

REGISTERED COMPANY NUMBER: 03272271 (England and Wales)  
REGISTERED CHARITY NUMBER: 1061522

**REPORT OF THE TRUSTEES AND**  
**FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2016**  
**FOR**  
**IMMEDIATE THEATRE**

Hewitt Warin Ltd  
Chartered Accountants and Statutory Auditors  
Harlow Enterprise Hub  
Edinburgh Way  
Harlow  
Essex  
CM20 2NQ

**IMMEDIATE THEATRE**

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**for the Year Ended 31 March 2016**

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## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2016. 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 Republic of Ireland (FRS 102) (effective 1 January 2015).

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Company number**

03272271 (England and Wales)

##### **Registered Charity number**

1061522

##### **Registered office**

24 Ashwin Street  
London  
E8 3DL

##### **Trustees**

Kathryn Johnson  
Paul Smith  
Richard Harris  
Christopher Preston  
Lisa Oguntoyinbo  
Tessy Ofoedu  
Stephen Moss  
Shekeila Scarlett  
Melissa Butcher  
Gifty Green  
Sophie Earnshaw

Chair  
Treasurer

On sabbatical until June 2017

Appointed 28/12/2015  
Appointed 05/12/2015

##### **Company Secretary**

J Carter

##### **Senior Staff**

Jo Carter  
Tony Gouveia  
Sharon Knowles

Artistic Director  
Associate Director  
General Manager

##### **Auditors**

Hewitt Warin Ltd  
Chartered Accountants and Statutory Auditors  
Harlow Enterprise Hub  
Edinburgh Way  
Harlow  
Essex  
CM20 2NQ

## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

#### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

##### **Governing document**

Immediate Theatre was incorporated on 31/10/96 with the company number 3272271 registered as a charity on 24/03/97 and number 1061522. The company governance instrument is its Memorandum and Articles of Association. It is a company limited by guarantee and has no share capital. The liability of each member is limited to £1 per member.

##### **Risk management**

Immediate Theatre Trustees assess the risks the organisation faces by maintaining a Risk Policy, a Risk Procedure and a Risk Register which identifies the major risks by area of activity, (Governance and Policy, Operational, Financial, Compliance and Regulations, External, Artistic Education and Community) the nature of those risks, the likelihood of the risks happening and measures taken to manage them. The Trustees set an annual review date to ensure that they are satisfied that systems are in place, or arrangements are in hand to manage the risks that have been identified.

##### **Appointment and retirement of trustees**

Trustees are appointed (or elected) for a three-year period at the end of which they must stand down and offer themselves for re-election at the AGM closest to the end of their term.

##### **Objectives and activities of the charity**

The objects for which the Charity is established are:

“To advance education for the public benefit through the promotion of the arts with particular but not exclusive reference to the dramatic arts.”

##### **Public benefit**

The Trustees have considered the Charity Commission guidance on public benefit, and consider that the activities of the charity meet its charitable objectives and provide a benefit to the public.

##### **Financial review**

At the end of the 14/15 financial year the trustees and senior management team had created a clear strategy to improve the financial position of the organisation during the 15/16 year. We were aware that in the current economic climate we would continue to face a number of challenges, and were clear that costs-cutting exercises should not undermine the quality of our front-line work with vulnerable people.

We are pleased that at the end of 15/16 we have a healthy cash flow with a small increase in unrestricted funds which now stand at £5,583. This has been achieved by cutting overheads and staff generating income through consultancy work, despite a reduction in overall income from £372,237 to £235,310, a drop of 37%. The trustees are aware that much work has been done during the year to ensure the ongoing success of the organisation; this includes being awarded a Local Sustainability Fund grant delivered by the Big Lottery Fund on behalf of the Office for Civil Society. The Fund aims to help medium-sized voluntary, community and social enterprise organisations to secure a more sustainable way of working by providing funding and support to help them review and transform their operating models. We will also benefit from having been one of the Hackney Speaker's Charities of the Year during 15/16, which will result in a donation of £6,400 to the organisation in the coming year. We are also very pleased to have been offered two-year funding of £25,000 a year from the London Borough of Hackney from April 2016 to March 2018, which will help the organisation achieve financial stability.

Throughout the year the Trustees have closely monitored finances and would like to congratulate the staff for their work in continuing to provide a quality service to a significant number of people with reduced resources.

##### **Income received**

Our income from Central Government has decreased this year to £44,000. This was for the Talent Match Programme, which is now confirmed until December 2018. We are aware that this income strand will increase in 2016/17 due to contributions from the Local Sustainability Fund.

There was a further 38% drop in income received from the London Borough of Hackney this year, which totalled £111,336. We are aware of the significant cuts made to local authority budgets and are very grateful for Hackney's ongoing commitment to the voluntary sector and Immediate Theatre, which is evidenced through the offer of an annual grant of £25,000 per year until March 2018, as well as commitment to a further contracting opportunity for the delivery of youth services. We received a further £13,500 from other London Boroughs for our Road Safety performance for schools. This however is included in sales income.

## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

Income from Trusts and Foundations also decreased, though we are pleased to have formed a number of new relationships, including pilot-project funding from Children in Need for our new project on Kingsmead Estate, which we hope to extend next year, and support for the *Speech Bubbles* project from Mercers' Charity. We are also very grateful for continued financial and partnership support from Sanctuary Housing.

We have continued to generate income through sale of work across London. This is mainly due to touring the Now You See Me; Now You Don't road safety performance. We have also generated sales for workshops in universities and festivals, and Jo Carter undertook a consultancy for the Roundhouse bringing in £4,000.

We are very pleased to have received £4,843 in direct-giving, and look forward to this increasing in 16/17 through the wonderful fundraising efforts of the Hackney Speaker, Cllr. Sade Etti, which will culminate in May 2016.

#### **Reserves policy**

It is the Trustees' aim to keep sufficient reserves to cover approximately three months of running costs. Immediate Theatre currently holds £5,583 in unrestricted reserves, and we are aware of the need to increase these by building unrestricted revenue. The company's financial performance and forecasting is being reviewed at least quarterly by the finance subcommittee and at full board meetings to ensure that Trustees are fully cognisant of and managing the company's financial position.

#### **REVIEW OF ACTIVITIES FOR THE YEAR ENDED 31st MARCH 2016**

Our 15/16 Business Plan clarifies the company's awareness of increasing financial pressures on local authorities, who have in recent years been our main source of income, but also recognises the many new opportunities, where the strength of our work can be deployed to help tackle emerging challenges. The Trustees agreed that the company needs to look at repositioning our aims in 2015/16 to ensure that we can continue to provide inspirational opportunities to those at risk of social isolation. Key targets for the year were:

#### **Refreshing our aims and objectives**

Following discussion with a range of stakeholders including the Youth Board, the Trustees approved our reviewed Vision and Aims in September 2016. It was agreed that the company needed to be open to working with diverse communities, and that the previous exclusive reference to working with "young people" should be removed. Whilst young people will remain a key audience, Immediate Theatre is keen to re-engage with older people and other groups at risk of social isolation.

#### **Vision**

To involve communities in making theatre that inspires wellbeing, breaks down barriers and engages people in the process of personal and social change.

#### **Objectives**

- To provide inspiring participatory theatre programmes enabling people to reach their potential and avoid exclusion and social isolation.
- To create performances which engage people in the exploration of social issues.
- To improve health and wellbeing and increase life skills and employability through engagement in the arts.

#### **Form a new partnership with Arcola Theatre with whom we will share office space, reducing overhead costs**

We moved into Arcola Theatre office space in April 2015, significantly reducing our number of work stations and overheads. We managed to reduce rent and facilities costs by more than 50% and overall overheads by more than 30% from 14/15 to 15/16. Moreover, the team have thrived in the Arcola space, making use of meeting rooms and rehearsal space and identifying opportunities for partnership work with the Arcola Creative Engagement Team. This has led to our staff and participants attending more theatre performances, the employment of our young people as ushers, and the development of a proposal to work with the Arcola over 50's group in providing outreach to isolated communities. Staff have adapted well to sharing desks and integrating into a busy office environment.

## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

#### **Reduce core costs by reviewing staff capacity and restructuring roles**

The Immediate Theatre staff team have demonstrated immense commitment to the organisation, accepting a reduction in hours in order to help us through this challenging period. The majority of the team have found other part time work, but have maintained the flexibility needed to ensure they remain fully engaged in the team. Salary costs were reduced by almost 27% over the year, whilst a high quality of provision was sustained as evidenced below.

#### **Activities**

Despite the 37% drop in funds we have increased the number of young people involved in sustained activities over the year to 264 and the number of young people have required additional one-to-one support indicating that we are working with some of the borough's most vulnerable young people.

<b>Summary of outputs April 2015 – March 2016</b>	<b>Achieved</b>
Hours of weekly youth theatre sessions provided in Hackney	374
Hours of activity provided through holiday projects	122
Number of young people registered on sustained programmes	264
Number of young people registered for 1-2-1 support	47
Number of community performances	10
Audiences at community performances	475
Number of Year 6 audiences: Now You See Me, Now You Don't	1,582
Number of volunteers/placements supported	16
Payments to Peer Facilitators and trainees	£19,589

#### **To improve health and wellbeing and increase life skills and employability through engagement in the arts**

We were very pleased to be invited to take part in Project Oracle's Impact Pioneers programme. Project Oracle aims to foster consistency in expectations and the treatment of evidence in youth organisations. Their Evidence Hub (<http://project-oracle.com/>) provides a digital evidence base for projects that meet a set of agreed standards, with the aim of making it possible to form a collective view about what is most effective in improving outcomes for young people. We were pleased to be identified as "an agent of change" within the youth arts sector, and to be invited to join the group in a series of seminars, through which we have developed and piloted a set of evaluation tools evidencing the impact of our Estate Based Youth Theatre (EBYT) programme. Our work addressed the challenge of producing evidence for our rolling programmes, which have a cumulative impact on participants both in terms of social and emotional development, and through increased artistic/performance skills. We have now achieved Level 1 approval and expect to have Level 2 endorsements by October 2016. We have embedded the evaluation system in all our EBYT projects, and the evidence we are gathering is helping us not only to demonstrate the value of our work for funders, but also to constantly review and build upon our approaches to improving the health, wellbeing and skills of the young people we work with.

