



TRUSTEES

ANNUAL REPORT

ZOOCO

2021 / 2022

CHARITY NUMBER 186349

COMPANY NUMBER 12089377



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ABOUT

ZOOCO

ZOO CO

Established in 2013, Zoo Co is a multi-award winning theatre charity based in Croydon. We believe theatre is better when everybody is invited. We do not believe access is a destination that we can reach and say 'job done'. Our ongoing purpose is to ask who we are not currently warmly welcoming - in our rehearsal rooms, our office, our audiences, our workshops, and in the decisions society is making and to do the necessary work to address this with integrity, authenticity and creativity.



CHARITABLE

AIMS

Our Charitable Aims are to advance public education and appreciation of the arts, in particular but not exclusively:

- Through the presentation of performances and the development of new work
- By developing accessibility in the arts through innovative, tailored engagement programmes for marginalised groups or individuals in particular:
 - Young people aged 7-21
 - Deaf and disabled audiences and participants
- Through the provision of theatre in theatre venues or other performance spaces

The Trustees are satisfied that Zoo Co continues to serve these goals to achieve public benefit during this period, in line with guidance from the Charity Commission.

MISSION

01

RELEVANT PRODUCTIONS:

To create highly innovative, relevant, ambitious and visual live productions for local & national touring, amplifying stories from marginalised people in our communities, using co-creation + community consultation.

02

ACCESS CHAMPIONS:

To champion access across all our activities, celebrating its immense creative and social impact and sharing our creative access methodology with the wider industry

03

SERVING CROYDON:

To empower children, young people and adults in Croydon to be creative, using co-creation and community consultation to build programmes that are impactful and informed/ led by our diverse doorstep community.



This report details Zoo Co's third year working with charitable status. Last year we created and tested a 4-stage model, showing how our work starts through development and engagement with our doorstep communities in Croydon and grows to have national and international impact from there. This year's report shows how our work is growing according to the model.

OUR MODEL

ROOTING:

We continuously root more deeply into our diverse doorstep communities through conversation, events & training. We really get to know our community whilst providing opportunities for locals to design & participate in creativity at every stage of their lives. We ask lots of questions, and we listen to the answers. Our Heritage Project and Young Company work falls in this category.

AMPLIFYING:

From our rooting, we create ambitious, high quality shows, amplifying stories relevant to our community with full creative power. We use community consultation, co creation & research to inform creation. Work premieres in Croydon, connecting communities with ambitious culture where they live that authentically reflects their experiences & brings locals together. This year, we worked with Associate Artists on two productions in this category - Rise of the Refrain, and Different Owners at Sunrise. We also started development on Perfect Show for Rachel, a commission by the Barbican Centre made possible by a grant from the Oxford Samuel Beckett Theatre Trust (produced & performed in November 2022), and started pre-production on our children's show Bossy, which we R&D'd in September 2022 and completed in spring 2023.

BRANCHING:

We strategically tour productions & engagement nationally, sharing these socially impactful stories beyond their roots, reaching & developing national deaf + disabled communities. We loudly celebrate the artistic quality of creatively accessible art nationally, with strong partnership working to maximise impact. In 2021/22 our Branching work involved remounting our children's show Messy and touring it to several regional venues.

CHANGE-MAKING:

We use our profile as creators of world class, accessible productions to affect sector development and social change, contributing to a more inclusive cultural landscape where everyone is invited. We developed a Creative Leadership Training programme in 2021, training freelance creatives in the Zoo Co way of making work, facilitation, and really started embedding our Access offer

COMMUNITY

Since 2013, Zoo Co has created high quality, innovative & inclusive live productions & community engagement work.

As we approach our 10th year, we achieve excellence through access, which is embedded at the heart of all of our work. All performances have been Relaxed As Standard since 2016 and have integrated BSL since 2018. Our core belief is that theatre is better when everyone is invited.

2021-22 was a quieter production year than 2020-21, and we used the space to our advantage by developing our organisation in readiness for an application for National Portfolio Organisation funding. We submitted our application in spring 2022 and were thrilled with a positive response later that autumn. Achieving NPO status is a welcome recognition of Zoo Co's significance in the national cultural landscape.



