

**THE BIG HOUSE THEATRE COMPANY**

**(A COMPANY LIMITED BY GUARANTEE)**

**UNAUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 DECEMBER 2021**

**COMPANY NO: 08297808**

**REGISTERED CHARITY NUMBER: 1151106**

**THE BIG HOUSE THEATRE COMPANY**  
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**FOR THE YEAR ENDED 31ST DECEMBER 2021**

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**THE BIG HOUSE THEATRE COMPANY**  
**REFERENCE AND ADMINISTRATIVE DETAILS**  
**FOR THE YEAR ENDED 31ST DECEMBER 2021**

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**Registered Company Limited by Guarantee**

Registration Number 08297808 (England and Wales)

**Registered Charity number**

1151106

**Registered office**

151 Englefield Road  
London  
N1 3LH

**Trustees**

A Currell  
E Corbett  
H Edginton  
R Meteyard  
S Ruane  
Z Marar  
L Seary  
R Saunders (appointed 12 April 2021)  
M Goodin (appointed 4 May 2021)  
W Scott (appointed 16 July 2021)  
K Shoman (appointed 16 July 2021)  
V Fea (resigned 5 May 2021)  
C Leadbeater (resigned 13 December 2021)

**Independent Examiner**

Tom Wilcox FCIS FCIE DChA  
Counterculture Partnership LLP  
Unit 115 Ducie House  
Ducie Street  
Manchester  
M1 2JW

**Bankers**

The Co-Operative Bank  
1 Islington High Street  
Islington  
N1 9TR

The Big House community continues to grow through participation in our Open House Projects. Care leavers joining our projects become members of The Big House and can access intensive support for the first eighteen months through development opportunities provided by The Big House and its growing network of partners. Members can continue their involvement with the charity after that through being a peer mentor to a young person new to The Big House, by delivering our weekly drop-in workshops, referring young people to The Big House, or as an advocate for improvements in the Social Care sector. They can also become part of The Big House Means Business – delivering paid workshops and performances in schools, corporate settings and training in the social care world.

2021 saw The Big House continue to respond dynamically to the Coronavirus Pandemic, not only through increased pastoral support for our members, but through exciting new creative projects that developed the skills and talents of our community.

Lockdown in the first few months of 2021 required The Big House to move its work back to online and remote settings. Our Hot House project, which began in the Autumn of 2020 came to fruition, and saw five members deliver scripts for a series of short films, working with a playwright over Zoom. This project was the first of its kind for The Big House, with our members writing scripts to be performed by new participants at The Big House.

The Spring Open House Project responded to government lockdowns, by expanding into a two-part project, completed through hybrid work online and in-person. In the first phase, new members performed in the short films, created by the Hot House writers, filming across six days with a professional film crew. In the second part of the project, The Big House staged *The Ballad of Corona V: The Remix*, a direct response to the developing COVID-19 crisis. This script was reworked and directed by Maggie Norris. We continued to use our model of social distancing for audience members, allowing bubbles of audience members to experience the promenade performance across The Big House venue.

In the Summer of 2021, The Big House worked with a writer and director, to develop a taster script for a TV show pilot, *Rat-a-Tat*. The project saw 6 new members, alongside 7 existing members collaborate with professionals from the creative industry, to conceive and develop the characters and story for a comedy series about the UK underground rap scene.

In the autumn, working with the new participants of the Open House Project, we staged a hugely successful four week run of *Redemption*, directed by Maggie Norris. This production showcased the array of talent within our membership through singing, rap, and movement, and delivered performances to sell out audiences. This promenade production was the first show since the beginning of the pandemic in which we welcomed back the public to our venue in its full capacity.

Our Board of Trustees has continued to support and guide our activities, bringing expertise in safeguarding, Law, Social Care, Education, Marketing, Business and Governance. Additionally and importantly, we continue to benefit from the support of a large number of volunteers who act as mentors, fundraisers, ambassadors and friends of The Big House throughout the year.

We are deeply grateful to all our funders who have enabled us to continue reaching out to those care leavers who find themselves marginalised in society.

The Board is extremely proud of the achievements and dedicated hard work that Maggie Norris and her team have delivered during another turbulent year. The charity punches well above its financial weight and attracts substantial interest and praise nationally, locally and from within the artistic community. It is a truly unique organisation that I am incredibly proud to be associated with. On behalf of the Board of Trustees I would like to take this opportunity to thank all our funders, supporters, volunteers, mentors and friends for continuing to help The Big House grow and build upon its success to date.

The Trustees, who are also directors for the purposes of company law, have pleasure in presenting their report and the financial statements for the charitable company for the year ended 31 December 2021. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 2015).