Our summer productions marked the culmination of the work of our two Peer Facilitators, who were employed on five contracts from October 2014 – August 2015. Both Peers had a very positive year, and we are particularly proud of Bianca Baker, a former participant who has now progressed into full-time work as a Teaching Assistant, and has also gained a Gold Arts Award. "It's been an amazing experience to come back to Immediate and be part of the staff team. The highlight of the year was working with young people with disabilities; it has broadened my horizons and opened up new opportunities for me."

## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

The 2moro? Peer Facilitation project has been at the heart of Immediate Theatre's work since 2010 and has enabled us to support 24 young people into further education and training. We are very sad that this programme has now come to a close, though we are pleased to report that our commitment to supporting young people into employment is sustained through our Talent Match programme. As we are confident about the positive impact of peer leadership for our younger participants, we decided to continue to employ peers on a sessional basis. Seven new peers were recruited and trained in September 2015 to work across our EBYT programme, providing an invaluable bridge between young people and the staff team. The group have also formed the core of our Youth Board and have contributed to the overall development of the company throughout the year.

The Talent Match programme completed its second year of delivery in December 2015, and we are very pleased to have confirmed a further three years of funding. This project works in partnership with a number of other local organisations, headed up by Hackney Council for the Voluntary Sector and London Youth. Over the year we have supported twenty-three young people aged 18-24, of whom fifteen are still in regular contact, with five requiring intensive support. Many of our participants have now progressed along positive pathways, including entering employment or further training.

Our Speech Bubbles project in Hackney has continued to flourish, with a yearlong programme provided in Benthall, Nightingale and Kingsmead Primary Schools. Speech Bubbles is a drama and storytelling intervention for schools, supporting KS1 children identified as having speech, language and communication needs. The programme is supported by London Bubble and The Shine Trust, who have used the strong evidence base to secure the programme at Level 2 with Project Oracle, as well as establishing CPD accreditation for all staff training. Immediate Theatre also secured funding from The Mercers' Trust to run the programme, with additional funding from Sanctuary Housing. Completion of our second year of work in July 2016 indicates that the programme is having a significant impact on the young people taking part. We worked with sixty children across the three schools, of whom fifty-three completed the programme. 35% of children reported as eligible for pupil premium (27% of primary pupils nationally are eligible), 68% reported as EAL, 20% were identified as having an Educational Health & Care Plan and 68% were male. Analysis of the teacher's pre-and post-project comments reveals that for Learning, Speaking and Listening, 92% of children referred showed improvement, with 51% showing clear improvement/striking improvement. For Emotional Behaviour and Conduct, 88% of children referred showed improvement, with 47% showing clear improvement/striking improvement. This is supported both by the quantitative data and the evidence in teachers' comments;

Boy in Year 1: *"Excellent progress. More verbal and participates more. Communicates with his peers and adults more."*

Girl in Year 2: *"Has gained so much confidence this year. Readily shares her ideas and communicates her needs. The Speech Bubbles programme has worked really well for her."*

In March 2016, Immediate Theatre finally realised a long held ambition: working with Hackney CVS and supported by the Child and Adolescent Mental Health Service, we delivered Mental Health Awareness training to youth workers from across Hackney. The daylong session was very well-received, with participant comments such as; *"the training will build my confidence at work"*, and *"now I understand the contribution I can make as a non-specialist worker to this problem"*. We are looking forward to further workshops in the spring, and for the opportunity for our own staff team to receive regular clinical group supervision through the programme. This will address an identified issue for our staff, who are frequently supporting young people experiencing crisis, and with mental health problems.

#### **To provide inspiring participatory theatre programmes enabling people to reach their potential and prevent exclusion and social isolation**

Our Estate Based Youth Theatre has continued to flourish, delivering under our Connecting Young Hackney contract and supported by grants from the London Borough of Hackney, Sanctuary Housing and Children in Need. Youth Theatres were provided in two Youth Hubs and on estates in deprived areas, as well as supporting specialist work for young people with disabilities at the Huddleston Centre, sustaining participation with an increased number of young people.