Our staffing structure changed through the year. Our Head of Children's Work left to pursue her own creative projects, which gave us the opportunity to revisit the right shaped organisation to take the company forward and focus on the work that matters to us - becoming a leading example for creative access in the arts, radically developing Croydon's cultural offer, and warmly welcoming our target communities.

Over the past nine years, Zoo Co has toured across the UK and abroad to Indonesia, created digital work and programs within a global pandemic, funded and supported deaf, disabled, and neurodiverse-led work, and established a clear artistic identity for offering high quality devised, visual, and playful theatre.

We strive to serve our local community in Croydon. Our partnership with Stanley Arts in South Norwood enables us to deliver excellent art in Croydon by facilitating outreach, space, and guidance. Our status as trusted members of the Croydon arts community is evidenced through our multi-year commissions from Croydon Music & Art.

We hope this document gives a clear picture of what we have achieved, what we learnt and how the charity continues to develop its partnerships, work and creativity.

LETTER FROM FOUNDER & ARTISTIC DIRECTOR,

ZOOCO

FLO O'MAHONY

This year was another innovative, challenging and creative year of discovery, partnership and connection for Zoo Co. As we prepared to recover and regroup post lockdowns, staff changes and a totally altered cultural landscape, we became aware that this period was one where our impact may be greatest when working in collaboration, partnership or association with other artists and organisations as we all found our feet after various lockdowns. This was prioritised as our main focus for this period, rather than leaping immediately into the ambitious, large scale work we had planned and in the pipeline. After so much isolation, this collaboration was a welcome antidote.

This year saw us work across some really successful Associate Projects, sharing our creative access practice and enabling artists to develop their skills to create work which is more radically inclusive. And as we share our practice on Associate Projects, we also learn a great deal, too. I am so thankful that we were able to pivot towards finding ways to remain creative, impactful and useful through working on these artistically brilliant projects whilst larger scale projects needed more time to be regrown.

Organisationally, one of our biggest achievements has been applying to become a National Portfolio Organisation for the first time - this was a natural and critical next step for us to be able to continue to drive our charitable objectives, and bring some sustainability and longer term thinking and planning. This process took many months, with collaboration and consultation from the full board of trustees, our executive team and external consultants and supporters. Special thanks must go to Jessica Bickel-Barlow and Olivia Munk, our Senior Producers, who worked tirelessly with me to bring together a hugely ambitious, detailed and meticulous programme offer. The team worked extremely hard to get this enormous application over the line over a period of 6 months, and it was a huge achievement even to have submitted it, let alone the fact that we would later find out it was a successful application.

This year was only possible because of the groundwork and tenacity of our team in the previous years, ensuring that Zoo Co remained afloat throughout the most demanding stages of the pandemic. I am so thankful to each staff member, freelancer, artist, trustee, participant and supporter who helped make sure we were here to tell the story of what Zoo Co did following the pandemic. The creative and organisational groundwork we have put in this year will inevitably become the foundation for us to deliver our hugely ambitious and innovative goals going forwards.



FOUNDER AND ARTISTIC DIRECTOR OF ZOO CO CREATIVE LTD,

MAY 2023

AWARDED

Arts Council England Cultural Recovery Fund (Round 1 - Instalment 2)	£5,863
Arts Council England Cultural Recovery Fund (Round 2 - Instalment 2)	£9,607
Arts Council England Cultural Recovery Fund (Round 3 - Instalment 1)	£31,162
Arts Council England Project Grants- Nightshift R&D final grant	£2,868
Arts Council England Project Grants- Messy / Bossy (part 1 of 3)	£14,452
National Lottery Awards for All (Bossy)	£9,920
British Council (Sakatoya)	£2,460
Croydon Music & Arts C3 & Young Company Delivery	£27,913



DONATIONS &

SALES

'Messy' Performance Fees (Live)	£8,612
Supporters Scheme, Individual Giving & Gift Aid	£11,338
Access Consultancy	£450

