

**THE BIG HOUSE THEATRE COMPANY**  
**(A COMPANY LIMITED BY GUARANTEE)**

**UNAUDITED FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED**  
**31 DECEMBER 2022**

**COMPANY NO: 08297808**

**REGISTERED CHARITY NUMBER: 1151106**

**THE BIG HOUSE THEATRE COMPANY**  
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**FOR THE YEAR ENDED 31ST DECEMBER 2022**

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## **THE BIG HOUSE THEATRE COMPANY**

### **REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31ST DECEMBER 2022**

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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 (resigned 5 December 2022)  
E Corbett (resigned 23 June 2022)  
H Edginton  
C Evans (appointed 5 December 2022)  
M Goodin  
Z Marar  
R Meteyard  
S Ruane (resigned 23 June 2022)  
R Saunders (resigned 23 June 2022)  
W Scott  
L Seary  
K Shoman  
D Wilkinson (appointed 17 August 2022)

#### **Independent Examiner**

Tom Wilcox FCIE  
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 THEATRE COMPANY

### REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31ST DECEMBER 2022

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The Big House community continues to grow through participation in our Open House Projects (OHP). Care leavers and at-risk young people joining our projects become members of The Big House and can access support through development opportunities provided by The Big House and its growing network of partners. Members can continue their involvement with the charity after the intensive OHP period, and following 12 months of ongoing support through other project opportunities, being a peer mentor to a young person new to The Big House, participating in 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.

2022 saw The Big House begin to grow again after the pandemic, whilst sustaining our intensive pastoral support for our members. Alongside our Open House Projects, we were able to expand our delivery to include exciting new creative projects that developed the skills and talents of our members.

The Spring Open House Project saw The Big House stage *Mission*, written by David Watson and directed by Maggie Norris. *Mission*, was a play about making amends, and trying to make the journey to a whole new world. It explored key themes raised by our members with lived experience and was a cathartic journey for the young people, who utilised their passion and frustrations to fuel their creativity and desire to perform. Through *Mission*, David Watson composed a deep-dive into the hard realities of addiction issues and curated a safe space for those with lived experience to feel empowered and enthralled in the passion of performing. A member shared '*It was the first time I'd had anyone believe in me*'.

In the Summer of 2022, The Big House remounted its production of *Redemption*, written by James Meteyard. A newly formed relationship with 42 Management and Production saw the company invest in a restaging of the 2021 production, featuring a cast of nine. Eight of those were members of The Big House who were employed as professional actors, for whom four it was their first professional credit. The relationship between The Big House and 42 flourished throughout the process and continues to be a fruitful partnership, with the agency representing 4 of our members.

The Autumn Open House Project was titled *CASHMONEY NOW*. Written by James Fritz, and directed by The Big House's Associate Director, Bel Parker, the production was an exploration into the financially "left-behind" and the high risk versus high reward world of Crypto currency and the dark web. The show was born from the desire of young people to rebel against the unjust financial system that benefits the elite and is becoming ever more excluding of marginalised communities.

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 2022. 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 2022. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102) (effective 1 January 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 including the guidance 'public benefit: running a charity (PB2)'.

### Volunteers

During 2022 our staff team was joined by more than 55 volunteers, working in a range of different capacities. This included providing pro bono creative, venue and logistics support, helping us to deliver our creative projects, offering fundraising assistance and providing information and skills-building opportunities to the young people taking part in our Open House Projects. We would like to thank all our volunteers for their hard work throughout 2022; 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 103,000 children in care in the UK today (Home for Good, 2023). 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 (NEET) by the age of 21, compared to only 12% of their peers (DoE 2022)
- 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 45% of all other pupils (DoE 2022)
- 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 who leave care are already pregnant or mothers (Centre for Social Justice)
- 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" (Barnardos). 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, our doors always remain open to young people if future problems arise.