In September 2015, we launched a new Youth Theatre at the Kingsmead Community Centre. Following consultation with Kingsmead Primary School and funded by Children in Need, we have adapted the EBYT model to meet local needs. The programme provides weekly after-school drama workshops for children, in tandem with play sessions for younger siblings, and the involvement of parents in cooking healthy meals for the whole group, and accessing parenting support. We have lowered the age range to include young people aged 5 and over, with a second group working with children aged 8- 13 years.

## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

The project has been a tremendous success, with over 40 young people and their parents involved. The Christmas performance was a real highlight, with an audience of over 50 crammed into the community hall to watch the performances. Feedback from parents included; *“she’s grown in her confidence and made some new friends. She was really shy”*, *“it boosts their confidence and gives a sense of community”*, and *“they did good. It was phenomenal”*. We were very proud to be given the Award for Community Spirit by the Sanctuary Hackney Community Awards 2016 for this partnership with Kingsmead Primary and Hackney Marsh Partnership. The Award celebrates organisations that have played a key role in supporting the local community and bringing people together.

The following case studies provide an insight into the power of this new ‘whole family approach’. They also underline how the evaluation work initiated by Project Oracle has helped staff to analyse and support participants’ development.

- ‘A’ is 7 and was referred to us by Kingsmead Primary School, as he had “speech and language needs”. They later described him as having ‘global delays’. A’s mother is Nigerian and attended our parent sessions. Initial staff observation noted that A was very quiet and often refused to take part in activities. Now, although he still struggles to be understood, his expression is clearer and he is gaining confidence. His mother has reported: *“He loves coming and he will say: ‘mummy I am going to the drama club!’ It has changed his confidence for the better and it improves his speaking.”*
- ‘S’ joined our Parents’ session at the beginning of term. She has three children who attend sessions. S was well known by social services as she had been in drug rehabilitation and was very keen to turn her life around when we first engaged with her. Through our sessions, S began volunteering in the kitchen, as she was keen to learn healthy, cost-effective cooking techniques. S is now a permanent volunteer at the Kingsmead Café, using her motivation and confidence to find a new, more permanent job. This has also helped her to build relationships and friendships within the community. One of her children, B, was very shy and struggling a lot with his confidence. He was also being bullied in school. At the end of term he was displaying more confidence in sessions by speaking up more, and this has encouraged him to speak up to teachers in school to explain about bullying issues.

This year we have worked with an increased number of young people with complex issues and chaotic lives through our key working system, which provides one-to-one support alongside our drama activities. We are concerned at the growing number of young people whose lives are being impacted by increasing poverty and stress, and have worked with social services, schools and families to mitigate problems where possible.

#### **To create performances which engage people in the exploration of social issues**

Work with our Focus Youth Theatre in the summer term revealed that many of the young women we work with have issues about body image, exacerbated by an obsession with fashion and celebrity. This was used as a starting point for our summer holiday project The Tanzy Show, a reimagining of *A Rake’s Progress*, a series of eight paintings by 18th-century English artist William Hogarth. The show explored the disparity between the glamour of wealth and fame and the real need for supportive friendships. Fourteen young people (including three disabled young people) took part in the show, which was performed at The Yard Theatre in Hackney Wick, a new venue for Immediate Theatre.

Twelve young people took part in a summer project on Nightingale Estate; relocating the story of the Pied Piper to a housing estate, the show incorporated dance and singing. The group were involved in all aspects of the production, including making the set. Feedback from both performances was very positive with the young people reporting that they *“felt proud of themselves”*, that they had enjoyed *“working as part of a team”* and *“taking responsibility”*.

We were very pleased to continue our relationship with Graeae Theatre Company this year, with a project led by disabled artists, enabling the young people from our Huddleston EBYT to express their personal story through performance. The group chose to focus on some very serious themes, such as immigration and being “normal”. These concepts were also explored through poetry and arts and crafts work, in addition to theatrical performance. Improvement in the young people’s skills and confidence was clear at the performance, which took place at Rich Mix in February, with several young people taking on characters and presenting scripted scenes for the first time. As part of the feedback young people were asked ‘Did this project make you think differently about theatre and about disability?’. Comments included; *“Anyone can do anything even with a disability”*, *“I would like to learn more about acting and directing. With autism I can do anything!”*, *“I learnt a lot and picked up a lot that people didn’t think I could”*, and *“Everyone is different, but special and important.”*

## **IMMEDIATE THEATRE**

### **REPORT OF THE TRUSTEES** **for the Year Ended 31 March 2016**

Now You See Me, Now You Don't, our play for young people about road safety, made the transition to secondary schools, and toured to Camden and Enfield in February/March 2016, giving 30 performances for over 1,500 young people. Following the performance 90% of young people reported that they felt confident to cross roads safely and 91% said they will behave differently in the future as a result of seeing the show. Comment included:

*'The children loved the drama. They found it easy to relate to the teenage characters played by the actors.'*

*'Extremely affective. The children could relate to it and were very sad when they learnt the character Aaron died.'*

*'Fantastic programme. Clear guidance presented at a level understood by pupils.'* (De Bohur Primary School)

*'The workshop carried an important message that would be useful for children of a similar age at other school.'* (Argyle Primary School)

#### **Staffing**

We were very pleased to welcome two new Trustees. Gifty Green joined us in July; she already has a thorough knowledge of the organisation through her role as our contract manager at Young Hackney. Her knowledge of youth sector policy and practise have already proved invaluable. Sophie Earshaw joined us in December, having already worked with the company to identify our first corporate sponsor and to propose us as the speaker's charity; we really appreciate her contribution.