ENGAGEMENT DATA

AUDIENCE FIGURES

Messy Tour	645
Rise of the Refrain	128
Different Owners at Sunrise	300
Open Mic at Stanley Arts	50
Stanley Arts Quizzes	90
Croydon Music & Arts C3 & Young Company	60

DATA FOR PARTICIPANTS

Messy Workshops	262
Free Croydon Schools Workshops	231
Creative Leaders Training	14
Deaf Awareness Training Workshops	58



R&D PLANNING



We put together a large funding application in late 2021 for an ambitious project - remounting and touring our acclaimed children's show Messy, and fully developing a new show, Bossy. The application was successful, and we got to work in winter 2022.

In February, we remounted Messy with new cast members and took it on tour around England and Wales, with two follow-on workshop & performance dates in the summer (including at Henley Summer Festival).

We then started planning the R&D of 'Bossy'. 'Bossy' centres Beth's story and looks at young female leadership. In 'Messy', Beth is Daisy's best friend; after some preliminary exploration in 2021 we were keen to develop Beth's story well beyond the trope of the Black best friend. The 'Bossy' project will involve a phase of R&D (autumn 2022) and full production & touring (winter / spring 2023).

PROJECT

In Summer 2022 we began a partnership project with Stanley Arts to activate the heritage of the historic Stanley Halls, our home in Croydon. Stanley, an inventor, engineer and architect who lived in the late 19th and early 20th century, opened Stanley Halls in 1903 to provide the local community with a public space for plays, concerts and lectures. The Grade II listed building remains essentially as it was built in 1903-10.

Our partners at Stanley Arts won a National Lottery Heritage Fund grant to engage thousands of people with the building's heritage. We ran a wide variety of activities in June & July ranging from craft workshops for children, to a treasure hunt, a junk modelling workshop, writing letters to the future, and an open mic night hosted by Zoo Co and featuring eight artists.



ASSOCIATE ARTIST SHOWS: RISE OF THE **REFRAIN**

ZOOCO



Following on from a sold out run of their debut theatre production, Liv Wynter's show *Rise of the Refrain*, asks what happens when a Greek chorus goes on strike. Liv Wynter is an Associate Artist of Zoo Co, and as part of this association was supported through the fundraising and delivery of their project, with a focus on incorporating access throughout the process and artistic design of the show, working with an integrated deaf performer.

Rise of the Refrain premiered at Stanley Arts from August 26-28, 2021 and featured a live punk band. It was performed in spoken word with integrated BSL and creative captioning. The final performance was followed by a club night run by Queer House Party, a DJ collective, community platform and award-winning LGBTQIA+ party.



Our Young Company and C3 program came back to In-Real-Life sessions in autumn 2021, albeit with many health & safety precautions and a brief pause to in-person working in Jan / Feb 2022. Since then, the program has gone from strength to strength, with facilitators truly exploring how far we can take the remit of a co-creation model.

Local young people aged 11-21 take part in weekly co-creation sessions to devise theatre with our experienced practitioners, taking part in both onstage & offstage roles, developing creative skills and devising shows. This program centres our young participants, and transfers the creative power & decision-making to them; the program is led and designed by them.

We also continued our weekly Neighbourhood Studios in partnership with Croydon Music & Arts. The studios take place in particularly deprived areas in Croydon: New Addington, Shirley, and Waddon, and are attended by children & young people (including SEN-specific Access Studio) aged 8-25. Sessions are attended by approximately 60 participants per week, who are empowered to co-create their own shows for public audiences in impressive arts spaces.

Young people took total ownership over the pieces they created, including a one act play for performance at Fairfield Halls later in the year, an immersive takeover of an SEND unit in a secondary school using our 'Perfect Show For Rachel' methodology to empower neurodiverse and disabled Year 7's, and a first-time public friends and family sharing in a community centre for participants at our Access Studio, for disabled young people ages 16-21.