## **OBJECTIVES AND ACTIVITIES**

The objects for which the company is established (as outlined in the Articles of Association) are: The promotion of social inclusion for the public benefit among those leaving the care system or the penal system or who are otherwise at risk of exclusion by society, or part of society (as a result of unemployment; financial hardship; poor educational or skills attainment; relationship and family breakdown), in particular but not exclusively by:

1. Providing arts based activities which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals; and
2. Providing advice, guidance and general support. In setting objectives and planning for activities, the Trustees have given due consideration to the general guidance published by the Charity Commission relating to public benefit.

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

## **Volunteers**

During 2021 our staff team was joined by over 30 volunteers, working in a range of different capacities. This included providing pro bono specialist legal and HR support, helping us to deliver our creative projects, offering fundraising assistance, mentoring the young people who have taken part in our Open House Projects and providing pastoral support during the pandemic. We would like to thank all our volunteers for their hard work throughout 2021; their support has been vital to the charity and its work.

## **THE NEED FOR OUR WORK**

The Big House has a simple mission: to enable care leavers to fulfil their potential. We refuse to accept that childhood abuse and a lifetime in social care should limit a young person's opportunities and chances of a promising future.

Care leavers are one of the most vulnerable and socially excluded groups in society. There are 80,850 children in care in the UK today. This is the highest it has ever been and is showing no signs of decreasing in the future. Due to sustained trauma, abuse, isolation, and bullying, care leavers are four or five times more likely to commit suicide (Barnados). Only 1% of children in the UK have been in care (Prison Reform Trust), yet:

- 75% of these children end up in care because they have experienced neglect or abuse, and whilst living in care, experience transient and volatile lifestyles (University of York)
- A staggering 41% of care leavers are not in education, training or employment by the age of 21, compared to only 12% of their peers (DoE 2021).
- Access into higher education alone is much lower for care experienced young people, with only 13% of pupils who were looked after continuously for 12 months or more entering higher education, compared to 43% of all other pupils (DoE 2021).
- 70% of sex workers have been in care (Centre for Social Justice)
- 40% of all prisoners under 21 have been in care (Centre for Social Justice)
- 33% of care leavers experience homelessness within two years (Homeless Link)
- Nearly 25% of young women leave care are already pregnant or mothers (Centre for Social Justice)
- 39% of care leavers are NEET (Not in Education, Employment, or Training) and only 6% go on to higher education (Department for Education)
- Looked-after Children and Care Leavers are between four and five times more likely to self-harm in adulthood (Department for Health)

The National Audit Office in their report *Pressures on Children's Social Care* (January 2019) highlighted that local authorities have seen their spending power for children's services decrease by 28.6% in the last decade. This is despite the number of children being looked after by those services being the highest it's been for a generation.

This has meant local authorities have had to make difficult cuts to some of their children's services and "early intervention and prevention services have taken the biggest hit" (Barnados). This makes the work of The Big House more important than ever.

"Young people in care should not be defined by the scars left by their past experiences, but by their incredible ability to heal. Only when we truly nurture and inspire these young people will the link between being in care and offending behaviour, long term unemployment, drug addiction, mental health problems, homelessness and suicide cease, and we as a society will reap the wonderful benefits of seeing them flourish". Maggie Norris, Founder of The Big House.

Our core activity, the 'Open House Project' (OHP) is a bridge course designed to facilitate a supportive environment with effective learning outcomes for young people who are not yet ready to be situated within the common core qualification framework. We use a combination of drama techniques, life and employment skills development and therapy to develop a relationship of trust and address behavioural

and emotional problems. All participants on the Open House Project also have access to long-term pastoral support and have the opportunity to be matched with a mentor to support their 12-month follow up plan if they would like one. Whilst the ultimate aim of The Big House is to foster self-sufficiency and independence, its doors always remain open to young people if future problems arise.

Though the Big House currently serves London, our ultimate aim is to expand the charity's services nationally. Initially through The Big House Means Business, where performance extracts are performed across the UK. As these commissions expand, we are developing new partnerships and collaborators across the country and a growing interest in the replication of our model.

#### **BENEFICIARIES:**

The Big House's target group is care leavers aged 16 to 25 years who are classified as NEET (Not in Education, Employment, or Training). However, we work with some young people who have fallen through the cracks of social services and may not have been taken into care but should have been. We work with existing services (e.g. youth offending teams, probation officers and leaving care teams) to ensure we identify the young people who are most difficult to reach and at-risk.

#### **Achievements against objectives**

The strategies employed to achieve the charity's aims and objectives are to:

- Reduce the inequalities associated with the care system by encouraging and supporting our beneficiaries to live independent lives.
- Increase awareness of the challenges faced by marginalised young people to help promote positive changes for young people and create more empathic communities.
- Be responsive to needs and use our resources effectively.