We are very grateful to our core staff team: Jo Carter, Tony Gouveia, Sharon Knowles, Charmain Humphrey, Chloe Jones, Rebecca Twydell and Jerome Boothe, who have worked extraordinarily hard this year to sustain the excellent work of the company on reduced hours. We will be sad to lose Rebecca, who is moving to Bristol in July, and we wish her every success in continuing her career in the South West.

We would like to congratulate Chloe Jones, who gave birth to her son Xavier in January; her role as Talent Match Coordinator is being covered by Matt Schmolle, who has quickly settled into the role supported by Gbenga Olopade leading First Door Productions.

Throughout the year, Jo Carter has continued to act as Chair of the Children and Young People's Provider Forum, and represents the voluntary sector on the Team Hackney Board, ensuring that the voice of our users is heard by decision-makers.

#### **Plans for future periods**

The coming year is looking very positive. We will be sustaining our Estate Based Youth Theatre delivery across Hackney including extending our award-winning project on Kingsmead estate working with younger children and parents. By the end of the year we will have clear evidence of the impact of our estate based youth theatre programme on the young people we work with. We will also be introducing a new assessment system which will enable young people to accumulate accreditations in Community Theatre at Levels 1, 2 and 3.

We are looking forward to a new partnership with Shelter working with users to explore the issues faced by the hidden homeless.

We will also be looking further ahead, working with Bidright and our Business Mentor from Société General to create a new five-year Business Plan, setting realistic targets to ensure that we can sustain and develop our vital services. We will also make use of the free charity offer from Salesforce to embed a Customer Relationship Management system to create more efficiency in managing data and improve outcomes reporting. We will also be redesigning our website to ensure that we are promoting our work to a wider community.

**IMMEDIATE THEATRE**

**REPORT OF THE TRUSTEES**  
**for the Year Ended 31 March 2016**

**STATEMENT OF TRUSTEES RESPONSIBILITIES**

The trustees (who are also the directors of Immediate Theatre for the purposes of company law) are responsible for preparing the Report of the Trustees 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

**AUDITORS**

The auditors, Hewitt Warin Ltd, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**Nov 13, 2016**

Approved by order of the board of trustees on ..... and signed on its behalf by:

  
Kathryn Johnson (Nov 13, 2016)

.....  
K Johnson – Chair of Trustees

## **REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF IMMEDIATE THEATRE**

We have audited the financial statements of Immediate Theatre for the year ended 31 March 2016 on pages eleven to twenty two. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

### **Respective responsibilities of trustees and auditors**

As explained more fully in the Statement of Trustees Responsibilities set out on page two, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF IMMEDIATE THEATRE**

**Matters on which we are required to report by exception**

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

  
Jeffrey Warin (Nov 14, 2016)

Jeffrey Warin BSc FCA (Senior Statutory Auditor)  
for and on behalf of Hewitt Warin Ltd  
Chartered Accountants and Statutory Auditors  
Harlow Enterprise Hub  
Edinburgh Way  
Harlow  
Essex  
CM20 2NQ

Nov 14, 2016

Date: .....

**IMMEDIATE THEATRE****STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Year Ended 31 March 2016**

	Notes	Unrestricted funds £	Restricted funds £	31.3.16 Total funds £	31.3.15 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	2	16,302	4,310	20,612	4,420
<b>Charitable activities</b>	4				
Projects		-	214,692	214,692	367,757
Investment income	3	<u>6</u>	<u>-</u>	<u>6</u>	<u>60</u>
<b>Total</b>		16,308	219,002	235,310	372,237
 <b>EXPENDITURE ON</b>					
<b>Charitable activities</b>	5				
Projects		<u>14,055</u>	<u>211,024</u>	<u>225,079</u>	<u>443,090</u>
<b>NET INCOME/(EXPENDITURE)</b>		2,253	7,978	10,231	(70,853)
<b>Transfers between funds</b>	14	<u>(906)</u>	<u>906</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		1,347	8,884	10,231	(70,853)
 <b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		4,236	2,028	6,264	77,117
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>5,583</u>	<u>10,912</u>	<u>16,495</u>	<u>6,264</u>

**CONTINUING OPERATIONS**

All income and expenditure has arisen from continuing activities.