PERFECT SHOW FOR RACHEL

ZOOCO

PREPARATION



Much of summer 2022 was spent in preparation for our major autumn production Perfect Show for Rachel, which launched to critical acclaim in November. As the recipient of the prestigious Oxford Samuel Beckett Theatre Trust award, and presenting a show for the first time at a major London venue, this production is a big leap forward for Zoo, and is a major coup for work that centres learning-disabled artists.

We submitted an Arts Council of England funding application to cover the substantial access costs required to produce the show (which was awarded in September 2022), got the team and marketing assets in place, and began getting Rachel familiar with the Barbican space so that she would feel comfortable when the production got in. We also worked on staff engagement at the Barbican, running a mini Rachel Bootcamp, supporting them to support Rachel when it came time for her show.

ACCESS OFFER

In the period August 2021 to July 2022, the Access Manager within the Zoo Co team consulted on six projects - five of which were theatre shows, one of which was an access upskill programme for theatre producers - Spaces of Joy. During our consultancy for these projects, we ensured that the access needs of a total of 58 people were individually met. This includes having a 1-1 meeting with each artist individually to assess their access needs, creating an access plan for the room they will be working in with recommendations that will work for the mixture of different needs (some of which are sometimes clashing), then delivering this to the leaders of the rooms and make sure the access plans are carried out. Within the 6 projects we worked with multiple deaf and neurodiverse teams. Spaces of Joy also involved an easy read resource being created which all prospective applicants had access to, thus meaning the reach of this access offering went beyond the chosen 24 applicants.

We held internal training with the core team to upskill five members of staff in BSL, with all of them getting through Level 1 BSL. We also upskilled on our visual impairment access, attending training workshops with Graeae. As well as undertaking training, we also continued to uphold our access manager offer within our internal projects including for our UK Tour of children's play 'Messy' which had a deaf and hearing cast and required deaf consultancy.

We delivered weekly facilitation at our Access Studio, which involved 10 young adult participants with access needs from within the Croydon area. The weekly sessions resulted in a performed piece of work at the end of the year - a feat which was something of a daunting prospect for our participants at first. Through building of trust and skills teaching, the young people delivered a full performance to their parents and carers.

We networked with and provided access consultancy for five companies including The Barbican, Talawa and Bridge the Gap. For Bridge the Gap, we provided access consultancy and support for 12 trainee producers.

We delivered regular one on one access support work in person and remotely for both individuals and within companies. This access support work was with individuals with varying access needs including neurodiversity, visual impairment and physical disability.

Furthermore, we delivered our first access and inclusion training workshop for the core team at Stanley Arts, providing training on a wide range of access needs including deaf awareness, physical disability, neurodiversity and visual impairment awareness. From this we were then re-booked to deliver further, more in-depth training.

DEVELOPMENT

Midway through the year, we brought on board a Director of Development - Tom Ryalls. Tom is responsible for large fundraising bids and has been instrumental in developing Zoo's Logic Model - clarifying what Zoo is about and why our work is important, and how our work all fits together. The role will be critical as Zoo takes a big step into ever larger productions, engagement and national impact.

We said goodbye to Laura Thomson, our Head of Children's Work (formerly Marketing Manager). Laura offered huge investment into the re-development of Messy, and the development of our new children's show, Bossy. Reflecting on the viability of running a 'department' as a sole creative lead, it was decided that Zoo Co's children's work would be more successfully led by being resources in the same way as any other show, using the full team's resources, rather than depending on a sole leader to deliver equally ambitious work. Therefore, we made the decision to bring the children's work back under the leadership of the executive/ senior leadership team, and did not re-recruit for a Head of Children's Work role.

Finally, we spent much of the year preparing for and drafting our National Portfolio Organisation submission to the Arts Council, which presented a wonderful opportunity to think big about the shape of our organisation and what will be needed to deliver an ambitious 3 year programme. This was a meticulous, highly involving and thorough process, bringing together board and executive team members to deeply consider how we can express our body of work, and how it supports the delivery of ACE's Let's Create strategy.



zooco

Thank You!