Over the last 9 years, our monitoring and evaluation has evidenced that young people benefit profoundly from the intense 1-1 nature of our work combined with long term support. So far we have delivered 14 OHPs and worked with over 500 with highly successful outcomes:

- 93% have not offended or re-offended a year after project completion.
- 80% have been supported into EET (Education, Employment or Training) after project completion

Participants develop a range of core "soft skills" which support them to steer clear of gang involvement and crime and sustain EET opportunities. Following OHPs, a vast majority of members feel:

- More able to cope with stressful situations
- Less isolated and closer to other people
- Better about themselves

#### **2021 achievements:**

- Two Open House Projects resulting in;
  - two theatre productions, attended by over 1500 people.

- six short films produced with a professional film crew.
- A variety of online and in-person events throughout the year including drop-in sessions and workshops.
- Completion of one Hot House programme, commissioning six new writers for their first professional script.
- One development project, resulting in a TV Pilot taster, produced with a professional film crew.
- Ad-hoc support to care leavers and at-risk young people who have not been able to take part in our projects but in desperate need of support.
- Ongoing pastoral support and counselling for young people who have been on our previous projects.
- Ongoing employment opportunities found for our members.
- Further growth of The Big House Means Business (TBHMB, our drama-based training offering to the corporate and social care sector) through the development of training to be delivered online & creating the content for a new service. Whilst TBHMB continued to be impacted by the pandemic and subsequent lockdowns, it is now more robust and sustainable as a department. Popular services that were originally running at a loss now are delivered with a profit margin of 85.71%.
  - TBHMB delivered 11 events with over 2392 attendees.
  - TBHMB trained 3 new members as actors and facilitators and provided paid employment for The Big House members 33 times.
- Sourced employment for and represented our members with major production companies such as Sky, Netflix and BBC.
- Ensured best practice monitoring and evaluation practices and a strong governance structure.

### **Two 12-week Open House Projects (OHP):**

Due to the pandemic, The Big House closed its doors, yet again, at the start of 2022. Despite this, we were able to deliver two Open House Projects, with our Spring project working both online and in-person. Both OHPs worked with care leavers and other vulnerable at-risk young people over two separate creative projects.

Activities in the OHP included: life and employment skills development and drama workshops; script development; rehearsals; nightly public performance and goal-setting. In addition, each young person received pastoral support and individualised education and employment guidance.

We carried out evaluations at the beginning and end of the project through specially developed feedback forms as well as recording the weekly observations of the professional team. These evaluations revealed that the projects had a profoundly positive impact on the young people's lives, as outlined in the statistics below.



### **The Ballad of Corona V – The Remix: OHP Spring 2021**

13 young people took part in this special two-part Open House Project. Of the 13 young people – 11 were BME and 11 were care experienced.

The group took part in Life Skills on Zoom, due to the early 2021 lockdown and were then cast in the *This is an Emergency* short film series, written by the 5 Hot House Short Film writers. We shot 6 short films in total, across April 2021, and we showed them to the cast and crew at a special showing in September 2021.

Additionally, this group performed The Ballad of Corona V: The Remix – rehearsing across May and performing in June 2021. There were 126 performances to over 550 audience members.

#### **Impact:**

Following the Spring OHP – the 13 members have gone on to:

- 3 studying at university (studying Law / Drama & English / Drama & Psychology)
- 2 on apprenticeships (1 with the Civil Service and 1 in Marketing & Branding)
- 4 are working full time (in HR, youth work, IT and the NHS)
- 1 is working part time
- 2 are working as freelance creatives (1 in filmmaking and 1 as an actor)

Further to this, of those 13 members:

- 100% have not offended or reoffended
- 54% said they felt more confident
- 57% said they had improved relationships

### **Redemption: Autumn 21 OHP**

We had 9 young people complete the Autumn 21 OHP. We had 9 BME young people, of whom 6 were care experienced. They took part in performing Redemption which had 21 performances to over 990 audience members.

#### **Impact:**

Following the project, of the 9 young people on the project:

- 4 are now in employment (in hospitality and the NHS)
- 2 are applying to drama school – 1 of which has already got offers from universities
- 1 signed with a top acting agency
- 1 has been accepted onto the RADA Technical Training Course – learning about working backstage in theatre as part of their Youth Company.

Further to this:

- 100% have not offended or reoffended
- 100% said they felt more confident
- 75% said they had improved relationships

***Rat-a-Tat Summer 2021:***

We recruited 6 new young people for this special industry project, along with hiring 7 of our members as actors. The 6 new young people took part in 4 weeks of industry workshops and employability development skills as well as being cast in a 10 minute pilot episode to try out an idea for a new TV series, written by David Watson and directed by Tyrell Williams. These 6 included – 4 BME young people and 2 care experienced young people.

**Impact:**

Following *Rat-a-Tat*:

- 1 young person is working full time
- 1 young person has been successfully offered a Business Administration apprenticeship at a charity
- 1 young person is studying Screen Acting & Production at university
- 2 young people joined the Autumn 2021 OHP
- 1 young person will be on the Spring 2022 OHP.