**IMMEDIATE THEATRE**

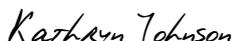
**BALANCE SHEET**

**At 31 March 2016**

	Notes	Unrestricted funds £	Restricted funds £	31.3.16 Total funds £	31.3.15 Total funds £
<b>CURRENT ASSETS</b>					
Debtors	12	6,306	-	6,306	13,132
Cash at bank and in hand		<u>7,858</u>	<u>10,913</u>	<u>18,771</u>	<u>9,617</u>
		14,164	10,913	25,077	22,749
<b>CREDITORS</b>					
Amounts falling due within one year	13	<u>(8,582)</u>	-	<u>(8,582)</u>	<u>(16,485)</u>
<b>NET CURRENT ASSETS</b>					
		<u>5,582</u>	<u>10,913</u>	<u>16,495</u>	<u>6,264</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>5,582</u>	<u>10,913</u>	<u>16,495</u>	<u>6,264</u>
<b>NET ASSETS</b>					
		<u>5,582</u>	<u>10,913</u>	<u>16,495</u>	<u>6,264</u>
<b>FUNDS</b>					
Unrestricted funds	14			5,582	4,236
Restricted funds				<u>10,913</u>	<u>2,028</u>
<b>TOTAL FUNDS</b>					
				<u>16,495</u>	<u>6,264</u>

Nov 13, 2016

The financial statements were approved by the Board of Trustees on ..... and were signed on its behalf by:

  
Kathryn Johnson (Nov 13, 2016)

.....  
K Johnson -Trustee

  
Paul W m Smith (Nov 13, 2016)

.....  
P Smith -Trustee

The notes form part of these financial statements

**IMMEDIATE THEATRE**

**CASH FLOW STATEMENT**  
**for the Year Ended 31 March 2016**

	Notes	31.3.16 £	31.3.15 £
<b>Cash flows from operating activities:</b>			
Cash generated from operations	1	<u>9,148</u>	<u>(24,340)</u>
<b>Net cash provided by (used in) operating activities</b>		<u>9,148</u>	<u>(24,340)</u>
<b>Cash flows from investing activities:</b>			
Interest received		<u>6</u>	<u>60</u>
<b>Net cash provided by (used in) investing activities</b>		<u>6</u>	<u>60</u>
<b>Change in cash and cash equivalents in the reporting period</b>		9,154	(24,280)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>9,617</u>	<u>33,897</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u>18,771</u>	<u>9,617</u>

The notes form part of these financial statements

**IMMEDIATE THEATRE**

**NOTES TO THE CASH FLOW STATEMENT**  
**for the Year Ended 31 March 2016**

**1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES**

	31.3.16	31.3.15
	£	£
<b>Net income/(expenditure) for the reporting period (as per the statement of financial activities)</b>	10,231	(70,853)
<b>Adjustments for:</b>		
Interest received	(6)	(60)
Decrease in debtors	6,826	50,259
Decrease in creditors	<u>(7,903)</u>	<u>(3,686)</u>
<b>Net cash provided by (used in) operating activities</b>	<u>9,148</u>	<u>(24,340)</u>

## **IMMEDIATE THEATRE**

### **Notes to the Financial Statements** **for the Year Ended 31 March 2016**

#### **1. ACCOUNTING POLICIES**

##### **Basis of preparing the financial statements and assessment of going concern**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared 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 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

##### **Charitable Trading Income**

Income arising from workshops, seminars and courses are included in the period in which the relevant event takes place.

##### **Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

##### **Allocation and apportionment of costs**

Costs are allocated and apportioned across funds either according to the actual identifiable expenditure incurred or according to a reasonable estimate of the costs incurred by each fund where resources are shared.

##### **Tangible fixed assets**

Equipment had an estimated useful life of two years and has been fully depreciated.

##### **Taxation**

No provision has been made for corporation tax or deferred tax as the charity is a registered charity and is therefore exempt,

##### **Debtors**

Trade and other debtors are recognised at the settlement amount.

##### **Cash at bank and in hand**

Cast at bank and in hand comprises cash and monies held in bank current accounts.

##### **Creditors**

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

**IMMEDIATE THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**for the Year Ended 31 March 2016**

**1. ACCOUNTING POLICIES - continued**

**Fund accounting**

Funds held by the charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Designated funds - these are funds set aside by the trustees which can be used in accordance with the charitable objects at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular purposes.