Office and Mailing Address: Stanley Arts, 12 South Norwood Hill, SE25 6AB

Twitter / Facebook / Instagram: @wearezooco

Artistic Director Flo O'Mahony: flo@wearezooco.co.uk

Interim General Manager Michelle Hudson: michelle@wearezooco.co.uk

Charity Registration No. 1186349

Company Registration No. 12089377 (England and Wales)

ZOO CO CREATIVE LTD
ANNUAL REPORT AND UNAUDITED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees <i>(during the period or at date of approval)</i>	Ms A Arthur	
	Ms G Dickson	(appointed 11 April 2023)
	Mr N Islam	(appointed 8 Sept 2021)
	Mr D Morris	(retired 23 May 2022)
	Mr C Grady	(retired 23 May 2022)
	Ms E Cloughton	
	Ms C Ramsden	
	Mr R Stephenson	
Charity number	1186349	
Company number	12089377	
Principal address	12 South Norwood Hill London SE25 6AB	
Registered office	12 South Norwood Hill London SE25 6AB	
Independent examiner	Jon Harris, ACMA, CGMA 9 Roe Close Stotfold, Beds SG5 4HX	
Bankers	Metro Bank 1 Southampton Row London WC1B 5HA	

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**TRUSTEES' REPORT (INCLUDING
DIRECTORS' REPORT) FOR THE YEAR ENDED 31 July 2022**

The Trustees present their report and financial statements for the year ended 31 July 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The charity's objects are specifically restricted to the following:

To advance public education in and appreciation of the arts.

The Trustees note a further successful year in the furtherance of the Objectives and have made a full report to the Charity Commission.

Statement of Trustees' responsibilities

The Trustees, who are also the directors of the charity for the purpose 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 which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

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

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

Structure, governance and management

- a. Governing Document: Zoo Co Creative Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association as well as published Health and Safety, Child Protection, and other documents to protect the vulnerable.
- b. The Charity functions at our registered office as well as in schools, theatres and other locations across the UK and Ireland.
- c. Appointment of trustees is conducted in accordance with the Articles.
- d. Organisation: The board of trustees administers the Charity. The day-to-day running of the company is managed by a small professional staff.

Accounting is managed by the professional staff and all financial documents are produced in accordance with applicable law and United Kingdom Accounting Standards.

Financial review

- a. Statement of Risk: The Trustees validate that all contracts, expenditures, financial plans, and business models used by the Charity are of sound financial sense and do not contravene any Health and Safety or vulnerable individuals' statutes or common practice.
- b. Reserves will be held at the conclusion of every project to cover production costs on the next project. Where there is a shortfall, overdraft, loans, etc will only be sought where the Trustees have guaranteed that the Business Model for the relevant year will cover any and all repayments.
- c. At year end, there was a surplus in the reserves of £53,764.
- d. Detailed cash flow projections and line-item expenditures are kept at all times of all transactions.
- e. Trustees review and approve all accounting documents produced by staff.
- f. The Trustees are responsible for preparing the Trustees' Annual Report.
- g. An accountant is engaged to independently review and examine accounts at year end.

Public benefit statement

During the year we fulfilled our objectives, to advance public education and appreciation of the arts, in particular but not exclusively:

1. Through the presentation of performances and the development of new work
2. By developing accessibility in the arts through innovative, tailored engagement programmes for marginalised groups or individuals, in particular:

- Young people aged 7-21

- Deaf and disabled audiences and participants

3. Through the provision of theatre in theatre venues or other performance spaces The Trustees are satisfied that Zoo Co continues to serve these goals to achieve public benefit during this period, in line with guidance from the Charity Commission.

Objectives and Activities

The Trustees have made a full report to the Charity Commission about objectives and activities.

The Trustees have approved this report.

Ms G Dickson
Trustee
11 April 2023

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
ZOO CO CREATIVE LTD**

I report to the Trustees on my examination of the financial statements of Zoo Co Creative Ltd for the year ended 31 July 2022.

Responsibilities and basis of report

As the Trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

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

Independent examiner's statement

I confirm that I am qualified to undertake the examination because I am a member of CIMA, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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 financial statements to be reached.