The Big House currently serves London, although we are preparing to expand our reach nationally. Our work through The Big House Means Business sees performances and workshops being delivered 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. We are also developing our work online, through a new Digital Platform, The Big Mouth, that will enable us to reach new audiences across the country.

## **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 10 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 16 OHPs and worked with over 500 young people 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

## 2022 achievements:

- Two Open House Projects resulting in;
  - Two theatre productions, attended by over 1,287 people.
  - Two OFFIE (Off West End) nominations (Best Director and Best Performance)
- 1 commercially funded production, *Redemption*, in partnership with 42 Management
- 2 Hot House series:
  - Library Series with guest playwrights
  - Acting for Screen with Raphael Sowole
- 10 Drop in workshops run by The Big House Team and guest facilitators including Ned Bennett.
- 1 Flex project:
  - 5 Day Film School
- Industry Minds Volunteer & Charity Award at the Industry Minds Awards 2022
- Achatas Philanthropy Prize from the Cultural Philanthropy Foundation, in partnership with 42 Management
- 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
- New partnerships with SAYes mentoring, Coaching and The Therapeutic Consultants, offering 12 young people access to 1:1 support tailored to their needs
- 70 tickets to 6 theatre productions in London including in the West End as well as off West End venues
- Ongoing employment opportunities found for our members
- Provided 16 paid professional acting opportunities for members including with BBC3, Netflix and Channel 4, alongside 3 professional credits in productions by London Film School and National Film and Television School
- The Big House Means Business (TBHMB, our drama-based training offering to the corporate, educational and social care sector) engaged with organisations nationally, with digital and live delivery. Our varied delivery methods ensure it is now a more robust and sustainable income stream for The Big House
  - TBHMB delivered 12 events with over 2,514 attendees.
  - TBHMB trained 3 new members as actors and facilitators and provided paid employment for The Big House members 33 times.
- Ensured best practice monitoring and evaluation practices and a strong governance structure

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

In 2022, The Big House delivered two Open House Projects, working with a team of professional creatives alongside the project participants. 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.

### **Mission: Spring OHP**

12 young people completed the Spring 22 Open House Project. Of the 12 young people - 10 were BME and 7 were care experienced.

The group took part in Life Skills across March and then rehearsed and performed *Mission*, written by David Watson and directed by Maggie Norris. The production received two OFFIE nominations for Best Performance and Best Direction.

There were 22 performances to almost 700 audience members.

**Impact:**

Following the Spring OHP - the 12 members who successfully completed have gone on to:

- 2 are in education (Studying Performing Arts at college or university)
- 5 are working as freelance creatives in acting, modelling and music
- 3 are working full time in finance, hospitality and music
- 6 were offered places on our new Heritage project, Big Up
- 3 have been employed by The Big House as actors or peer mentors

Further to this, of those 12 members:

- 100% have not offended or reoffended
- 100% scored an overall increase in their wellbeing
- 50% said they felt more confident
- 75% said they felt more optimistic about the future

**CASHMONEY NOW: Autumn OHP**

We had 12 young people complete the Autumn 22 OHP. We had 10 BME young people, and 10 care experienced young people. They took part in performing *CASHMONEY NOW* which had 22 performances to almost 600 audience members.

**Impact:**

Following the project, of the 12 young people on the project:

- 2 are full time employed, in hospitality and the NHS
- 3 are part time employed, in hospitality and sports science
- 2 have a place in education, studying make up and personal training
- 2 are awaiting the results of applications to further training, in technical theatre and performing arts
- 9 are planning to pursue further creative careers and build freelance experience
- 6 were offered places on our new Heritage project, Big Up (commencing in 2023)
- 1 has been employed by The Big House as a peer mentor

Further to this:

- 100% have not offended or reoffended
- 100% scored an overall increase in their wellbeing
- 100% said they felt more confident
- 58% said they felt more optimistic about the future

**5 DAY FILM SCHOOL:**

We recruited 6 young people from The Big House membership for this special summer project. The 6 members took part in 5 days of workshops led by a filmmaker and editor to explore how to shoot and edit their own short film. They shot scenes from a script previously performed on stage at The Big House and then edited the sound and music themselves before doing a showing on the final day. These 6 included - 5 BME young people and 1 care experienced young people.

