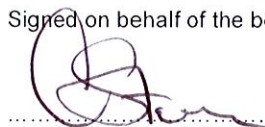
TURNER CONTEMPORARY

CHARITY BALANCE SHEET
AS AT 31 MARCH 2022

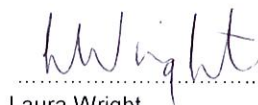
		2022		2021	
	Note	£	£	£	£
Fixed assets					
Tangible assets	11		24,725		9,951
Investments	12		2,947,866		2,937,573
			<u>2,972,591</u>		<u>2,947,524</u>
Current assets					
Debtors	14	364,811		451,501	
Cash at bank and in hand		<u>765,377</u>		<u>1,053,161</u>	
		1,130,188		1,504,662	
Creditors: amounts falling due within one year	15	<u>(201,168)</u>		<u>(40,575)</u>	
Net current assets			929,020		1,464,087
Total assets less current liabilities			<u>3,901,612</u>		<u>4,411,611</u>
Funds					
Permanent endowment funds	17		2,926,454		2,825,831
Expendable endowment funds	17		20,312		209,029
Restricted funds	16		218,239		668,949
Unrestricted funds			736,608		707,802
Total funds			<u>3,901,613</u>		<u>4,411,611</u>

The financial statements were approved and authorised for issue by the Board on 4/10/22

Signed on behalf of the board of trustees



Clive Stevens DL
Trustee



Laura Wright
Trustee

Company Number: 06772337

TURNER CONTEMPORARY

**CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Group 2022 £	2021 £
Cash flow from operating activities	20	(255,619)	370,380
Cash flow from investing activities			
Payments to acquire tangible fixed assets		(37,652)	(3,432)
Payment to acquire fixed asset investments		(288,972)	(281,274)
Proceeds on disposal fixed asset investments		379,302	250,477
Net cash flow from investing activities		52,678	(34,229)
Net increase in cash and cash equivalents		(202,941)	336,150
Cash and cash equivalents at 1 April 2021		1,097,167	761,017
Cash and cash equivalents at 31 March 2022		894,226	1,097,167
Cash and cash equivalents consists of:			
Cash at bank and in hand		894,226	1,097,167
Cash and cash equivalents at 31 March 2022		894,226	1,097,167

TURNER CONTEMPORARY

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

1 Accounting policies

1.1 Basis of accounting

Turner Contemporary is a registered charitable company in the United Kingdom. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities is the provision of a permanent Gallery in Margate which celebrates JMW Turner's association with the town and, through a varied programme of exhibitions, events and learning activities, promotes an understanding and enjoyment of historical and contemporary art.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) issued on 16 July 2014 as amended by Bulletin 1 and Bulletin 2 and the Financial Reporting Standard applicable in the United Kingdom (FRS 102) and the Charities Act 2011.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

1.2 Consolidation

In the opinion of the member of the committee, the company and its subsidiary undertakings comprise a small group.

The consolidated financial statements incorporate the results of the charity and its trading subsidiary, Turner Contemporary Enterprises Limited, for the year ended 31 March 2022. Its other subsidiary, Turner Rooms Limited, is not included in the consolidated accounts on the grounds it is not material. As a consolidated Statement of Financial Activities is published, a separate Statement of Financial Activities for the parent company is omitted from the group statements by virtue of Section 408 of the Companies Act 2006.

1.3 Fund accounting

Unrestricted general funds are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charitable company. Restriction arises when specified by the donor or when funds are raised for particular restricted purposes.

The endowment fund is where funds have been provided by donors or grant-giving bodies on the condition that they must be retained in order to generate investment income to be used in line with the terms of the donation.

Income arising on endowment funds is generally expendable and is distributed to income funds in order to be spent.

1.4 Income recognition

All income is included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

- Donations are recognised when they are received and any income tax recoverable in relation to donations received under gift aid is recognised at the time of the donation.
- All grant income is recognised when the company is legally entitled to the income and the amount can be reliably estimated. Where grant income received relates to a later period, the appropriate amount is deferred to that period.
- Exhibition income is recognised in the period in which the funds are available to spend.
- Museum and Galleries Tax Relief is recognised once the claim has been processed by HMRC and receipt is probable.

