

CHARITY REGISTRATION NUMBER 1188196

THICKSKIN THEATRE
CONSOLIDATED ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

THICKSKIN THEATRE

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Toto Matthew William Joseph Ellis Inga Hirst (Chair) Christopher Lawson George Sebastian Danzak Gurjinder Singh Kang Jennifer Langlands (resigned 31 March 2023) Vanessa Vince Pang
Charity number	1188196
Registered office	Studio 16 & 17 Gerrard Winstanley House Crawford Wigan WN1 INA
Independent examiner	Amanda Hall Counterculture Partnership LLP Unit 115 Ducie House Ducie Street Manchester M1 2JW

THICKSKIN THEATRE

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THICKSKIN THEATRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

The Trustees have pleasure in presenting their report and the financial statements for the charity for the year ended 31 March 2023. 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 2019).

INTRODUCTION

The last financial year has been a period of substantial growth and change for ThickSkin. Despite the continued backdrop of uncertainty for many arts organisations and workers, ThickSkin has moved into an exciting new chapter. The year 2022/23 saw a return to touring live theatre and an expansion of our creative learning and talent development offer. We have relocated to Wigan and become a Resident Company at The Old Courts. The borough has been historically under-served by the arts and has some of the highest levels of deprivation in the UK. As a Levelling Up for Culture place we anticipate that ThickSkin's work will have meaningful impact in Wigan, where we plan to make work, engage the community, and develop emerging artists in the coming years. We are uniquely positioned as the only mid-scale theatre company in Wigan, with a local and national remit. Our long-term aim is to influence the future of theatre, ensuring its relevance in a fast-changing world, whilst creating space for under-represented young people and homegrown talent to be heard and celebrated across the UK.

During the year, we were successful in becoming an Arts Council England National Portfolio Organisation for the first time. We also secured a substantial multi-year grant through Oglesby Charitable Trust. This significant boost in support, along with achieving 100% of our free reserves target, brings stability for our small but ambitious organisation. We plan to invest in much needed additional resource, through the new role of General Manager along with increased opportunities for artists through Associate roles. We will continue to be flexible and responsive with a fleet of foot operating model and a programme of work that delivers impact locally and nationally.

The following report and financial statements conclude ThickSkin's third year as a charitable incorporated organisation, during which we have built a strong foundation for ensuring reach and impact of our work.

"It's so important to have companies like ThickSkin in Wigan, and its brilliant news for the cultural landscape here. The benefits for the young people will be amazing." **Local teacher from Wigan**

OBJECTIVES AND ACTIVITIES

Principal aims and objects

Our charitable objects as stated in our governing document is to advance education for the public benefit by the promotion of the arts, in particular but not exclusively the performing arts through high quality productions, educational workshops and events.

Vision

Extraordinary stories told in unexpected ways.

Mission

Our mission is to reinvent 'theatre'* for the next generation.

We are reimagining what theatre can be and looking to share human stories through quality, future-facing, multi-disciplined formats. We're developing 360° artists of the future for a hybrid world where physical and digital collide in more ways than ever before.

**multi-faceted, multi-form, multi-accessible, multi-skilled intersection of physical + digital.*

THICKSKIN THEATRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

Aims

- ***Staging extraordinary stories, through high quality, multi-artform productions.***

We INSPIRE audiences across the UK and beyond by producing and touring ambitious new work, created by world-class, multi-skilled creative teams. We are reimagining what theatre can be and looking to share human stories through quality, future-facing, multi-disciplined formats. This includes live, digital and hybrid work across a range of scales.

We attract national partnerships to ensure we reach under-served communities across the UK. Our digital initiatives improve access and deepen engagement with live work. We aim to engage and inspire the next generation of theatre audiences. This includes young people who might not have experienced theatre before or found it relevant to their lives.

- ***Advancing and influencing the sector by developing 360° artists of the future.***

We seek out and NURTURE early career artists from the North West. We believe the best form of talent development is paid employment. We offer apprenticeship, assistant and associate roles for young artists to collaborate with and learn from experienced creative teams. Drawing on our multi artform practice, ThickSkin develops 360° artists of the future for a hybrid world where physical and digital collide in more ways than ever before.

This allows artists from under-represented backgrounds to grow a broad skillset and become excellent collaborators, improving their employment opportunities and ensuring a sustainable career in the arts. We offer onward support, networking and advocacy for opportunities that help make arts careers viable for a multi-hyphenate generation.