Jon Harris, ACMA, CGMA, MA (Cantab.), FRSA

9 Roe Close
Stotfold, Beds. SG5 4HX

Dated: 11 April 2023

BALANCE SHEET as at 31 July 2022

Notes	2022		2021	
	£	£	£	£
Fixed assets				
Tangible assets		0		0
Current assets				
Debtors	6	23,553	4,260	
Cash at bank and in hand		37,530	53,117	
		<u>61,083</u>	<u>57,377</u>	
Creditors: amounts falling due within one year				
	7	<u>-7,319</u>	<u>-1,452</u>	
Net current assets/(liabilities)		<u>53,764</u>	<u>55,925</u>	
Total assets less current liabilities		53,764	55,925	
Creditors: amounts falling due after more than one year				
		0	0	
Net assets/(liabilities)		<u><u>53,764</u></u>	<u><u>55,925</u></u>	
Income funds				
Unrestricted funds		42,469	28,108	
Restricted funds		11,295	27,817	
		<u><u>53,764</u></u>	<u><u>55,925</u></u>	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 July 2022.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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.

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

The financial statements were approved by the Trustees on 11 April 2023.

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Ms G Dickson
Trustee

1 Accounting policies

Charity information

Zoo Co Creative Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is at 12, South Norwood Hill, London SE25 6AB.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

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.

1.3 Incoming resources

Donations, legacies, grants etc. are accounted for when due to the charity, where applicable, with their associated tax recoverable element.

Production income is credited to the statement of financial activities for the period in which the related production takes place. Fees received in advance of future productions are deferred. All other income is recognised when it is receivable.

No income is recorded net of expenses except where these are beyond the control or knowledge of the trustees.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

(Continued)

1 Accounting policies

1.4 Resources expended

Resources expended are recognised in the period in which they are incurred except that production expenses are recognised in the period in which the production takes place.

Governance costs are those necessary for the charity to meet constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Furniture and office equipment	20% reducing balance
Motor vehicles	20% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED
31 July 2022**

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are 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 ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Charitable activities

	2022	2021
	£	£
Activity costs	200,945	128,783
	<u>200,945</u>	<u>128,783</u>
Share of support costs (see note 4)	1,888	8,747
Share of governance costs (see note 4)	1,078	719
	<u>2,966</u>	<u>9,466</u>

Analysis by fund

Unrestricted funds	154,069	106,085
Restricted funds	49,842	32,164
	<u>203,911</u>	<u>138,249</u>

4 Support costs

	Support costs	Governance costs	2022	2021	Basis of allocation
	£	£	£		
Sundry costs, travel, bank	1,888		1,888	8,747	
Accountancy		0	0	0	
Independent examination		1,078	1,078	719	Governance

Analysed between				
Charitable activities	<u>1,888</u>	<u>1,078</u>	<u>2,966</u>	<u>9,466</u>

Governance costs include payments to the Independent Examiner of £1,078 including irrecoverable VAT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 July 2022

5 Trustees

Trustees remuneration for the year was 0. (2021: 0)

Trustees remuneration may comprise fees paid to Trustees, where they provide professional services to the Charity. No Trustee was paid to act as a Trustee.

6 Debtors

	2022	2021
	£	£
Trade debtors	13,911	4,260
HMRC	9,642	0
	<u>23,553</u>	<u>4,260</u>

7 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors and accruals	7,319	1,452
	<u>7,319</u>	<u>1,452</u>

8 Employees

The average monthly number of employees was 1 (2021:1).

9 Limited by guarantee

The charitable company is constituted as a company limited by guarantee. In the event of winding up the liability of the guarantors is limited to £1 each.