**Financial instruments**

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

**2. DONATIONS AND LEGACIES**

	31.3.16	31.3.15
	£	£
Miscellaneous Income	<u>20,612</u>	<u>4,420</u>

**3. INVESTMENT INCOME**

	31.3.16	31.3.15
	£	£
Deposit account interest	<u>6</u>	<u>60</u>

**IMMEDIATE THEATRE****NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
for the Year Ended 31 March 2016****4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	Activity	31.3.16 £	31.3.15 £
Grants	Projects	214,692	367,757

Grants received, included in the above, are as follows:

	Project		
<b>Central / Regional Government</b>			
Heritage Lottery	Don't Stop The Music	-	24,053
Ecorys UK - European Training Fund	Core Patriarchal Thinking exchange programme	2,779	503
Big Lottery via HCVS	Talent Match	41,228	35,650
Awards for All	Meet the Parents	-	8,875
		44,007	69,081
<b>Local Government</b>			
London Borough of Hackney- Young Hackney	Connecting Young Hackney Contract for Estate Based Youth Theatre and key work	78,336	94,664
London Borough of Hackney- Young Hackney	Connecting Young Hackney Contract for Crib partnership.	-	50,000
London Borough of Hackney - Main Grant	Estate Based Youth Theatre	28,000	30,000
London Borough of Hackney - Young Hackney	Youth Opportunity Fund for events	5,000	4,931
		111,336	179,595
<b>Trusts and Foundations</b>			
Arts Council England	Nightingale & Woodberry Down Summer Project	3,400	15,000
Sanctuary Housing Association	Local Projects	5,000	8,740
Children in Need	Kingmeade Estate Based Youth Theatre	8,000	-
Mercers	Speech Bubbles	5,800	-
West Hackney Parochial Charity	Activities taking place in West Hackney	1,500	10,000
Hackney Parochial Trusts	Payment passed to individual in need	150	-
Jack Petchey Foundation	Awards scheme	1,400	1,800
Evening Standard Dispossessed Fund	Peer Facilitation programme	-	24,553
Help a Capital Child	Peer led schools workshops	-	1,350
Film Institute	Estate Based Youth Theatre	-	1,000
Hackney Parochial Charity	Peer Facilitation programme	-	5,000
Money Matters	Peer Facilitation programme	-	500
HCVS	Peer Facilitation programme	-	1,000
		25,250	68,943

**IMMEDIATE THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**for the Year Ended 31 March 2016**

**4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES (Cont.)**

**Income Generation**

Various Hackney Schools	Meet The Parents and Speech Bubbles	4,741	7,700
Various Hackney Schools	Workshop fees	-	3,650
Various Hackney Schools	Speech Bubbles	-	1,968
Various	Workshop fees	-	5,932
London Borough of Camden	Now You See me; Now You Don't - schools tour	4,500	4,750
London Borough of Enfield	Now You See me; Now You Don't - schools tour	9,000	9,000
London Borough of Islington	Now You See me; Now You Don't - schools tour	-	4,750
London Borough of Ealing	Now You See me; Now You Don't - schools tour	-	9,500
HCVS	Sale of computers	1,250	-
Other	Sales workshops	1,950	-
Other	Consultancy work	5,980	-
Other	Mill & Co Filming work	1,000	-
Other	Graeae Theatre Company	835	-
Union Developments	Speech Bubbles	-	2,480
Individual Giving and Childhood Trust	Donations via Givey and Childhood Trust (Big Give)	4,843	408
		<hr/>	<hr/>
		34,099	50,138
		<hr/>	<hr/>
		214,692	367,757
		<hr/> <hr/>	<hr/> <hr/>

**IMMEDIATE THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**for the Year Ended 31 March 2016**

**5. CHARITABLE ACTIVITIES COSTS**

	Direct costs	Support costs (See note 6)	Totals
	£	£	£
Projects	<u>221,296</u>	<u>3,783</u>	<u>225,079</u>

**6. SUPPORT COSTS**

	Governance costs
	£
Projects	<u>3,783</u>

**7. NET INCOME/(EXPENDITURE)**

Net income/(expenditure) is stated after charging/(crediting):

	31.3.16	31.3.15
	£	£
Auditors' remuneration	<u>3,588</u>	<u>3,600</u>

**8. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2016 nor for the year ended 31 March 2015.

The key management personnel of the charity comprise the trustees, the Artistic Director, Associate Director and Office manager. The total employee benefits of the key management of the charity were £67,288 (2015: £90,971)

**Trustees' expenses**

	31.3.16	31.3.15
	£	£
Trustees' expenses	<u>195</u>	<u>187</u>

Trustee expenses consist of travel to board meetings, which benefited on trustee and refreshments which all trustees benefit from.

**IMMEDIATE THEATRE**

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED**  
**for the Year Ended 31 March 2016**

**9. STAFF COSTS**

	31.3.16	31.3.15
	£	£
Wages and salaries	133,743	213,414
Social security costs	<u>7,472</u>	<u>15,604</u>
	<u>141,215</u>	<u>229,018</u>

The average monthly number of employees during the year was as follows:

31.3.16	31.3.15
<u>5</u>	<u>8</u>

No employees received emoluments in excess of £60,000.

The charity operates a stakeholder pension scheme for its employees, but currently does not contribute to it.