For some, the experience leads to becoming high quality, well-rounded, professional artists who we commission

- ***Empowering young people through creativity by sharing our multi-disciplined process and professional practice.***

Our mission is to reinvent theatre for the next generation. Through creative activities, we EMPOWER young people as changemakers in their own right. By working collaboratively with professional artists, young people develop the tools to reimagine what theatre can be. This is designed to enable young people as changemakers in their own right, to broaden horizons and demystify careers in the arts.

We do this through co-creation projects, workshops and resources. Our activities take place in communities, schools and online. Through creative tasks and behind the scenes access, we share our expertise in collaborative theatre making, physical devising and arts-tech, providing the tools to reimagine what theatre can be.

As a result, some local young people choose careers in the arts and progress with ThickSkin's supports towards their early career development.

- ***Embracing an entrepreneurial spirit to run our organisation with flexibility and sustainability.***

Through our dynamic, fleet-of-foot business model we will continue to build a stable organisation and grow our profile. We look to inform the sector through our approach to digital initiatives and forward-thinking approach.

THICKSKIN THEATRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

Values

MAKE WAVES – inspire and be inspired

FLY HIGH – the sky's the limit

TEAM UP – reach out and collaborate

STAY SLICK – make work that shines

Public benefit

The members of the Board confirm that they have complied with their duty under the Charities Act 2011 to ensure the charity provides public benefit. They have considered the public benefit guidance published by the Charity Commission and believe that they have followed its guidance in this area.

The annual report gives a detailed description of the activities undertaken by the charity during the period to achieve its charitable purposes, and the Board are satisfied that all such activities provide public benefit.

ACHIEVEMENTS AND PERFORMANCE

It was incredible to be able to bring two mid-scale productions to the stage this year. This included an original new musical, *Blood Harmony*, and a revival of our 2019 hit-show *How Not To Drown*. Alongside our touring work we delivered an exciting programme of workshops and learning resources for young people. To ensure future sustainability and income potential, we have continued to develop a pipeline of future stage productions through research and development workshops.

As a small organisation, our contribution to the sector continues to be impressive for our scale. We are proud to have offered 80 paid engagements to artists this year, including creatives, producers, technicians and other arts specialists. Furthermore, 12,759 audiences experienced our productions live and a further 3,206 engaged with our online and digital projects, 1,239 young people and early career artists took part in outreach activities and almost 40,000 people engaged with us through other online digital content, plus national television and radio coverage reaching thousands more. We have continued to grow our profile regionally and nationally as a small organisation with big ambition, delivering high-quality, multi-form theatre and enriching creative activities.

"ThickSkin are known for exploring work that challenges, work that provides new learning opportunities for all involved, reimagining what theatre can be, and at its heart, telling human stories." **Manchester Theatres**

During 2022/23 we delivered the following activities:

Productions

Throughout the year we were busy touring and developing several new projects. We have focused on creating a varied repertoire of work for the stage and for non-traditional spaces, across different scales and testing the boundaries of what theatre can be. This includes a mixture of live and digital productions, micro-productions and full-scale touring work.

How Not To Drown

The revival of our successful 2019 production, *How Not to Drown* – a painful yet uplifting true story of a child asylum-seeker arriving in the UK by Nicola McCartney and Dritan Kastrati. A ThickSkin and Traverse Theatre Company production, supported by Theatre Royal Stratford East. Commissioned by ThickSkin and Lawrence Batley Theatre.

THICKSKIN THEATRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

We were delighted to finally share this powerful and timely production with a wider audience, touring from January to March 2023, including, Theatre Royal Stratford East (London), Chichester Festival Theatre, Theatre By The Lake (Keswick), Birmingham Hippodrome, Grand Theatre (Blackpool), Oldham Coliseum and Traverse Theatre (Edinburgh). The show's message about the UK's treatment of child asylum seekers became increasingly prescient. Performances in London corresponded with news headlines of child asylum seekers being kidnapped from Home Office hotels. The show was discussed in national news and in parliamentary sessions debate. The ensemble of performers included Dritan Kastrati, who the story is about and this had a palpable impact for audiences.

We presented 44 performances across the tour, which included 9 accessible shows. This reached 8,897 audiences, including 420 through our Access To Live Theatre scheme of free tickets for young people who have less access to the theatre. Of the audiences who responded to our questionnaire: 92% rated the show excellent, 99% found the show absorbing, 100% felt it was ground-breaking and had something to say about the world. 100% thought it was one of the best examples of this type of work.