Further to this:

- 100% have not offended or reoffended
- 83% said they felt more confident
- 89% said they had improved relationships

**Hot House:**

In the Autumn of 2020, we commissioned six of our members to produce their first piece of professional writing. Of these 6 members, 5 were BME backgrounds.

Of the 6 members participating, 5 completed the project in Spring 2021, and their scripts were utilised in the short-film series, *This is an Emergency*, performed by our Spring 2021 OHP cohort.

**FINANCIAL REVIEW**

**Significant events**

2021 was another challenging year for fundraising at The Big House due to the pandemic, but with extra support from our regular funders, the organisation ended the year in a stable financial position going into 2022. Although utilising a small portion of our reserves, the end of the year saw these reserves topped up and maintained in line with our reserves policy; ensuring that we had at least six months of basic running costs in our unrestricted reserves.

Our fundraising strategy continues to focus on four distinct strands: trusts and foundations, individual giving, events and earned income. Income generation was targeted at raising funds for delivery of our Open House Projects, core running costs (including core salaries), as well as seeking more multi-year funding opportunities. Demand for online delivery from The Big House peaked in the pandemic and

this is now a growth area for The Big House as we expand our reach through The Big House Means Business.

### **Reserves**

In 2021, The Big House maintained its reserves policy that ensures that the charity maintains *'at least six months of basic running costs in our unrestricted reserves in order to ensure the stability and continued smooth running of the charity's activities'*

It is the Board of Trustees responsibility to ensure that the reserves policy is implemented. The reserves policy is outlined in the Financial Policies and Procedures document which is updated annually.

### **Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue to adopt the going concern basis in preparing the financial statement. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

Constitution

The company was incorporated on 19 November 2012. The company is registered as a charitable company limited by guarantee with the registered charity number 1151106.

### **Organisational structure and decision making**

The business of the charity is managed by the Trustees who may exercise all the powers of the charity. The Trustees for the financial period are listed on page 1. The Trustees are responsible for the overall management of the organisation. The CEO/Artistic Director manages the day-to-day operations of the organisation.

### **Risk Management**

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

### **Recruitment and appointment of trustees**

The management of the company is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

## **STATEMENT OF TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of The Big House Theatre Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the method and principles in the Charities SORP;
- Make judgements and accounting estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

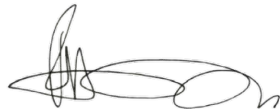
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements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

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 41SA of the Companies Act 2006.

Approved by the Board of Trustees on 30 March 2022 and signed on its behalf by

**A Currell**

Date: 01/08/2022



**INDEPENDENT EXAMINERS REPORT  
FOR THE YEAR ENDED 31 DECEMBER 2021**

I report to the trustees on my examination of the accounts of the charitable company for the year ended 31 December 2021.

**Responsibilities and basis of report**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

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

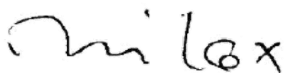
**Independent examiner's statement**

Since the Charitable company's gross income exceeded £250,000, your examiner must be a member of a body listed in section 145 of the 2011 Act. I can confirm that I am qualified to undertake the examination by virtue of being a Fellow Member of the Institute of Chartered Secretaries and Administrators (ICSA), which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

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

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



Tom Wilcox  
Institute of Chartered Secretaries and Administrators  
Counterculture Partnership LLP  
Unit 115 Ducie House  
Ducie Street  
Manchester  
M1 2JW

**The Big House Theatre Company**

**Statement of financial activities** (incorporating an income and expenditure account)

**For the year ended 31 December 2021**

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
<b>Income from:</b>							
Donations and legacies	2	284,233	454,940	<b>739,172</b>	290,994	349,366	640,360
Charitable activities	3	66,911	1,260	<b>68,171</b>	17,290	28,200	45,490
Other Trading Activities	4	60,900	–	<b>60,900</b>	7,870	–	7,870
<b>Total income</b>		<b>412,043</b>	<b>456,200</b>	<b>868,243</b>	<b>316,154</b>	<b>377,566</b>	<b>693,720</b>
<b>Expenditure on:</b>							
Raising funds	5	51,853	–	<b>51,853</b>	68,386	–	68,386
Charitable activities	5	116,807	370,007	<b>486,814</b>	201,239	225,540	426,779
<b>Total expenditure</b>	5	<b>168,660</b>	<b>370,007</b>	<b>538,667</b>	<b>269,625</b>	<b>225,540</b>	<b>495,165</b>
<b>Net income/(expenditure) for the year</b>		<b>243,384</b>	<b>86,192</b>	<b>329,576</b>	<b>46,529</b>	<b>152,026</b>	<b>198,555</b>
Transfers between funds		(42,923)	42,923	–	–	–	–
<b>Net movement in funds</b>		<b>200,461</b>	<b>129,115</b>	<b>329,576</b>	<b>46,529</b>	<b>152,026</b>	<b>198,555</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		348,542	382,214	<b>730,756</b>	302,013	230,188	532,201
<b>Total funds carried forward</b>	17	<b>549,003</b>	<b>511,329</b>	<b>1,060,335</b>	<b>348,542</b>	<b>382,214</b>	<b>730,756</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17 to the financial statements.