Charity Registration No. 1186349

Company Registration No. 12089377 (England and Wales)

ZOO CO CREATIVE LTD
ANNUAL REPORT AND UNAUDITED
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2022

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees <i>(during the period or at date of approval)</i>	Ms A Arthur Ms G Dickson Mr N Islam Mr D Morris Mr C Grady Ms E Cloughton Ms C Ramsden Mr R Stephenson	(appointed 11 April 2023) (appointed 8 Sept 2021) (retired 23 May 2022) (retired 23 May 2022)
Charity number	1186349	
Company number	12089377	
Principal address	12 South Norwood Hill London SE25 6AB	
Registered office	12 South Norwood Hill London SE25 6AB	
Independent examiner	Jon Harris, ACMA, CGMA 9 Roe Close Stotfold, Beds SG5 4HX	
Bankers	Metro Bank 1 Southampton Row London WC1B 5HA	

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Statement of financial activities	5
Balance sheet	6
Notes to the financial statements	8

**TRUSTEES' REPORT (INCLUDING
DIRECTORS' REPORT) FOR THE YEAR ENDED 31 July 2022**

The Trustees present their report and financial statements for the year ended 31 July 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The charity's objects are specifically restricted to the following:

To advance public education in and appreciation of the arts.

The Trustees note a further successful year in the furtherance of the Objectives and have made a full report to the Charity Commission.

Statement of Trustees' responsibilities

The Trustees, who are also the directors of the charity for the purpose 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 which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

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

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

Structure, governance and management

- a. Governing Document: Zoo Co Creative Ltd is a company limited by guarantee governed by its Memorandum and Articles of Association as well as published Health and Safety, Child Protection, and other documents to protect the vulnerable.
- b. The Charity functions at our registered office as well as in schools, theatres and other locations across the UK and Ireland.
- c. Appointment of trustees is conducted in accordance with the Articles.
- d. Organisation: The board of trustees administers the Charity. The day-to-day running of the company is managed by a small professional staff.

Accounting is managed by the professional staff and all financial documents are produced in accordance with applicable law and United Kingdom Accounting Standards.

Financial review

- a. Statement of Risk: The Trustees validate that all contracts, expenditures, financial plans, and business models used by the Charity are of sound financial sense and do not contravene any Health and Safety or vulnerable individuals' statutes or common practice.
- b. Reserves will be held at the conclusion of every project to cover production costs on the next project. Where there is a shortfall, overdraft, loans, etc will only be sought where the Trustees have guaranteed that the Business Model for the relevant year will cover any and all repayments.
- c. At year end, there was a surplus in the reserves of £53,764.
- d. Detailed cash flow projections and line-item expenditures are kept at all times of all transactions.
- e. Trustees review and approve all accounting documents produced by staff.
- f. The Trustees are responsible for preparing the Trustees' Annual Report.
- g. An accountant is engaged to independently review and examine accounts at year end.

Public benefit statement

During the year we fulfilled our objectives, to advance public education and appreciation of the arts, in particular but not exclusively:

1. Through the presentation of performances and the development of new work
2. By developing accessibility in the arts through innovative, tailored engagement programmes for marginalised groups or individuals, in particular:

- Young people aged 7-21

- Deaf and disabled audiences and participants

3. Through the provision of theatre in theatre venues or other performance spaces The Trustees are satisfied that Zoo Co continues to serve these goals to achieve public benefit during this period, in line with guidance from the Charity Commission.

Objectives and Activities

The Trustees have made a full report to the Charity Commission about objectives and activities.

The Trustees have approved this report.

Ms G Dickson
Trustee
11 April 2023

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
ZOO CO CREATIVE LTD**

I report to the Trustees on my examination of the financial statements of Zoo Co Creative Ltd for the year ended 31 July 2022.

Responsibilities and basis of report

As the Trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

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

Independent examiner's statement

I confirm that I am qualified to undertake the examination because I am a member of CIMA, which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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 financial statements to be reached.