Further to this:

- 100% have not offended or reoffended
- 57% said they felt more confident
- 71% said they felt more optimistic about creating their own work
- 100% said they felt they had developed new skills

**REDEMPTION REMOUNT:**

In the Summer of 2022, in partnership with 42 Management, we reproduced our production of *Redemption*, an OHP from 2021.

The cast included 8 members plus 1 professional actor. For 4 of the members, *Redemption* was their first paid professional acting credit.

**FINANCIAL REVIEW**

**Significant events**



2022 was another challenging year for fundraising at The Big House due to the ongoing effects of the pandemic as well as the cost-of-living crisis. With extra support from our regular funders as well as the utilisation of freelance fundraising consultants, the organisation ended the year in a stable financial position going into 2023. Robust budget management and quarterly reforecasting allowed The Big House to end the year with reserves 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 and our new digital platform, The Big Mouth.

### **Reserves**

In 2022, 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 the company's 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.

21 July

Approved by the Board of Trustees on ..... 2023 and signed on its behalf by



**H Edginton**

Date: 31 August 2023

## **Independent Examiner's Report to the Trustees of The Big House Theatre Company**

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31<sup>st</sup> December 2022.

### **Responsibilities and basis of report**

As the charity trustees (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2011 ('the Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your company'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.

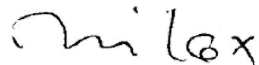
### **Independent examiner's statement**

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination by virtue of being a Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

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

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

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



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

Dated 31 August 2023 .....

**The Big House Theatre Company**  
**Statement of financial activities** (incorporating an income and expenditure account)

**For the year ended 31 December 2022**

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
<b>Income from:</b>							
Donations and legacies	2	225,866	321,916	<b>547,782</b>	284,233	454,940	739,173
Charitable activities	3	79,690	8,331	<b>88,021</b>	66,913	1,260	68,173
Other Trading Activities	4	112,528	–	<b>112,528</b>	60,900	–	60,900
Other		6,561	–	<b>6,561</b>	–	–	–
<b>Total income</b>		<b>424,644</b>	<b>330,247</b>	<b>754,891</b>	<b>412,046</b>	<b>456,200</b>	<b>868,246</b>
<b>Expenditure on:</b>							
Raising funds	5	70,809	–	<b>70,809</b>	51,853	–	51,853
Charitable activities	5	271,374	324,626	<b>595,999</b>	116,807	370,007	486,814
<b>Total expenditure</b>	5	<b>342,182</b>	<b>324,626</b>	<b>666,808</b>	<b>168,660</b>	<b>370,007</b>	<b>538,667</b>
<b>Net income/(expenditure) for the year</b>		<b>82,462</b>	<b>5,621</b>	<b>88,083</b>	<b>243,386</b>	<b>86,193</b>	<b>329,579</b>
Transfers between funds		35,382	(35,382)	–	(42,923)	42,923	–
<b>Net movement in funds</b>		<b>117,844</b>	<b>(29,761)</b>	<b>88,083</b>	<b>200,463</b>	<b>129,116</b>	<b>329,579</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		549,005	511,330	<b>1,060,335</b>	348,542	382,214	730,756
<b>Total funds carried forward</b>	16	<b>666,849</b>	<b>481,569</b>	<b>1,148,418</b>	<b>549,005</b>	<b>511,330</b>	<b>1,060,335</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 16 to the financial statements.