The notes on pages 20 to 30 form part of these financial statements

**The Big House Theatre Company**

**Balance sheet**

Company no. 08297808

**As at 31 December 2021**

	Note	£	2021 £	£	2020 £
<b>Fixed assets:</b>					
Tangible assets	11		<u>167,112</u>		<u>195,352</u>
			<b>167,112</b>		<b>195,352</b>
<b>Current assets:</b>					
Debtors	12	<b>118,474</b>		75,114	
Cash at bank and in hand		<u><b>847,180</b></u>		<u>780,382</u>	
		<b>965,654</b>		<b>855,496</b>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	13	<u><b>72,431</b></u>		<u>320,092</u>	
<b>Net current assets / (liabilities)</b>			<u><b>893,223</b></u>		<u><b>535,404</b></u>
<b>Total net assets / (liabilities)</b>	16		<u><b>1,060,335</b></u>		<u><b>730,756</b></u>
<b>The funds of the charity:</b>	17				
Restricted income funds			<b>511,329</b>		<b>382,214</b>
Unrestricted income funds:					
Designated funds		-		-	
General funds		<u><b>549,003</b></u>		<u>348,542</u>	
Total unrestricted funds			<u><b>549,003</b></u>		<u><b>348,542</b></u>
<b>Total charity funds</b>			<u><b>1,060,335</b></u>		<u><b>730,756</b></u>

Approved by the trustees on

and signed on their behalf by



..... - Trustee

The notes on pages 20 to 30 form part of these financial statements

The Big House Theatre Company

Statement of cash flows

For the year ended 31 December 2021

	Note	2021 £	2020 £
<b>Net income / (expenditure) for the reporting period</b>		<b>329,576</b>	<b>198,555</b>
Depreciation charges		28,240	27,122
Dividends, interest and rent from investments		–	–
(Increase)/decrease in debtors		(43,360)	40,041
Increase/(decrease) in creditors		(247,661)	121,242
<b>Net cash from/(used in) operating activities</b>		<b>66,795</b>	<b>386,960</b>
<b>Cash flows from investing activities:</b>			
Purchase of fixed assets		–	(53,580)
<b>Net cash provided by / (used in) investing activities</b>			<b>(53,580)</b>
<b>Change in cash and cash equivalents in the year</b>		<b>66,795</b>	<b>333,380</b>
Cash and cash equivalents at the beginning of the year		780,382	447,002
<b>Cash and cash equivalents at the end of the year</b>		<b>847,178</b>	<b>780,382</b>
<b>Analysis of cash and cash equivalents</b>			
		<b>At 31 December 2021 £</b>	<b>At 31 December 2020 £</b>
Cash in hand and at bank		847,178	780,382
<b>Total cash and cash equivalents</b>		<b>847,178</b>	<b>780,382</b>
<b>Analysis of changes in net debt</b>			
		<b>At Start of year £</b>	<b>At end of year £</b>
Cash in hand and at bank		780,382	847,178



**1 Accounting policies**

**a) Company information**

The Big House Theatre Company is a charitable company limited by guarantee registered in England with registration number 08297808. Its registered office address is 151 Englefield Road, London N1 3LH.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Update Bulletin 2, and the Charities Act 2011. The accounts are presented in GBP rounded to £1, which is the functional currency of the charity.

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

**c) Public benefit entity**

The charitable company meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements. In making this assessment the trustees have considered the impact of Covid 19.

Annual budgets have been revised taking this into account with prudent figures for both income and expenditure. The charity holds significant reserves and has liquid assets in the form of cash held in short term deposits. For this reason the trustees continue to adopt the going concern basis in preparing the financial statements.

**e) Income**

Income, including from Government and other grants, whether 'capital' or 'income', is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income for activities and projects spanning two or more accounting periods is allocated over the period to which it relates in order to more accurately recognise the performance conditions associated with this income. Income received in advance of delivery of a specified service is deferred until the criteria for income recognition is met.

**f) Interest receivable**

Interest on funds held on deposit is included when receivable.

**g) Fund accounting**

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

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**h) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of offering fellowships and delivering related services undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Notes to the financial statements

For the year ended 31 December 2021

1 Accounting policies (continued)

i) **Allocation of support costs**

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity (support costs), comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

j) **Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

k) **Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- |                          |          |
|--------------------------|----------|
| ● Leasehold improvements | 12 years |
| ● Office equipment       | 4 years  |

l) **Financial Instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**Financial assets**

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

**Financial Liabilities**

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

m) **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

n) **Pensions**

The charity contributes towards the employees' personal pension schemes. The cost of the contribution is charged to the statement of financial activities on an accruals basis.

o) **Employee benefits**

The costs of short-term employee benefits are recognised as a liability and an expense.