Jon Harris, ACMA, CGMA, MA (Cantab.), FRSA

9 Roe Close
Stotfold, Beds. SG5 4HX

Dated: 11 April 2023

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 JULY 2022**

			Unrestricted funds 2022	Restricted funds 2022	Total 2022	Unrestricted funds 2021	Restricted funds 2021	Total 2021
Notes	£		£	£				
<u>Income and endowments from:</u>								
			15,766	0	15,766	26,458	0	26,458
			144,272	33,320	177,592	96,886	28,185	125,071
			0	0	0	0	0	0
			0	0	0	0	0	0
			8,392	0	8,392	0	0	0
Total income			168,430	33,320	201,750	123,344	28,185	151,529
<u>Expenditure on:</u>								
Charitable activities	3		154,069	49,842	203,911	106,085	32,164	138,249
Net income/(expenditure) for the year/								
Net movement in funds			14,361	-16,522	-2,161	17,259	-3,979	13,280
Fund balances at								
31 July 2021 (2020)			28,108	27,817	55,925	10,849	31,796	42,645
Fund balances at								
31 July 2022			42,469	11,295	53,764	28,108	27,817	55,925

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BALANCE SHEET as at 31 July 2022

Notes	2022		2021	
	£	£	£	£
Fixed assets				
Tangible assets		0		0
Current assets				
Debtors	6	23,553	4,260	
Cash at bank and in hand		37,530	53,117	
		<u>61,083</u>	<u>57,377</u>	
Creditors: amounts falling due within one year				
	7	<u>-7,319</u>	<u>-1,452</u>	
Net current assets/(liabilities)		<u>53,764</u>	<u>55,925</u>	
Total assets less current liabilities		53,764	55,925	
Creditors: amounts falling due after more than one year				
		0	0	
Net assets/(liabilities)		<u><u>53,764</u></u>	<u><u>55,925</u></u>	
Income funds				
Unrestricted funds		42,469	28,108	
Restricted funds		11,295	27,817	
		<u><u>53,764</u></u>	<u><u>55,925</u></u>	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 July 2022.

The directors acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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.

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

The financial statements were approved by the Trustees on 11 April 2023.

.....
Ms G Dickson
Trustee

1 Accounting policies

Charity information

Zoo Co Creative Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is at 12, South Norwood Hill, London SE25 6AB.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's Memorandum and Articles of Association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives.

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.

1.3 Incoming resources

Donations, legacies, grants etc. are accounted for when due to the charity, where applicable, with their associated tax recoverable element.

Production income is credited to the statement of financial activities for the period in which the related production takes place. Fees received in advance of future productions are deferred. All other income is recognised when it is receivable.

No income is recorded net of expenses except where these are beyond the control or knowledge of the trustees.

Turnover is measured at the fair value of the consideration received or receivable and represents amounts receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

(Continued)

1 Accounting policies

1.4 Resources expended

Resources expended are recognised in the period in which they are incurred except that production expenses are recognised in the period in which the production takes place.

Governance costs are those necessary for the charity to meet constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1.5 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following bases:

Furniture and office equipment	20% reducing balance
Motor vehicles	20% reducing balance

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED
31 July 2022**

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the Trustees are 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 ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Charitable activities

	2022	2021
	£	£
Activity costs	200,945	128,783
	<u>200,945</u>	<u>128,783</u>
Share of support costs (see note 4)	1,888	8,747
Share of governance costs (see note 4)	1,078	719
	<u>2,966</u>	<u>9,466</u>

Analysis by fund

Unrestricted funds	154,069	106,085
Restricted funds	49,842	32,164
	<u>203,911</u>	<u>138,249</u>

4 Support costs

	Support costs	Governance costs	2022	2021	Basis of allocation
	£	£	£		
Sundry costs, travel, bank	1,888		1,888	8,747	
Accountancy		0	0	0	
Independent examination		1,078	1,078	719	Governance

Analysed between				
Charitable activities	<u>1,888</u>	<u>1,078</u>	<u>2,966</u>	<u>9,466</u>

Governance costs include payments to the Independent Examiner of £1,078 including irrecoverable VAT

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 July 2022

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Trustees remuneration for the year was 0. (2021: 0)

Trustees remuneration may comprise fees paid to Trustees, where they provide professional services to the Charity. No Trustee was paid to act as a Trustee.

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	2022	2021
	£	£
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HMRC	9,642	0
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7 Creditors: amounts falling due within one year

	2022	2021
	£	£
Trade creditors and accruals	7,319	1,452
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8 Employees

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