The notes on pages 13 to 22 form part of these financial statements

**The Big House Theatre Company**  
**Balance sheet**

Company no. 08297808

**As at 31 December 2022**

	Note	£	2022 £	£	2021 £
<b>Fixed assets:</b>					
Tangible assets	11		<b>143,919</b>		167,112
			<b>143,919</b>		167,112
<b>Current assets:</b>					
Debtors	12	<b>84,044</b>		118,474	
Cash at bank and in hand		<b>1,059,062</b>		847,180	
			<b>1,143,106</b>	965,654	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	13	<b>138,607</b>		72,431	
<b>Net current assets / (liabilities)</b>			<b>1,004,499</b>		893,223
<b>Total net assets / (liabilities)</b>	15		<b>1,148,418</b>		1,060,335
<b>The funds of the charity:</b>	16				
Restricted income funds			<b>481,569</b>		511,330
Unrestricted income funds:					
Designated funds		<b>114,778</b>		–	
General funds		<b>552,071</b>		549,005	
Total unrestricted funds			<b>666,849</b>		549,005
<b>Total charity funds</b>			<b>1,148,418</b>		1,060,335

For the financial period in question, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

**Trustees' Responsibilities:**

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476
- The trustees acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements, which have been prepared in accordance with the special provisions relating to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), were approved by the Board on 21 July 2023 and signed on its behalf by:



..... – Trustee

Name : Humphrey Edginton

**The Big House Theatre Company**

**Statement of cash flows**

**For the year ended 31 December 2022**

	Note	2022 £	2021 £	
Net income / (expenditure) for the reporting period		88,083	329,579	
Depreciation charges		29,384	28,240	
(Profit)/loss on the disposal of fixed assets		547	–	
(Increase)/decrease in debtors		34,430	(43,360)	
Increase/(decrease) in creditors		66,176	(247,661)	
Net cash from/(used in) operating activities		218,619	66,798	
Cash flows from investing activities:				
Purchase of fixed assets	(6,737)	–		
Net cash provided by / (used in) investing activities		(6,737)	–	
Change in cash and cash equivalents in the year		211,882	66,798	
Cash and cash equivalents at the beginning of the year		847,180	780,382	
Cash and cash equivalents at the end of the year		1,059,062	847,180	
Analysis of cash and cash equivalents		At 31 December 2022 £	At 31 December 2021 £	
Cash in hand and at bank		1,059,062	847,180	
Total cash and cash equivalents		1,059,062	847,180	
Analysis of changes in net debt		At Start of year £	Cashflows £	At end of year £
Cash in hand and at bank		847,180	211,882	1,059,062

**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 2022

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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 2022

## 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 £	2022 total Total £	2021 Total £
Arts Council		41,602	41,602	103,035
Bernard Sunley Foundation	-	-	-	5,000
Bleu Blanc Rouge Foundation	50,000	-	50,000	75,000
CAF Foundation	-	-	-	15,786
Charles Hayward Foundation	-	-	-	25,000
City Bridge Trust	11,200	31,558	42,758	71,474
Esmee Fairbairn Foundation	4,204	32,721	36,925	19,075
Garfield Weston	26,249	-	26,249	45,000
Harold Hyam Winqate Foundation	-	5,000	5,000	-
Henry Smith Charity	7,563	43,837	51,400	51,400
John Lyons	-	33,000	33,000	30,000
Krish Philanthropies	-	-	-	7,500
Lloyds Bank Foundation	13,083	19,444	32,527	27,763
National Lottery Community Fund	-	-	-	61,713
Corporate Donations	50,421	17,437	67,858	9,148
Young Londoners Fund	-	49,038	49,038	49,038
Government Grant – Furlough Scheme	-	-	-	27,278
Government Grant– Local Restrictions Support	-	-	-	68,357
Dyer's Company	1,000	-	1,000	1,000
Other	-	2,504	2,504	7,443
Gnanam Foundation	1,000	113	1,113	-
Foyle Foundation	-	25,000	25,000	-
ACE Lottery	-	2,230	2,230	-
London Youth CVC	-	3,724	3,724	-
Ashley Family Foundation	-	7,333	7,333	-
Leathersellers company	20,000	-	20,000	-
National Heritage Lottery Fund	-	7,375	7,375	-
Individual donors	39,586	-	39,586	39,163
Donated services	1,560	-	1,560	-
	225,866	321,916	547,782	739,173

Income in 2021 comprised of unrestricted income of £284,233 and restricted income of £454,940  
Donated services includes the approximate value of The Therapeutic Consultants probono services.