"A highly physical, cinematically fluid and increasingly involving feat of theatrical storytelling." ★★★★★ **The Times**

"ThickSkin, the theatre company behind How Not to Drown, really deserves a lot of credit for bringing together such a complete creative team with such a strong unified vision." **The Upcoming**

"theatre at its finest" **Audience member**

"the most powerful piece of drama we have ever seen" **Audience member**

Blood Harmony

A powerful new musical play about love, loss and family created by Matthew Bulgo, Jonnie Riordan and Jess Williams, *Blood Harmony* was produced in June and toured until August 2022. Commissioned and produced by ThickSkin and Lawrence Batley Theatre, in co-production with Watford Palace Theatre and Wales Millennium Centre and supported by The Lowry.

This was the first time collaborating with popular music artists and creating a musical. It was a steep learning curve, but an overall success and opportunity to introduce our work to a new audience. The play was nominated for Musical Theatre Review's Best Musical Award and What's On Stage Best Sound Design.

We presented 38 performances in four venues for 3,928 audiences, including 230 free tickets distributed to young people who do not regularly attend the theatre. Of audiences who responded to our questionnaire: 97% found the show absorbing, 95% felt it had something to say about the world and 95% are likely to book to see another show by ThickSkin (76% highly likely).

"Utterly breathtaking." ★★★★★ **Musical Theatre Review**

"The harmonies really are the best you'll hear this fringe" ★★★★★ **Theatre Scotland**

"Blood Harmony will make you value the things that matter like never before" ★★★★★ **Manchester Theatres**

"Beautiful performances and fabulous music in a profoundly moving play." **Audience response**

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

Peak Stuff

We continued to develop a new play by young northern playwright, Billie Collins. *Peak Stuff* explores young people's relationship with 'stuff'. Experimenting with form, creative captioning & live music, the creative team will include five northern based early career artists, including Billie.

During the year we were awarded a New Playwrighting Commission Award through the Writers Guild of Great Britain, which enabled us to commission Billie. We completed two phases of research and development workshops during the year. The most recent workshop invited ten students from Rose Bruford North drama school to respond to a work in progress sharing. Their feedback will inform the next phase of development.

The show will tour in February and March 2024 and will ultimately serve young audiences aged 14+ throughout England.

Billie said: *"I'm buzzing to be working with ThickSkin on Peak Stuff. As an emerging writer, it's no small thing to be given the space to experiment and take creative risks - and I can't wait to co-create something totally new with a company whose work is consistently ambitious, bold and innovative."*

Rose Bruford student said *"the language used and the way it was presented really resonated with me and it was like how I think and feel. It was really exciting and I love the way the performer is being driven by the rhythms from the drummer and the way the sounds are triggered from the drums themselves."*

Walk This Play

Although we didn't produce any new walks this year, all five of our existing walks continued to be available through our free app on Google Play and App Store. We programmed our Edinburgh walk, *Eavesdropping*, during the Edinburgh Fringe Festival with 329 people taking part. Two other walks: Derby's *Sorry I Disappeared* and Huddersfield's *Your Time Is Now*, were shortlisted for the International Sound Walk September Award. We began planning for a new walk, scheduled for summer 2023, to celebrate our new home in Wigan. This piece, titled *This Is Where We Begin* will be created with young people from the local community.

A particular highlight for Walk This Play was being selected by Arts Council England and the British Council to present the project to a delegation of 20 arts-tech ambassadors from Hong Kong, to share learning and creative process.

"It was so evident how much the delegates had enjoyed your session and their walk" **Sue Cook, Arts Council England Relationship Manager**

"Brilliantly life-enhancing" ★★★★★ **The Scotsman**

Creative Learning

Throughout the year we offered creative learning activities for schools and youth theatres, complementing our touring shows through workshops and digital learning resources.

Alongside *Blood Harmony*, we engaged 77 young people through workshop activity and Q&A events. We increased this substantially during the *How Not To Drown* tour, through a mix of free and paid for activity that reached 270 young people through workshops and a further 717 through Q&As. A highlight of the tour was engaging two schools in Blackpool through our free tickets and workshop offer. This included Blackpool Sixth Form college, who, according to the Head Creative Learning and Engagement at Blackpool Grand, had limited engagement with the theatre up until this point. Thanks to word of mouth a further third school enquired about having a workshop for their students, which we were also able to offer for free.

"To engage this many local groups as a company previously unknown in Blackpool is brilliant. The wraparound activity has definitely helped. It's amazing!" **Head of Creative Learning and Engagement at Blackpool Grand**

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

"We've had many workshops at Halesowen, but I can safely say that this one has been right up there with the best!" **Teacher**

Early career artists

During the year we provided paid opportunities for 18 early career artists under 28 years old, to work in our creative teams. Additionally, we provided ten workshops for early career artists, which were offered for free or on a pay what you decide basis, benefitting 125 people.