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

1 Accounting policies (continued)

1.5 Expenditure recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following headings:

- Costs of generating funds are those costs incurred in attracting voluntary income.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for beneficiaries. It includes both costs allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Exhibition costs are recognised across the duration of the exhibition from the initial preparation to the removal of the exhibition and not for the duration of the exhibition in the gallery.
- Support costs have been allocated to categories on a basis consistent with the use of resources e.g. staff costs by time spent.

1.6 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended. Fixed assets below £500 are not capitalised.

Equipment	50% straight line
Fixtures and fittings	25% straight line

1.7 Stocks

Stock is valued at the lower of cost and net realisable value.

1.8 Investments

Investments are recognised initially at fair value which is normally the transaction price excluding transaction costs. Subsequently, they are measured at fair value with changes recognised in 'net gains / (losses) on investments' in the SoFA if the shares are publicly traded or their fair value can otherwise be measured reliably. Other investments are measured at cost less impairment.

1.9 Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

1.10 Tax

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

The tax currently payable is based on taxable profit for the year and represents tax on the trading subsidiary's profits. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The trading subsidiary company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

1.11 Judgements and key sources of estimation uncertainty

Accounting estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 12 for the carrying amount of the property plant and equipment, and note 1.6 for the useful economic lives for each class of assets.

TURNER CONTEMPORARY

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

1 Accounting policies (continued)

1.12 Going concern

The trustees are of the opinion that Turner Contemporary is a Going Concern as at 31 March 2022.

The organisation receives significant core funding from Kent County Council and Arts Council England (ACE). The amount of this funding is agreed up to 31 March 2023 and both funders have maintained their support throughout the Covid Pandemic at the same levels without reduction. Funding from ACE as a National Portfolio Organisation for the three years from 1 April 2023 will be announced in October 2022 but based on discussions and indicative figures, the trustees are confident that funding will continue to ensure that the organisation can continue to operate over the term of the funding award.

Cash balances and reserves remain healthy with core funding being paid in stages throughout the year. There was a deficit on unrestricted funds during the year resulting from the additional costs of coming out of the pandemic lockdown at a time when income has not yet built to previous levels. However, activity is increasing in all areas of operation.

The trustees recognise an existential threat to the organisation from increases in energy costs in the current year. However, trustees are of the opinion that in a worst case position there will be the cash reserves to meet these costs in 2022 and 2023, although some government help may be forthcoming from a new administration.

Restricted Reserves have been carefully reviewed and Turner Contemporary does not expect to have to return any restricted funds held for non-performance of contracted activities. The Endowment is also managed by Charles Stanley with a medium- low risk management profile and therefore the medium term risks to the investment valuation are considered to be low.

1.13 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received. A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

2 Donations and Legacies

	2022	2021
	£	£
Donations and sponsorships	126,509	60,528
Corporate patrons	69,333	62,113
	<u>195,842</u>	<u>122,641</u>

3 Income from charitable activities

	2022	2021
	£	£
Grants receivable		
Kent County Council - Core	510,000	590,000
Arts Council England - Core	681,791	681,791
Kent County Council - Rendezvous	295,000	295,000
Arts Council England - Creative Coast	20,000	120,000
Arts Council England - Strategic Touring	22,373	-
Arts Council England - Covid Recovery Fund	-	104,000
Arts Council England - Margate Now	-	21,900
Bloomberg Philanthropies	50,000	-
Creative Folkestone	135,131	48,866
East Sussex County Council	1,000	14,000
Esmée Fairbairn Foundation	-	61,900
South East Local Enterprise Partnership (SELEP)	-	50,000
University of Kent – Creative Estuary	60,000	-
Thanet District Council	18,000	-
Chatham Dockyard	-	15,000
Metal Culture	-	12,718
University of the Arts London	-	11,000
Clore Duffield Foundation	-	25,000
Catalyst	-	14,011
Other (less than £10,000)	22,000	16,390
	<u>1,815,295</u>	<u>2,081,576</u>

TURNER CONTEMPORARY

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

4	Income from other trading activities	2022 £	2021 £
	Learning programme income	3,668	8,768
	Public programme income	-	(1,037)
	Trading subsidiary (see note 13)	357,115	85,232
		<u>360,783</u>	<u>92,963</u>