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

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

Notes to the financial statements

For the year ended 31 December 2021

1 Accounting policies (continued)

p) Significant accounting policies

In the application of the company's accounting policies, the charity is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

There are no estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the financial statements in a future period.

2 Income from donations

	Unrestricted £	Restricted £	2021 total Total £	2020 Total £
Arts Council	–	103,035	103,035	47,813
Baring Foundation	–	–	–	8,000
Bernard Sunley Foundation	5,000	–	5,000	–
Big Lottery Fund (Awards for All)	–	–	–	9,998
Bleu Blanc Rouge Foundation	75,000	–	75,000	50,000
CAF Foundation	304	15,482	15,786	9,737
Charles Hayward Foundation	–	25,000	25,000	25,000
City Bridge Trust	49	71,425	71,474	44,876
Comic Relief	–	–	–	23,878
Coronavirus Community Support Fund	–	–	–	18,285
Esmée Fairbairn Foundation	–	19,075	19,075	70,267
Garfield Weston	45,000	–	45,000	16,250
Henry Smith Charity	–	51,400	51,400	–
John Lyons	–	30,000	30,000	–
Krish Philanthropies	7,500	–	7,500	–
Lawrence Atwell Foundation	–	–	–	9,167
Lloyds Bank Foundation	27,763	–	27,763	43,884
London Community Foundation	–	–	–	10,000
National Lottery Community Fund	–	61,713	61,713	74,081
Sage Publications	400	8,748	9,148	–
Savills	1,400	–	1,400	11,175
Seagelmen Trust	–	–	–	22,917
Young Londoners Fund	–	49,038	49,038	49,038
Government Grant – Furlough Scheme	7,254	20,024	27,278	19,014
Government Grant– Local Restrictions Support	68,357	–	68,357	3,000
29th May 1961 Charitable Trust	–	–	–	3,000
Dyer's Company	1,000	–	1,000	1,000
Other	6,042	–	6,042	6,291
Individual donors	39,163	–	39,163	63,689
	284,233	454,940	739,172	640,360

Income in 2020 comprised of unrestricted income of £290,994 and restricted income of £349,366

**The Big House Theatre Company**

**Notes to the financial statements**

**For the year ended 31 December 2021**

**3. Income from charitable activities**

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Open House Production	32,833	1,260	34,093	11,104
The Big House Means Business	28,732	-	28,732	17,290
HMRC Theatre Tax Relief	5,346	-	5,346	17,096
Total income from charitable activities	66,911	1,260	68,171	45,490

Income in 2020 comprised of unrestricted income of £17,290 and restricted income of £28,200

**4 Income from other trading activities**

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Acting fees received from agencies	4,346	-	4,346	7,870
Fundraising events	52,254	-	52,254	-
Room/Venue hire	4,300	-	4,300	-
Total income	60,900	-	60,900	7,870
Total income from other trading activities	60,900	-	60,900	7,870

All income in 2020 was unrestricted

The Big House Theatre Company

Notes to the financial statements

For the year ended 31 December 2021

5 Analysis of expenditure

	Cost of raising funds £	Partnership & central delivery £	Open House Project £	The Big House Means Business £	Governance and Support costs £	2021 Total £	2020 Total £
Staff costs (Note 8)	30,005	59,772	71,013	40,918	26,360	<b>228,068</b>	231,752
Creative professional fees	-	-	71,077	1,264	-	<b>72,341</b>	43,254
Depreciation	-	-	-	-	28,240	<b>28,240</b>	27,122
Fundraising events	4,190	-	-	-	-	<b>4,190</b>	(2,128)
Independent examination fees	-	-	-	-	1,200	<b>1,200</b>	1,200
Insurance	-	-	-	-	1,260	<b>1,260</b>	825
Legal and professional fees	-	-	-	-	17,232	<b>17,232</b>	24,323
Marketing	-	-	2,406	-	-	<b>2,406</b>	1,280
Office costs	-	1,329	785	-	5,691	<b>7,805</b>	6,261
Production costs & equipment hire	-	732	13,113	-	-	<b>13,844</b>	7,513
Recruitment	-	3,600	-	-	2,089	<b>5,689</b>	7,075
Rent, rates and utilities	-	1,321	35	-	101,175	<b>102,531</b>	111,214
Staff travel and other staff costs	-	1,377	201	262	191	<b>2,031</b>	2,359
Venue and catering	-	1,313	4,734	-	-	<b>6,047</b>	1,375
YP fees, travel and expenses	-	120	41,228	4,435	-	<b>45,783</b>	31,741
	<b>34,195</b>	<b>69,563</b>	<b>204,592</b>	<b>46,879</b>	<b>183,437</b>	<b>538,667</b>	<b>495,166</b>
Support costs	17,658	35,922	105,650	24,208	(183,437)	-	-
<b>Total expenditure 2021</b>	<b>51,853</b>	<b>105,485</b>	<b>310,242</b>	<b>71,087</b>	<b>-</b>	<b>538,667</b>	<b>495,166</b>
Total expenditure 2020	-	317,156	125,263	52,747	-	495,166	

Of the total expenditure, £168,660 was unrestricted (2020: £269,625) and £370,007 was restricted (2020: £225,540).