**The Big House Theatre Company**

**Notes to the financial statements**

**For the year ended 31 December 2022**

**3. Income from charitable activities**

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Open House Production	27,753	-	27,753	34,094
Open House Production – government	-	8,331	8,331	-
Redemption – stand alone Open House Production	10,302	-	10,302	-
The Big House Means Business	32,614	-	32,614	28,733
North Somerset Council	2,400	-	2,400	-
HMRC Theatre Tax Relief	6,621	-	6,621	5,346
Total income from charitable activities	<u>79,690</u>	<u>8,331</u>	<u>88,021</u>	<u>68,173</u>

Income in 2021 comprised of unrestricted income of £66,911 and restricted income of £1,260

**4 Income from other trading activities**

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Acting fees received from agencies	58,285	-	58,285	4,346
Fundraising events	49,239	-	49,239	52,254
Room/Venue hire	5,003	-	5,003	4,300
Total income	<u>112,528</u>	<u>-</u>	<u>112,528</u>	<u>60,900</u>
Total income from other trading activities	<u>112,528</u>	<u>-</u>	<u>112,528</u>	<u>60,900</u>

All income in 2021 was unrestricted

The Big House Theatre Company

Notes to the financial statements

For the year ended 31 December 2022

5 Analysis of expenditure

	Cost of raising funds £	Partnership & central delivery £	Open House Project £	The Big House Means Business £	Governance and Support costs £	2022 Total £	2021 Total £
Staff costs (Note 8)	35,481	78,489	84,596	43,529	28,481	270,576	228,068
Creative professional fees	-	7,223	35,507	2,077	600	45,406	72,341
Depreciation	-	-	-	-	29,384	29,384	28,240
Fundraising events	10,275	-	-	-	-	10,275	4,190
Independent examination fees	-	144	-	-	1,200	1,344	1,200
Insurance	-	-	-	-	2,028	2,028	1,260
Legal and professional fees	-	605	-	-	6,211	6,816	17,232
Loss on Disposal of Asset	-	-	-	-	547	547	-
Marketing	180	1,433	800	-	-	2,413	2,406
Office costs	-	2,791	569	14	9,254	12,629	7,805
Production costs & equipment hire	-	-	78,622	2,036	-	80,659	13,844
Recruitment	-	960	-	-	3,413	4,373	5,689
Rent, rates and utilities	-	1,419	7	-	109,994	111,420	102,531
Staff travel and other staff costs	-	2,494	595	1,668	15	4,773	2,031
Venue and catering	-	5,048	2,863	362	1,213	9,486	6,047
YP fees, travel and expenses	-	41,006	28,997	4,677	-	74,680	45,783
	45,936	141,612	232,556	54,364	192,340	666,808	538,667
Support costs	24,872	76,676	125,918	29,436	(192,340)	-	-
<b>Total expenditure 2022</b>	<b>70,809</b>	<b>218,288</b>	<b>358,475</b>	<b>83,799</b>	<b>-</b>	<b>666,808</b>	<b>538,667</b>
Total expenditure 2021	51,853	105,485	310,242	71,087	-	538,667	

Of the total expenditure, £342,182 was unrestricted (2021: £168,660) and £324,626 was restricted (2021: £370007).