"I was born and raised in Wigan and any access to art and physical work in my hometown was unheard of. So, to see you guys pioneering physical theatre in Wigan, and actively looking to develop and guide artists from there is mad inspiring. I think what you're doing is great for those young and aspiring creatives like myself who may not otherwise have the means or opportunities." **Local artist**

Organisational development

Over this period, we worked with a brand development agency, a business consultant and fundraising consultant. We established a group structure for the charity and trading subsidiary (ThickSkin Productions Ltd, no. 11568661) which took effect from April 2022. In June 2022 we moved our office base to The Old Courts in Wigan. This enabled us to secure further multi-year funding through ACE NPO (£540k secured) and Oglesby Charitable Trust (£97.5k secured).

FINANCIAL REVIEW

Income

The turnover for the year was £495,986 – an increase of 100% on the previous year (2022: £248,252), or 113% including restricted funds brought forward for projects falling in this year. Income comprised £228,109 grants and donations (2022: £183,702), £266,600 from charitable activities (2022: £64,268) and £1,277 from other activities (2022: 282). This takes into account £97,000 of theatre tax credits claimed against eligible productions.

We were very grateful for the invaluable support from all our funders, listed in note 2 of the accounts as well as those who support us through partnerships, programming, seeing our work and equipment hires. In particular, we would like to acknowledge continued multi-year support from Backstage Trust and new multi-year support from Oglesby Charitable Trust, along with several significant National Lottery Project Grants through Arts Council England.

Expenditure

Expenditure totalled £534,224, an increase of 136% on the previous year (2022: £226,404). This is broken down as £517,742 spent on the delivery of our charitable activities (2022: £224,319). This takes into account £486,028 of productions expenditure, £17,906 cost for the Creative Learning programme, and £10,687 expenditure for Early Career Artists activity. We spent £16,482 (3% of total costs) towards raising funds (2021: £2,085).

Balance Sheet

At year-end, we held £13,939 of tangible fixed assets, which is primarily virtual reality hardware, technical production equipment and office furniture.

Trade debtors as described in note 9, refers to invoices issued to tour venues in March 2023 for work that took place in the final quarter of the year. All of which were paid in full by May 2023.

Accrued income and prepayments (also note 9), includes £97,000 theatre tax relief for productions that took place before March 2023, c. £11,000 grant payments due for activity concluded before 31 March 2023, and c. £3,000 of prepayments for annual memberships and subscriptions.

THICKSKIN THEATRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

Note 10 details trade creditors, which includes funds due to co-producers following receipt of theatre tax credits later in 2023, and several small invoices received at the end of March which were paid in full by April 2023. Other creditors include payroll and VAT liabilities, since paid in full.

Accruals (also note 10) relates to invoices yet to be received from suppliers and service providers for activity completed before year-end.

Reserves Policy

The charity balance sheet shows total funds of £42,377 (2022: £77,494). After transferring £4,315 to cover the deficit in the limited company, this leaves the charity with unrestricted general funds of £38,062 (2022: £38,986) which represents the free reserves of the charity.

ThickSkin's trustees have set a target for free unrestricted cash reserves equivalent to three months operating costs, which is approximately £38,000. Therefore, we have maintained 100% of our free reserves target in this financial year.

Risk Management

ThickSkin's Directors have conducted a review of the major risks facing the organisation. A risk register is in place and is reviewed by the Finance, Risk and Audit sub-committee quarterly and updated with the full Board annually. Where appropriate, systems or procedures have been established to mitigate risks. As we look forward the primary risks for the charity include:

1. The longer-term impact of external global events, including Covid-19 and the cost-of-living crisis. As the year progressed we noticed improved ticket sales and related income, although this has still not returned to pre-pandemic levels. We have experienced a highly competitive fundraising climate with less funds available for a greater number of charities. We have mitigated this to some extent by delivering a successful programme of shows, maintaining our free reserves and through an agile business model with minimal operating costs.
2. Staffing capacity – during the year we boosted capacity in areas such as fundraising, producing and marketing through freelance resource. We are further mitigating this risk through recruitment of a General Manager in the first quarter of the new financial year. This role has responsibility for day-to-day operations, HR and financial management, which will in turn free up the Executive Director to focus on partnership building and income generation.
3. Cashflow – a year of rapid growth of turnover and artistic output, with a small in-year deficit, created cashflow strain during busy production periods. This was pronounced due to the pattern of expenditure taking place before income for services is received. This was lessened through use of an overdraft facility for the charity and low interest loans held by the limited company. A substantial amount of the loan has already been repaid. Further mitigation in the subsequent financial year will include a reduced and more manageable turnover along with regular receipt of confirmed grant funding from several major multi-year supporters.