7

**Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	202,988	206,727
Social security costs	16,421	16,753
Employer's contribution to defined contribution pension schemes	8,660	8,272
	<b>228,068</b>	<b>231,752</b>

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

The key management personnel of the Charity comprise the trustees ("Directors" for the purposes of the Companies Act) and Senior Management Team. The total amounts paid in respect of the key management personnel of the Charity (including employer's National Insurance contributions and employers pension contributions) were £102,423 (2020: £105,975). None of the trustees received any remuneration or benefits from the charity during the year.

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

During the year, no trustee was reimbursed travel expenses of nil (2020: ni).

8 **Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2021 No.	2020 No.
Cost of raising funds	1.1	0.4
Partnership & central delivery	2.1	3.8
Open House Project	2.5	0.7
The Big House Means Business	1.4	2.8
Governance and support	0.9	3.0
	<b>8.0</b>	<b>10.8</b>

The average weekly number of employees (full-time equivalent) during the period was as follows:

	2021 No.	2020 No.
Cost of raising funds	0.8	0.4
Partnership & central delivery	1.6	–
Open House Project	1.9	–
The Big House Means Business	1.1	–
Governance and support	0.7	2.8
	<b>6.0</b>	<b>3.2</b>

## 9 Related party transactions

During the year there were receipts from Anne Currell (trustee) of £1,200 for purchase of gala tickets and £350 for gala auction. During 2020 there were receipts totalling £1,500 from Currell Residential Limited, a trading company owned by Anne Currell (Chair of Trustees of The Big House). These receipts were donations and are included in Donations and legacies income in note 2.

During the year a payment of £283 (2020:£300) was made to James Meteyard, the son of Truatee Robert Meteyard for writing work.

## 10 Taxation

The charitable company is exempt from corporation tax to the extent that all its income is charitable and is applied for charitable purposes.

## 11 Tangible fixed assets

	Computer equipment £	Total £
<b>Cost</b>		
At the start of the year	243,916	<b>243,916</b>
Additions in year	–	–
At the end of the year	<u>243,916</u>	<u><b>243,916</b></u>
<b>Depreciation</b>		
At the start of the year	48,564	<b>48,564</b>
Charge for the year	28,240	<b>28,240</b>
At the end of the year	<u>76,804</u>	<u><b>76,804</b></u>
<b>Net book value</b>		
<b>At the end of the year</b>	<u>167,112</u>	<u><b>167,112</b></u>
At the start of the year	<u>195,352</u>	<u>195,352</u>
All of the above assets are used for charitable purposes.		

## 12 Debtors

	2021 £	2020 £
Grant debtors	<b>9,275</b>	425
Other debtors	–	965
Prepayments and accrued income	<b>109,199</b>	73,724
	<u><b>118,474</b></u>	<u>75,114</u>

**13 Creditors: amounts falling due within one year**

	2021	2020
	£	£
Trade creditors	731	810
Taxation and social security	2,657	5,176
Other creditors	36,111	40,278
Accruals	5,691	4,539
Deferred income (note 14)	26,234	268,259
Pensions	1,007	1,030
	<b>72,431</b>	<b>320,092</b>

**14 Deferred income**

Deferred income comprises income received during the year for future years.

	2021	2020
	£	£
Balance at the beginning of the year	268,259	134,885
Amount released to income in the year	(268,259)	(134,885)
Amount deferred in the year	26,234	268,259
	<b>26,234</b>	<b>268,259</b>

**16 Analysis of net assets between funds**

	General unrestricted £	Designated £	Restricted £	Total funds 2021 £
Tangible fixed assets	167,112	–	–	167,112
Net current assets	381,894	–	511,329	893,223
<b>Net assets at the end of the year</b>	<b>549,006</b>	<b>–</b>	<b>511,329</b>	<b>1,060,335</b>

	General unrestricted £	Designated £	Restricted £	Total funds 2020 £
Tangible fixed assets	195,352	–	–	195,352
Net current assets	153,190	–	382,214	535,404
<b>Net assets at the start of the year</b>	<b>348,542</b>	<b>–</b>	<b>382,214</b>	<b>730,756</b>