**The Big House Theatre Company**

**Notes to the financial statements**

**For the year ended 31 December 2022**

**6 Net incoming resources for the year**

This is stated after charging / crediting:

	2022 £	2021 £
Depreciation	29,384	28,240
Independent examination	1,344	1,200

**7**

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	236,717	202,988
Social security costs	24,917	16,421
Employer's contribution to defined contribution pension schemes	8,943	8,660
	<b>270,576</b>	<b>228,069</b>

One employee earned more than £60,000 during the year (2021: 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 £138,476 (2021: £102,423). 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 (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

During the year, no trustee was reimbursed travel expenses of nil (2021: ni).

**8 Staff numbers**

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

	2022 No.	2021 No.
Cost of raising funds	0.9	1.1
Partnership & central delivery	2.0	2.1
Open House Project	2.2	2.5
The Big House Means Business	1.1	1.4
Governance and support	0.7	0.9
	<b>6.9</b>	<b>8.0</b>

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

	2022 No.	2021 No.
Cost of raising funds	0.9	0.8
Partnership & central delivery	2.0	1.6
Open House Project	2.1	1.9
The Big House Means Business	1.1	1.1
Governance and support	0.7	0.7
	<b>6.8</b>	<b>6.0</b>

## 9 Related party transactions

During the year there were receipts from Anne Currell (trustee) of £5,000 (2021: £1,200) for purchase of gala tickets and Nil (2021: £350) for gala auction. Additionally, Humphrey Edginton (trustee) paid £1,200 (2021: Nil) and Robert Meteyard (trustee) paid £600 (2021: Nil) towards purchase of Gala tickets.

During the year a payment of £1,852 (2021:£283) was made to James Meteyard, the son of Trustee Robert Meteyard for writing work and £75 (2021: nil) for facilitation.

## 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	6,737	<b>6,737</b>
Disposals in year	(799)	<b>(799)</b>
	<hr/>	<hr/>
At the end of the year	249,854	<b>249,854</b>
<b>Depreciation</b>		
At the start of the year	76,804	<b>76,804</b>
Charge for the year	29,384	<b>29,384</b>
Eliminated on disposal	(253)	<b>(253)</b>
	<hr/>	<hr/>
At the end of the year	105,935	<b>105,935</b>
<b>Net book value</b>		
<b>At the end of the year</b>	<hr/> 143,919 <hr/>	<hr/> <b>143,919</b> <hr/>
At the start of the year	<hr/> 167,112 <hr/>	<hr/> 167,112 <hr/>
All of the above assets are used for charitable purposes.		

## 12 Debtors

	2022 £	2021 £
Grant debtors	<b>8,361</b>	9,275
Other debtors	–	–
Prepayments and accrued income	<b>75,683</b>	109,199
	<hr/> <b>84,044</b> <hr/>	<hr/> 118,474 <hr/>

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

	2022	2021
	£	£
Trade creditors	573	731
Taxation and social security	3,101	2,657
Other creditors	31,945	36,111
Accruals	3,583	5,691
Deferred income (note 14)	98,332	26,234
Pensions	1,074	1,007
	<b>138,607</b>	<b>72,431</b>

**14 Deferred income**

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

	2022	2021
	£	£
Balance at the beginning of the year	26,234	268,259
Amount released to income in the year	(26,234)	(268,259)
Amount deferred in the year	98,332	26,234
Balance at the end of the year	<b>98,332</b>	<b>26,234</b>

**15 Analysis of net assets between funds**

	General unrestricted £	Designated £	Restricted £	Total funds 2021 £
Tangible fixed assets	143,919	–	–	143,919
Net current assets	408,152	114,778	481,569	1,004,499
<b>Net assets at the end of the year</b>	<b>552,071</b>	<b>114,778</b>	<b>481,569</b>	<b>1,148,418</b>

	General unrestricted £	Designated £	Restricted £	Total funds 2020 £
Tangible fixed assets	167,112	–	–	167,112
Net current assets	381,893	–	511,330	893,223
<b>Net assets at the start of the year</b>	<b>549,005</b>	<b>–</b>	<b>511,330</b>	<b>1,060,335</b>