5	Other Income	2022 £	2021 £
	Other income	20,945	15,806
	Curatorial services	37,500	45,000
	Job retention scheme grants	44,168	297,966
		<u>102,613</u>	<u>358,772</u>

6	Expenditure	Staff costs £	Direct costs £	Support costs £	2022 Total £	2021 Total £
	Raising funds					
	Trading	118,321	141,683	5,698	265,702	170,258
	Fundraising	82,618	9,605	20,070	112,292	122,331
	Taxation	-	-	-	-	(9,139)
	Charitable activities:					
	Exhibitions programme	297,102	655,394	184,321	1,136,817	929,752
	Learning programme	290,615	219,578	201,743	711,935	483,335
	Visitor experience	507,050	165,192	199,378	871,620	687,344
		<u>1,295,706</u>	<u>1,191,452</u>	<u>611,210</u>	<u>3,098,366</u>	<u>2,383,881</u>

7	Support costs	Raising funds £	Exhibition £	Learning £	Visitor £	2022 Total £	2021 Total £
	Trading costs	5,698	-	-	-	5,698	10,796
	Training and other staff costs	-	16,387	33,043	19,520	68,950	13,759
	Travelling	-	2,602	2,841	1,873	7,317	534
	Hospitality	-	7,359	9,865	7,046	24,270	727
	Light & heat	-	47,059	47,059	47,059	141,176	81,393
	Repairs and renewals	-	32,235	32,235	33,961	98,432	103,543
	Printing, postage & stationery	-	4,658	4,658	4,658	13,974	11,280
	Computer costs	-	16,822	16,822	19,875	53,519	40,637
	Telephone	-	7,430	7,430	7,430	22,289	21,637
	Insurance	-	16,132	13,662	13,662	43,456	37,237
	Subscriptions	-	1,877	2,614	10,306	14,797	14,686
	Licenses and fees	-	899	767	3,242	4,908	7,130
	Consultancy fees	-	918	918	918	2,754	38,985
	Professional fees	-	17,904	17,904	17,904	53,713	49,652
	Other support costs	20,070	2,185	2,069	2,070	26,396	24,871
	Depreciation	-	6,785	6,785	6,784	20,353	22,379
	Governance:						
	Audit	-	3,070	3,070	3,070	9,209	8,550
		<u>25,768</u>	<u>184,321</u>	<u>201,743</u>	<u>199,378</u>	<u>611,210</u>	<u>487,796</u>

TURNER CONTEMPORARY

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

8 Net income for the year	2022	2021
	£	£
This is stated after charging:		
Depreciation	23,136	24,569
Auditors remuneration		
- audit	9,209	8,550
- other services	7,568	6,798

9 Staff costs	2022	2021
	£	£
Wages and salaries	1,171,615	1,208,505
Social security costs	90,264	92,316
Other pension costs	33,827	35,332
	1,295,706	1,336,153

The average number of employees, by headcount, during the year:	2022	2021
	No.	No.
Staff	69	82

The number of employees whose remuneration for the year fell within the following bands were:	2022	2021
	No.	No.
£80,000 to £89,999	1	1

The pension contributions for the employees in the above band were £4,015 (2021: £6,019).

The senior management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis. As detailed above, no trustees received remuneration during the period. The remuneration to the employees, including employers national insurance and employers pension contributions, total £318,820 (2021: £355,969).

10 Trustee remuneration

The trustees were not paid remuneration or reimbursed expenses during the year (2021: None).

TURNER CONTEMPORARY

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

11 Tangible fixed assets

<i>Group</i>	Fixtures, fittings & equipment £	Catering equipment £	Computer equipment £	Total £
<i>Cost</i>				
As at 1 April 2021	289,955	19,462	40,058	349,475
Additions	35,129	1,495	1,028	37,652
Disposals	-	-	(32,500)	(32,500)
As at 31 March 2022	325,084	20,957	8,586	354,627
<i>Depreciation</i>				
As at 1 April 2021	276,821	17,700	40,058	334,579
Charge	21,434	1,188	514	23,136
Eliminated on disposal	-	-	(32,500)	(32,500)
As at 31 March 2022	298,255	18,888	8,072	325,215
<i>Net book value</i>				
As at 31 March 2022	26,829	2,069	514	29,412
As at 31 March 2021	13,136	1,762	-	14,897