Structure, governance and management

ThickSkin is the operating name of ThickSkin Theatre, which was formally constituted as a Charitable Incorporated Organisation (Registered Charity no: 1188196) on 26 February 2020.

As set out in the charity's constitution, there must be at least three charity trustees. If the number falls below this minimum, the remaining trustee or trustees may act only to call a meeting of the charity trustees or appoint a new charity trustee. The maximum number of charity trustees is eight. The charity trustees may not appoint any charity trustee if as a result the number of charity trustees would exceed the maximum.

THICKSKIN THEATRE

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Apart from the first charity trustees, every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees. In selecting individuals for appointment as charity trustees, the charity trustees must have regard to the skills, knowledge and experience needed for the effective administration of the CIO. We have inclusive trustee induction and onboarding processes to support those new to board membership and to meet access needs. These guidelines are based on charity sector good practice and include meeting the costs of attending Board meetings (travel, caring responsibilities), allocating a training budget for trustees, and assigning a Board Buddy for support and mentoring.

ThickSkin's Board is led by Chair, Inga Hirst. The trustees meet quarterly plus an annual review and planning day. The trustees have delegated responsibility for financial scrutiny to the Finance, Risk and Audit sub-committee, with four trustee members. The sub-committee meets ahead of each Board meeting with detailed involvement during the annual audit. The Board operates within an agreed framework of understanding which all trustees sign up to. This comprises the Constitution, the Board Terms of Reference and a Register of Responsibilities, setting out levels of authority for Board and Executive.

The Conflicts of Interests Policy sets out how ThickSkin manages any conflicts including: individual Conflicts of Interest forms updated annually, or more often if required, by all trustees and the Executive; a combined Register of Interests for all trustees and the Executive; and a standing Board agenda item on Declarations of Interest.

The Board is independent of the Artistic and Executive Directors, who are accountable to the Board and report at Board meetings. They participate in an annual appraisal with the Chair/s to review and set targets, agree professional development, and ensure wellbeing and access needs are being met.

The staff team is responsible for drafting key policies to ensure ThickSkin is legally compliant and follows sector good practice. These policies are read and approved by the Board, with an agreed cycle for review. Reports are presented to the Board enabling trustees to fulfil their legal responsibilities including health and safety and safeguarding.

Any safeguarding disclosures/concerns are handled by the Executive Director (Designated Safeguarding Officer) with Inga Hirst (Safeguarding lead for the Board). Any action required follows Manchester Safeguarding Children's Board Needs and Response Assessment Framework. Safeguarding incidents are reported to the Board, redacting personal or identifying data of individuals at risk.

Our trustees have expertise spanning theatre (artists and venue management), Arts Council NPO funding, communications and branding, law, and finance. They're predominantly North West and Yorkshire based. In 2023/24 we'll work on our trustee succession plan, continuing to ensure representation of the communities we reach, to refresh skills as required and ensure governance continuity. This process will follow our trustee recruitment approach, including open and transparent advertising to a broad range of outlets, networks, partners and communities, capitalising on our growing reach and profile, together with fair and inclusive selection processes.

Approved by the Board of Trustees and signed on its behalf by:



Inga Hirst
Trustee
19 July 2023

THICKSKIN THEATRE

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

I report to the trustees on my examination of the accounts of the charity for the year ended 31 March 2023.

Responsibilities and basis of report

As the charity trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the 2011 Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiners statement

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

1. accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.



Amanda Hall
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M1 2JW

19 July 2023

THICKSKIN THEATRE

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income from:					
Donations	2	68,521	159,588	228,109	183,702
Charitable activities	3	266,600	-	266,600	64,268
Other income		<u>1,277</u>	<u>-</u>	<u>1,277</u>	<u>282</u>
Total income		<u>336,398</u>	<u>159,588</u>	<u>495,986</u>	<u>248,252</u>
Expenditure on:					
Raising funds		16,482	-	16,482	2,085
Charitable activities	4	<u>324,654</u>	<u>193,088</u>	<u>517,742</u>	<u>224,319</u>
Total expenditure		<u>341,136</u>	<u>193,088</u>	<u>534,224</u>	<u>226,404</u>
Net (expenditure)/income before transfers		(4,738)	(33,500)	(38,238)	21,848
Gross transfer between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		(4,738)	(33,500)	(38,238)	21,848
Fund balances at 1 April 2022		<u>42,800</u>	<u>33,500</u>	<u>76,300</u>	<u>54,452</u>
Fund balances at 31 March 2023		<u>38,062</u>	<u>-</u>	<u>38,062</u>	<u>76,300</u>

The statement of financial activities has been prepared on the basis that all operations are continuing operations.