The Big House Theatre Company

Notes to the financial statements

For the year ended 31 December 2022

16 Movements in funds

	At 1 January 2022 £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At 31 December 2022 £
<b>Restricted funds:</b>					
Engagement Manager salary	37,487	32,479	(33,092)	-	<b>36,874</b>
Artistic Director Salary	-	38,435	(72,941)	34,506	-
OHP Collective Restricted Funds	264,108	143,120	(96,793)	(70,945)	<b>239,490</b>
OHP 1 Restricted Funds	13,218	-	-	-	<b>13,218</b>
Associate Director Salary	44,024	29,999	(30,363)	568	<b>44,228</b>
TBHMB Manager	51,272	16,440	(15,659)	-	<b>52,053</b>
Finance and Ops Director salary	38,493	36,374	(43,755)	-	<b>31,112</b>
Capital works	50,833	-	-	-	<b>50,833</b>
Strategy Consultant	8,067	-	-	-	<b>8,067</b>
New work development	3,828	-	-	-	<b>3,828</b>
Flex	-	3,840	(2,132)	(1,708)	-
Comms Officer	-	14,437	(16,823)	2,386	-
Big Mouth Coordinator Salary	-	4,748	(4,750)	2	-
Open House Day	-	3,000	(2,738)	(262)	-
The Big Mouth Platform	-	-	(71)	71	-
Heritage Project	-	7,375	(5,510)	-	<b>1,865</b>
<b>Total restricted funds</b>	<b>511,330</b>	<b>330,247</b>	<b>(324,626)</b>	<b>(35,382)</b>	<b>481,569</b>
<b>Unrestricted funds:</b>					
Designated funds:					
Capital works	-	-	-	114,778	<b>114,778</b>
<b>Total designated funds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>114,778</b>	<b>114,778</b>
<b>General funds</b>	<b>549,005</b>	<b>424,644</b>	<b>(342,182)</b>	<b>(79,396)</b>	<b>552,071</b>
<b>Total unrestricted funds</b>	<b>549,005</b>	<b>424,644</b>	<b>(342,182)</b>	<b>35,382</b>	<b>666,849</b>
<b>Total funds</b>	<b>1,060,335</b>	<b>754,891</b>	<b>(666,808)</b>	<b>-</b>	<b>1,148,418</b>

16 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)	-	<b>37,487</b>
Artistic Director Salary	-	17,091	(58,267)	41,176	-
OHP Collective Restricted Funds	203,856	178,059	(117,807)	-	<b>264,108</b>
OHP 1 Restricted Funds	13,218	-	-	-	<b>13,218</b>
Associate Director Salary	11,093	45,849	(12,918)	-	<b>44,024</b>
TBHMB Manager	36,649	35,926	(24,210)	2,907	<b>51,272</b>
Finance and Ops Director salary	14,230	49,570	(25,307)	-	<b>38,493</b>
Capital works	50,833	-	-	-	<b>50,833</b>
Strategy Consultant	8,067	-	-	-	<b>8,067</b>
Venue and Events Coordinator	2,907	-	-	(2,907)	-
New work development	3,828	-	-	-	<b>3,828</b>
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>456,200</b>	<b>(370,007)</b>	<b>42,923</b>	<b>511,330</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>348,542</b>	<b>412,046</b>	<b>(168,660)</b>	<b>(42,923)</b>	<b>549,005</b>
<b>Total unrestricted funds</b>	<b>348,542</b>	<b>412,046</b>	<b>(168,660)</b>	<b>(42,923)</b>	<b>549,005</b>
<b>Total funds</b>	<b>730,756</b>	<b>868,246</b>	<b>(538,667)</b>	<b>-</b>	<b>1,060,335</b>

**16 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

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

TBHMB 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 TBHMB 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

**17 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

	2022 £	2021 £
Less than one year	100,000	100,000
One to five years	400,000	400,000
Over five years	266,667	366,667
	<u>766,667</u>	<u>866,667</u>