17 Movements in funds

	At 1 January 2021 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2021 £
<b>Restricted funds:</b>					
Engagement Manager salary	14,984	48,515	(26,012)	-	37,487
Artistic Director Salary	-	17,091	(58,267)	41,176	-
OHP Collective Restricted Funds	203,856	178,059	(117,807)	-	264,108
OHP 1 Restricted Funds	13,218	-	-	-	13,218
Associate Director Salary	11,093	45,849	(12,918)	-	44,024
TBHMB Manager	36,649	35,925	(24,210)	2,907	51,271
Finance and Ops Director salary	14,230	49,570	(25,307)	-	38,493
Capital works	50,833	-	-	-	50,833
Strategy Consultant	8,067	-	-	-	8,067
Development Manager	-	-	-	-	-
Venue and Events Coordinator	2,907	-	-	(2,907)	-
New work development	3,828	-	-	-	3,828
Flex	3,806	-	(3,806)	-	-
Comms Officer	-	8,748	(10,495)	1,747	-
Overheads and Core Cost	-	46,847	(46,847)	-	-
Hot House	18,743	25,595	(44,338)	-	-
<b>Total restricted funds</b>	<b>382,214</b>	<b>456,199</b>	<b>(370,007)</b>	<b>42,923</b>	<b>511,329</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>348,542</b>	<b>412,043</b>	<b>(168,660)</b>	<b>(42,923)</b>	<b>549,003</b>
<b>Total unrestricted funds</b>	<b>348,542</b>	<b>412,043</b>	<b>(168,660)</b>	<b>(42,923)</b>	<b>549,003</b>
<b>Total funds</b>	<b>730,756</b>	<b>868,242</b>	<b>(538,667)</b>	<b>-</b>	<b>1,060,331</b>

17 Movements in funds

	At 1 January 2020 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2020 £
<b>Restricted funds:</b>					
Engagement Manager salary	10,613	29,628	(25,257)	-	14,984
Artistic Director Salary	-	19,623	(19,623)	-	-
OHP Collective Restricted Funds	80,106	184,153	(60,403)	-	203,856
OHP 1 Restricted Funds	13,218	-	-	-	13,218
Associate Director Salary	16,877	18,303	(24,087)	-	11,093
TBHMB Manager	21,828	27,633	(12,812)	-	36,649
Finance and Ops Director salary	10,512	47,615	(43,897)	-	14,230
Capital works	50,000	833	-	-	50,833
Strategy Consultant	14,817	-	(6,750)	-	8,067
Development Manager	-	6,589	(6,589)	-	-
Venue and Events Coordinator	8,389	8,315	(13,797)	-	2,907
New work development	3,828	-	-	-	3,828
Flex	-	9,998	(6,192)	-	3,806
Hot House	-	24,876	(6,133)	-	18,743
<b>Total restricted funds</b>	<b>230,188</b>	<b>377,566</b>	<b>(225,540)</b>	<b>-</b>	<b>382,214</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>302,013</b>	<b>316,154</b>	<b>(269,625)</b>	<b>-</b>	<b>348,542</b>
<b>Total unrestricted funds</b>	<b>302,013</b>	<b>316,154</b>	<b>(269,625)</b>	<b>-</b>	<b>348,542</b>
<b>Total funds</b>	<b>532,201</b>	<b>693,720</b>	<b>(495,165)</b>	<b>-</b>	<b>730,756</b>

**17 Movements in funds (continued)**

Transfers include:

Overspent restricted grants transferred from general funds

Unrestricted funds used to fund staff time and other costs associated with the restricted funds

**Purposes of restricted funds**

Engagement Manager Salary: Salary for Engagement Manager. Covered By Henry Smith and Young Londoners

Artistic Director Salary: Salary of Artistic Director & CEO. Covered by Arts Council England

OHP Collective Restricted Funds: Funds allocated for the Open House Project, a core delivery item for The Big House that happens twice a year (12 weeks per project). Covered by National Lottery Reaching Communities, Charles Hayward, Young Londoners Fund, Arts Council England Cultural Recovery Fund, John Lyons, Arts Council England Project Grants

Associate Director Salary: Salary of Associate Director. Covered by Young Londoners Fund & City Bridge

TBMB Manager: Salary of The Big House Means Business Manager. Covered by Comic Relief & City Bridge

Finance and Ops Director salary: Salary of Finance & Operations Director. Covered by Esmee Fairbairn & Henry Smith

Capital works: Funds allocated to capital works.

Strategy Consultant: Funds allocated to strategy consultant

Development Manager: Funds allocated to Fundraising staff member. Covered by NA

Venue and Events Coordinator: Funds allocated to Venue Manager (same position as TBMB Manager)

New work development: Funding allocated to developing new work

Flex: Funding allocated to a delivery project called Flex, that's provides upskilling opportunities to our members. The transfer to unrestricted funds is to account for the staff time utilised and venue and overhead costs incurred, which were funded from unrestricted funds in 2020.

Hot House: Funding allocated to a delivery project called Hot House, that provides long-term creative work

**18 Operating lease commitments**

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	2021 £	2020 £
Less than one year	100,000	100,000
One to five years	400,000	400,000
Over five years	366,667	466,667
	<u>866,667</u>	<u>966,667</u>