THICKSKIN THEATRE

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
Income from:					
Donations	2	68,521	159,588	228,109	183,702
Charitable activities	3	266,600	-	266,600	64,268
Other income		<u>1,277</u>	<u>-</u>	<u>1,277</u>	<u>282</u>
Total income		<u>336,398</u>	<u>159,588</u>	<u>495,986</u>	<u>248,252</u>
 Expenditure on:					
Raising funds		16,482	-	16,482	2,085
Charitable activities	4	<u>321,533</u>	<u>193,088</u>	<u>514,621</u>	<u>223,437</u>
Total expenditure		<u>338,015</u>	<u>193,088</u>	<u>531,103</u>	<u>225,522</u>
Net (expenditure)/income before transfers		(1,617)	(33,500)	(35,117)	22,730
 Gross transfers between funds		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds		(1,617)	(33,500)	(35,117)	22,730
Fund balances at 1 April 2022		<u>43,994</u>	<u>33,500</u>	<u>77,494</u>	<u>54,764</u>
Fund balances at 31 March 2023		<u>42,377</u>	<u>-</u>	<u>42,377</u>	<u>77,494</u>

The statement of financial activities has been prepared on the basis that all operations are continuing operations.

THICKSKIN THEATRE

CONSOLIDATED BALANCE SHEET AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	7	13,939	20,879
Current assets			
Debtors	9	171,332	37,129
Cash at bank and in hand		<u>1,859</u>	<u>53,051</u>
		173,191	90,180
Creditors: amounts falling due within one year	10	<u>(112,453)</u>	<u>(20,797)</u>
Net current assets		<u>74,677</u>	<u>69,383</u>
Creditors: amounts falling due after one year	10	(36,615)	(13,962)
Total assets less current liabilities		<u>38,062</u>	<u>76,300</u>
Income funds			
Restricted funds	11	-	33,500
Unrestricted funds		38,062	43,994
Non-charitable trading funds		<u>-</u>	<u>(1,194)</u>
		<u>38,062</u>	<u>76,300</u>

The financial statements were approved and authorised for issue by the Board and signed on its behalf by



Inga Hirst
Trustee

19 July 2023

THICKSKIN THEATRE

BALANCE SHEET AS AT 31 MARCH 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	7	<u>13,939</u>	<u>20,879</u>
		13,939	20,879
Current assets			
Debtors	9	171,332	37,157
Cash at bank and in hand		<u>-</u>	<u>36,761</u>
		171,332	73,918
Creditors: amounts falling due within one year	10	<u>(142,894)</u>	<u>(17,303)</u>
Net current assets		<u>28,438</u>	<u>56,615</u>
Total assets less current liabilities		<u>42,377</u>	<u>77,494</u>
Income funds			
Restricted funds	11	-	33,500
Designated funds		4,315	-
Unrestricted funds		<u>38,062</u>	<u>43,994</u>
		<u>42,377</u>	<u>77,494</u>

The financial statements were approved and authorised for issue by the Board and signed on its behalf by:

Inga Hirst
Trustee

Date:

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

1.1 Accounting convention

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets and in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

ThickSkin Theatre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

1.2 Going concern

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes secured multi-year grants worth over £635,000 for the period 2023 to 2026. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.4 Incoming resources

Grants are accounted for on a receivable basis.

Voluntary income is received by way of donations and gifts and is included in the Statement of Financial Activities when receivable except insofar as they are incapable of measurement.

1.5 Resources expended

Resources expended are recognised in the year in which they are incurred inclusive of irrecoverable VAT and are allocated to the headings in the Statement of Financial Activities based on their nature. Costs have been apportioned on the basis of time spent by individuals on the relevant costs and usage of resources.

Costs of generating voluntary income includes expenditure relating to the raising of funds.

Expenditure relating to charitable activities includes all the costs relating to the delivery of its activities and services to its beneficiaries.