Charity

	Fixtures, fittings & equipment £
<i>Cost</i>	
As at 1 April 2021	248,523
Additions	35,129
As at 31 March 2022	283,652
<i>Depreciation</i>	
As at 1 April 2021	238,573
Charge	20,353
As at 31 March 2022	258,926
<i>Net book value</i>	
As at 31 March 2022	24,725
As at 31 March 2021	9,951

12 Fixed asset investments

<i>Group</i>	2022 Total £	2021 Total £
Market value at 1 April 2021	2,936,473	2,300,131
Additions	288,972	281,274
Disposals	(293,465)	(116,596)
Change in value in year	100,623	605,543
Movement on cash balances	(85,837)	(133,879)
Market value at 31 March 2022	2,946,766	2,936,473
Historical cost	2,527,895	2,436,998
There were no material investments at market value (in excess of 5% of valuation)		
Cash	7,432	93,269
	7,432	93,269

TURNER CONTEMPORARY

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

12 Fixed asset investments (continued)

	Shares in subsidiary undertaking	Listed investments	2022 Total	2021 Total
	£	£	£	£
Charity				
Cost / Market value at 1 April 2021	1,100	2,936,473	2,937,573	2,301,231
Additions	-	288,972	288,972	281,274
Disposals	-	(293,465)	(293,465)	(116,596)
Change in value in year	-	100,623	100,623	605,543
Movement on cash balances	-	(85,837)	(85,837)	(133,879)
Market value at 31 March 2022	1,100	2,946,766	2,947,866	2,937,573
Historical cost	1,100	2,527,895	2,528,995	2,482,650
There were no material investments at market value (in excess of 5% of valuation)				
Cash	-	7,432	7,432	93,269

	2022 £	2021 £
Listed Investments by Class (Group and Charity):		
Fixed Income	250,092	262,014
UK Equity	759,855	761,423
International Equity	1,456,190	1,364,218
Property	81,479	73,060
Alternatives	345,541	334,022
Mixed Investment	46,177	48,467
Cash	7,432	93,269
	2,946,766	2,936,473

Holdings of more than 20%

The charity holds more than 20% of the share capital of the following company:

Subsidiary undertaking	Country of registration or incorporation	Proportion of voting rights and ordinary share capital held	Principal activity
Turner Contemporary Enterprises Limited	England and Wales	100%	Commercial activities of Turner Contemporary
Turner Rooms Limited	England and Wales	100%	Accommodation activities of Turner Contemporary

The trading results of Turner Contemporary Enterprises Limited for the year to 31 March 2022 are as follows:

	2022 £	2021 £
Turnover	350,050	85,182
Grant received	7,065	37,024
Bank interest	46	50
Cost of sales	(141,683)	(47,807)
Administration costs	(119,957)	(118,273)
Audit and accountancy fees	(4,063)	(4,178)
Operating (deficit)/surplus for the year	91,458	(48,002)
Gift aid paid	-	-
Corporation tax	-	9,139
Retained (deficit) for the year	91,458	(38,863)
The assets and liabilities of the subsidiary were:		
Tangible fixed assets	4,687	4,946
Current assets	212,163	110,171
Current liabilities	(114,995)	(104,720)
Aggregate share capital and reserves	101,855	10,397