Support costs are overheads with the allocation of support salary costs and other administration costs.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies (continued)

1.6 Tangible fixed assets and depreciation

Tangible fixed assets, other than freehold land, are stated at cost or valuation less depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Computer equipment	20 % straight line
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THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

2 Income from donations and grants

	Unrestricted funds £	Group and Restricted funds £	Charity Total 2023 £	Total 2022 £
Donations and grants	<u>68,521</u>	<u>159,588</u>	<u>228,109</u>	<u>183,702</u>
For the year ended 31 March 2022	<u>3,745</u>	<u>179,957</u>		
Included in donations and grants are:				
Arts Council England			126,500	125,189
Backstage Trust			30,000	30,000
The Foyle Foundation			15,000	-
Oglesby Charitable Trust			32,500	-
The Garrick Charitable Trust			5,000	-
D'Oyly Carte Charitable Trust			-	3,500
JRS government grant			-	2,811
Manchester City Council			-	15,099
The Leche Trust			-	2,000
Three Monkeys			-	5,000
Creative Scotland			5,000	-
Regional Theatre Young Director Scheme			6,000	-
Other funds			<u>8,109</u>	<u>103</u>
			<u>228,109</u>	<u>183,702</u>

3 Income from charitable activities

	Group Total 2023 £	Total 2022 £	Charity Total 2023 £	Total 2022 £
Unrestricted funds				
Matchbox	-	3,550	-	3,550
Creative Learning	425	-	425	-
Early Career Artists	2,349	-	2,349	-
Discover	-	19,610	-	19,610
Artistic Productions	<u>263,826</u>	<u>41,108</u>	<u>263,826</u>	<u>41,108</u>
	<u>266,600</u>	<u>64,268</u>	<u>266,600</u>	<u>64,268</u>

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

4 Costs of charitable activities by type

	Charity - 2023			
	Charitable Activities £	Support Costs £	Governance £	Total £
Creative Learning	16,092	1,814	-	17,906
Early Career Artists	8,873	1,814	-	10,687
Artistic Productions	<u>450,973</u>	<u>32,655</u>	<u>2,400</u>	<u>486,028</u>
	<u>475,938</u>	<u>36,283</u>	<u>2,400</u>	<u>514,621</u>
Analysis by fund				
Unrestricted funds	288,013	31,120	2,400	321,533
Restricted funds	<u>187,925</u>	<u>5,163</u>	<u>-</u>	<u>193,088</u>
	<u>475,938</u>	<u>36,283</u>	<u>2,400</u>	<u>514,621</u>

	Group - 2023			
	Charitable Activities £	Support Costs £	Governance £	Total £
Creative Learning	16,092	1,814	-	17,906
Early Career Artists	8,873	1,814	-	10,687
Artistic Programmes/Core	<u>450,973</u>	<u>35,076</u>	<u>3,100</u>	<u>489,149</u>
	<u>475,938</u>	<u>38,704</u>	<u>3,100</u>	<u>517,742</u>
Analysis by fund				
Unrestricted funds	288,013	33,541	3,100	324,654
Restricted funds	<u>187,925</u>	<u>5,163</u>	<u>-</u>	<u>193,088</u>
	<u>475,938</u>	<u>38,704</u>	<u>3,100</u>	<u>517,742</u>

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

4 Costs of charitable activities by type

	Charity - 2022			
	Charitable Activities £	Support Costs £	Governance £	Total £
Matchbox	21,691	-	-	21,691
Discover	13,097	644	-	13,741
Production	106,073	11,219	-	117,292
Supported Artists	-	-	-	-
Artistic Programmes/Core	<u>60,555</u>	<u>8,359</u>	<u>1,799</u>	<u>70,713</u>
	<u>201,416</u>	<u>20,222</u>	<u>1,799</u>	<u>223,437</u>
Analysis by fund				
Unrestricted funds	14,796	10,967	1,799	27,562
Restricted funds	<u>186,620</u>	<u>9,255</u>	<u>-</u>	<u>195,875</u>
	<u>201,416</u>	<u>20,222</u>	<u>1,799</u>	<u>223,437</u>

	Group & Charity - 2022			
	Charitable Activities £	Support Costs £	Governance £	Total £
Matchbox	21,691	-	-	21,691
Discover	13,097	644	-	13,741
Production	106,073	11,219	-	117,292
Supported Artists	-	-	-	-
Artistic Programmes/Core	<u>60,555</u>	<u>9,241</u>	<u>1,799</u>	<u>71,595</u>
	<u>201,416</u>	<u>21,104</u>	<u>1,799</u>	<u>224,319</u>
Analysis by fund				
Unrestricted funds	14,796	11,849	1,799	28,444
Restricted funds	<u>186,620</u>	<u>9,255</u>	<u>-</u>	<u>195,875</u>
	<u>201,416</u>	<u>21,104</u>	<u>1,799</u>	<u>224,319</u>

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration or expenses during the year (2022: £nil).