TURNER CONTEMPORARY

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

13 Stock					
	Group		Charity		
	2022	2021	2022	2021	
	£	£	£	£	
Retail stock	43,642	33,014	-	-	
	<u>43,642</u>	<u>33,014</u>	<u>-</u>	<u>-</u>	
14 Debtors					
	Group		Charity		
	2022	2021	2022	2021	
	£	£	£	£	
Trade debtors	150,466	182,917	140,078	182,297	
Amounts due from subsidiary	-	-	85,942	97,387	
Other debtors and prepayments	168,176	204,447	138,791	171,817	
	<u>318,642</u>	<u>387,364</u>	<u>364,811</u>	<u>451,501</u>	
15 Creditors: amounts falling due					
	Group		Charity		
	2022	2021	2022	2021	
	£	£	£	£	
Trade creditors	130,892	14,264	121,465	11,478	
Other creditors and accruals	99,329	33,642	79,703	29,097	
	<u>230,221</u>	<u>47,906</u>	<u>201,168</u>	<u>40,575</u>	
16 Restricted funds					
2022 current	As at 1 April			Transfer	As at 31
	2021	Income	Expenditure	between	March 2022
	£	£	£	£	£
Learning programme	76,077	37,000	(105,749)	-	7,328
Exhibitions programme	22,838	37,500	(24,761)	-	35,577
England's Creative Coast	379,787	21,000	(400,787)	-	-
Creative Transition Programme	42,277	-	(42,277)	-	-
O Dreamland	147,970	40,000	(44,917)	-	143,053
O Dreamland - Emerging Producers Fund	-	20,000	(11,719)	-	8,281
Pioneering Places	-	135,131	(135,131)	-	-
Strategic Tour (Seaside photographed)	-	22,373	(22,373)	-	-
Bloomberg Connects	-	50,000	(26,000)	-	24,000
	<u>668,949</u>	<u>363,004</u>	<u>(813,714)</u>	<u>-</u>	<u>218,239</u>
2021 - comparative	As at 1 April			Transfer	As at 31
	2020	Income	Expenditure	between	March 2021
	£	£	£	£	£
Learning programme	39,101	144,551	(85,754)	(21,821)	76,077
Exhibitions programme	15,252	36,390	(22,552)	(6,252)	22,838
England's Creative Coast	307,116	211,718	(147,949)	8,902	379,787
Creative Transition Programme	74,766	-	(32,489)	-	42,277
O Dreamland	150,000	-	(2,030)	-	147,970
Pioneering Places	-	48,866	(48,866)	-	-
Cultural Recovery Fund	-	104,000	(104,000)	-	-
	<u>586,235</u>	<u>545,525</u>	<u>(443,640)</u>	<u>(19,171)</u>	<u>668,949</u>

Learning programme

These programmes are to advance the education of the public. There are several discrete elements to this programme. Much of the learning programme is supported by external funding which includes Catalyst, Clore Duffield Foundation, Chartered Accountants' Livery Company, Esmée Fairbairn Foundation, University of the Creative Arts and Lunaira Trust.

Exhibitions programme

Contributions have been received towards the costs of staging specific exhibitions during the year and for future programmes. Contributors include Henry Moore Foundation, Paul Mellon Centre, and Art Fund.

TURNER CONTEMPORARY

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

16 Restricted funds (continued)

England's Creative Coast

Supported by Arts Council England and Visit England, Turner Contemporary is the lead partner of England's Creative Coast, a cultural tourism project involving galleries in Essex, Kent and East Sussex. A key element of this project is a series of public art commissions, the exhibition of which was launched in spring 2021.

Creative Transition Programme

This is a multi-year project to enable thousands more young people in Thanet to have access to world class art, empowering them to develop confidence, team building and life skills. This project has been funded by various supporters including Peter Selman and Wates Foundation.

O Dreamland

This project is inspired by Lindsay Anderson's film "O Dreamland" made in Margate in 1953, and will include working with people from the local community to develop a major exhibition to be shown at Turner Contemporary in 2023. Support for this project has been received from Freelands Foundation and Creative Estuary.

Pioneering Places

This project is part of a wider programme of activity led by Creative Folkestone and supported by the National Lottery Heritage Fund. The project focuses on enabling cultural, community and civic organisations to work closely in order to reimagine East Kent's future by exploring heritage, developing civic pride and connect artists and communities. Using child-led leadership, Turner Contemporary has worked with a group of primary school children in Ramsgate to commission an artwork for Ramsgate Harbour. The artwork, by Conrad Shawcross, will be displayed from Summer 2021.

Cultural Recovery Fund

The Cultural Recovery Fund was launched in 2020 by to support cultural organisations impacted by the coronavirus pandemic, using funding from the Department for Digital, Culture, Media and Sport (DCMS), and administered by Arts Council England (ACE). The grant covered the gallery's activity during the period October 2020 to March 2021.

Strategic Tour (Seaside photographed)

Arts Council England supported a tour of Seaside Photographed, a major exhibition examining the relationship between photographers, photography and the British seaside from the 1850s to the present.

Bloomberg Connects

Bloomberg Philanthropies supported the gallery to join its mobile platform, Bloomberg Connects. Through this, the gallery has created its first ever digital guide for visitors.

Transfer between funds

Transfers relate to projects which are now completed where costs were incorrectly allocated to unrestricted in prior year or incorrectly allocated to restricted expenditure and income that funders have now stated can be unrestricted.

17 Endowment funds	As at 1 April	Income	Expenditure	Gain/(loss)	Transfers	As at 31 March
2022 current	2021			on		2022
	£	£	£	£	£	£
Permanent						
Catalyst Endowment Fund	2,825,831	-	-	100,623	-	2,926,454
Expendable						
Catalyst Endowment Fund	209,029	56,835	(48,839)	-	(196,713)	20,312
	3,034,860	56,835	(48,839)	100,623	(196,713)	2,946,766
2021 - Comparative	As at 1 April	Income	Expenditure	Loss on	Transfers	As at 31 March
	2020			investments		2021
	£	£	£	£	£	£
Permanent						
Catalyst Endowment Fund	2,220,288	-	-	605,543	-	2,825,831
Expendable						
Catalyst Endowment Fund	173,585	51,574	(16,130)	-	-	209,029
	2,393,873	51,574	(16,130)	605,543	-	3,034,860

TURNER CONTEMPORARY

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

17 Endowment funds (continued)

Catalyst Endowment Fund

Turner Contemporary has established the Catalyst Endowment Fund to provide an investment return to support commissions in the public realm, events outside the gallery, residency programmes and to support acquisitions in Kent. The permanent endowment fund must be kept for 25 years and only the income and capital growth from the investments can be spent during this period.

Transfer between funds

The Turner Contemporary Expendable Endowment Fund (EEF) is restricted for use only for "Endowment Purposes" which is defined as costs supporting commissions in the public realm, events outside the gallery, residency programmes and supporting acquisitions in Kent. Certain costs were incurred in the year for these purposes and the income has been transferred to offset these costs. In addition a transfer between the EEF and unrestricted funds has been done to agree to the carrying value of the investments on the Balance Sheet.

18 Analysis of net assets between funds - 2022 -

	Fixed assets	Net current assets	Total
	£	£	£
Unrestricted funds	29,412	707,196	736,608
Restricted funds	-	218,239	218,239
Permanent Endowment funds	2,926,454	-	2,926,454
Expendable Endowment funds	20,312	-	20,312
Non-charitable funds	-	100,855	100,855
	<u>2,976,178</u>	<u>1,026,290</u>	<u>4,002,468</u>

2021 - Comparative

	Fixed assets	Net current assets	Total
	£	£	£
Unrestricted funds	14,896	692,906	707,802
Restricted funds	-	668,949	668,949
Endowment funds	2,936,473	98,387	3,034,860
Non-charitable funds	-	9,397	9,397
	<u>2,951,369</u>	<u>1,469,639</u>	<u>4,421,008</u>

19 Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

	2022	2021
	£	£
Within one year	7,622	3,302
Between two and five years	13,215	9,906
	<u>20,837</u>	<u>13,208</u>

20 Reconciliation of net income to net cash flow from operating activities

Group	Group 2022	2021
	£	£
Net Income for year	(418,540)	1,055,525
Non-cash movements on fixed asset investments	(100,623)	(605,543)
Depreciation and impairment of tangible fixed assets	23,136	24,569
(Increase)/decrease in stocks	(10,628)	17,238
Decrease/(increase) in debtors	68,722	(133,639)
Increase in creditors	182,313	12,229
Net cash flow from operating activities	<u>(255,619)</u>	<u>370,379</u>

TURNER CONTEMPORARY

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

21 Related party transactions

During the year, £6,397 (2021: £4,059) was donated to Turner Contemporary by eight (2021: six) trustees. Each individual donation was not material to either party.

Sir Stephen Deuchar was appointed a trustee of Turner Contemporary on 1 April 2022. He is also a trustee of Creative Folkestone. A grant of £135,131 was awarded by Creative Folkestone to Turner Contemporary during the year. Funds were also received from Creative Folkestone in the previous year but as Sir Stephen Deuchar was only appointed on 1 April 2021 these were not required to be disclosed.

22 Company limited by guarantee

The company is a company limited by guarantee. The members of the company are the trustees named on page 1. 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.

23 Capital commitments

Group and charity	2022 £	2021 £
Expenditure contracted for but not provided in the accounts	-	14,031