6 Employees

Number of employees

The average monthly number of employees during year was:

2023	2022
£	£

Employment costs

	2023	2022
	£	£
Wages and salaries	90,980	71,115
Social security costs	4,239	670
Pension costs	<u>2,159</u>	<u>1,433</u>
	<u>97,378</u>	<u>73,219</u>

There were no employees whose annual emoluments were £60,000 or more.

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

7. Tangible fixed assets

	Group & Charity Computer equipment £	Total £
Cost		
At 1 April 2022	28,465	28,465
Additions	993	993
Disposals	<u>(2,692)</u>	<u>(2,692)</u>
At 31 March 2023	<u>26,765</u>	<u>26,765</u>
Depreciation		
At 1 April 2022	7,586	7,586
Charge for the year	5,323	5,323
Depreciation on disposals	<u>(83)</u>	<u>(83)</u>
At 31 March 2023	<u>12,826</u>	<u>12,826</u>
Net book value		
At 31 March 2023	<u>13,939</u>	<u>13,939</u>
At 31 March 2022	<u>20,879</u>	<u>20,879</u>

8 Fixed assets investments

The charity controls ThickSkin Productions Limited, which is a UK company limited by guarantee. This subsidiary is included in these consolidated accounts.

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

9 Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade debtors	60,295	14,537	60,295	14,537
Amounts owed by associated undertakings	-	-	-	28
Accrued income and prepayments	110,932	22,041	110,932	22,041
Other debtors	<u>105</u>	<u>551</u>	<u>105</u>	<u>551</u>
	<u>171,332</u>	<u>37,129</u>	<u>171,332</u>	<u>37,157</u>

10 Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Short term bank borrowing	17,268	-	12,292	-
Loan	-	3,194	-	-
Trade creditors	55,934	2,094	55,934	2,094
Other creditors	13,950	3,849	13,950	3,849
Amounts owed by associated undertakings	-	-	36,117	-
Accruals and deferred income	<u>25,301</u>	<u>11,660</u>	<u>24,601</u>	<u>11,360</u>
	<u>112,453</u>	<u>20,797</u>	<u>142,894</u>	<u>17,303</u>

Creditors: amounts falling due after one year

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Loan	<u>36,615</u>	<u>13,962</u>	-	-
	<u>36,615</u>	<u>13,962</u>	-	-

During the year ThickSkin Productions Limited took out a low interest unsecured loan facility from the Northern Cultural Regeneration Fund, a social investment scheme provided through Key Fund Investments Limited. The loan was used to help aid businesses and charities' cash flow during a period of rapid growth.

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

11 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes.

	Group and Charity Movement in funds				
	Balance at 1 April 2022	Incoming resources	Resources expended	Transfer between funds	Balance at 31 March 2023
	£	£	£	£	£
Artistic Productions	33,500	145,588	(175,588)	(3,500)	-
Creative Learning	-	3,000	(6,500)	3,500	-
Early Career Artists	-	11,000	(11,000)	-	-
	<u>33,500</u>	<u>159,588</u>	<u>(193,088)</u>	<u>-</u>	<u>-</u>

Artistic Productions

Our programme of live and digital productions..

Creative Learning

Our workshops and learning resources for young people.

Early Career Artists

Our workshops and artist attachments for early career artists.

Note that £3,000 of cost and income for the Assistant Director placement under this strand of work was transferred to Productions, as an attachment to the Blood Harmony creation period.

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

12 Analysis of net assets between funds

	Group		
	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:			
Net assets	<u>38,062</u>	<u>-</u>	<u>38,062</u>
	<u>38,062</u>	<u>-</u>	<u>38,062</u>
Charity			
	Unrestricted funds £	Restricted funds £	Total £
Fund balances at 31 March 2023 are represented by:			
Net assets	<u>42,377</u>	<u>-</u>	<u>42,377</u>
	<u>42,377</u>	<u>-</u>	<u>42,377</u>

THICKSKIN THEATRE

NOTES TO THE CONSOLIDATED ACCOUNTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

13 Related parties

The charity has control of 100% of the assets and trade of ThickSkin Productions Limited, a company limited by guarantee. The company was incorporated on 14 September 2018 (company number 11568661).

Details of the subsidiary company's assets at 31 March 2023 and results for the year then ended are as follows:

	ThickSkin Productions Limited
	£
Administrative expenses	<u>(3,122)</u>
Loss for the period	<u><u>(3,122)</u></u>
Debtors	36,117
Cash at bank and in hand	<u>1,859</u>
	37,976
Current (liabilities)	<u>(42,293)</u>
Net current (liabilities)	<u>(4,317)</u>
Net assets	<u><u>(4,317)</u></u>