**10. 2014/15 COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted funds £	Restricted funds £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	4,418	2	4,420
<b>Charitable activities</b>			
Projects	23,059	344,698	367,757
Investment income	<u>60</u>	<u>-</u>	<u>60</u>
<b>Total</b>	27,537	344,700	372,237
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Projects	<u>65,232</u>	<u>377,858</u>	<u>443,090</u>
<b>Total</b>	65,232	377,858	443,090
<b>NET INCOME/(EXPENDITURE)</b>	(37,695)	(33,158)	(70,853)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>	41,930	35,187	77,117
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>4,235</u>	<u>2,029</u>	<u>6,264</u>

**IMMEDIATE THEATRE****NOTES TO THE FINANCIAL STATEMENTS - CONTINUED  
for the Year Ended 31 March 2016****11. TANGIBLE FIXED ASSETS**

	Fixtures and fittings £
<b>COST</b>	
At 1 April 2015 and 31 March 2016	<u>1,740</u>
<b>DEPRECIATION</b>	
At 1 April 2015 and 31 March 2016	<u>1,740</u>
<b>NET BOOK VALUE</b>	
At 31 March 2016	<u><u>-</u></u>
At 31 March 2015	<u><u>-</u></u>

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.16 £	31.3.15 £
Trade debtors	6,306	11,132
Other debtors	<u>-</u>	<u>2,000</u>
	<u><u>6,306</u></u>	<u><u>13,132</u></u>

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.16 £	31.3.15 £
Trade creditors	1,607	7,873
Social security and other taxes	2,362	4,023
Accrued expenses	<u>4,613</u>	<u>4,589</u>
	<u><u>8,582</u></u>	<u><u>16,485</u></u>

**14. MOVEMENT IN FUNDS**

	At 1.4.15 £	Net movement in funds £	Transfers between funds £	At 31.3.16 £
<b>Unrestricted funds</b>				
General fund	4,236	2,252	(906)	5,582
<b>Restricted funds</b>				
Estate Based Youth Theatre	-	200	-	200
Peer Facilitation (2moro?)	-	(906)	906	-
Speech Bubbles	1,228	(1,228)	-	-
Talent Match	-	213	-	213
Jack Petchey Foundation	800	(300)	-	500
Connecting Young Hackney	<u>-</u>	<u>10,000</u>	<u>-</u>	<u>10,000</u>
	<u>2,028</u>	<u>7,979</u>	<u>906</u>	<u>10,913</u>
<b>TOTAL FUNDS</b>	<u><u>6,264</u></u>	<u><u>10,231</u></u>	<u><u>-</u></u>	<u><u>16,495</u></u>

## IMMEDIATE THEATRE

### NOTES TO THE FINANCIAL STATEMENTS - CONTINUED for the Year Ended 31 March 2016

#### 14. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	16,308	(14,056)	2,252
<b>Restricted funds</b>			
Estate Based Youth Theatre	40,499	(40,299)	200
Meet the Parents	3,575	(3,575)	-
Now You See Me, Now You Don't	13,500	(13,500)	-
Peer Facilitation (2moro?)	19	(925)	(906)
Speech Bubbles	12,932	(14,160)	(1,228)
Core Training	2,780	(2,780)	-
Talent Match	42,322	(42,109)	213
Jack Petchey Foundation	2,100	(2,400)	(300)
Connecting Young Hackney	<u>101,275</u>	<u>(91,275)</u>	<u>10,000</u>
	219,002	(211,023)	7,979
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<u>235,310</u>	<u>(225,079)</u>	<u>10,231</u>

#### **Estate Based Youth Theatres:**

After school and holiday drama projects delivered in areas of high deprivation for young people aged 5-19.

#### **Peer Facilitation Programme:**

Training and employing NEET young people aged 17-25 as Peer Facilitators to work on Estate Based Youth Theatres.

#### **Speech Bubbles:**

Supporting children in KS1 to develop their speaking, listening and attention skills, franchised from London Bubble.

#### **Talent Match:**

Providing training and support for young people aged 18 - 25 who are facing barriers to employment.

#### **Jack Petchey Foundation:**

Awards for young people chosen by their peers to fund a trip or other special activity.

#### **Connecting Young Hackney:**

Support the Estate Based Youth Theatre programme in Hackney

#### 15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2016.

#### 16. MEMBER'S GUARANTEE

The members' liability is limited by guarantee.

The members guarantee that in the event of a winding up of the company each member will contribute such amounts as may be required, not exceeding £1.

**IMMEDIATE THEATRE****DETAILED STATEMENT OF FINANCIAL ACTIVITIES**  
**for the Year Ended 31 March 2016**

	31.3.16 £	31.3.15 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Miscellaneous Income	20,612	4,420
<b>Investment income</b>		
Deposit account interest	6	60
<b>Charitable activities</b>		
Grants	<u>214,692</u>	<u>367,757</u>
<b>Total incoming resources</b>	235,310	372,237
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Wages	133,743	213,414
Social security	7,472	15,604
Advertising	968	2,574
Production costs & artist fees	38,533	129,527
Staff recruitment and training	-	105
Travel	12,624	6,080
Premises costs	9,764	23,927
Office expenses	8,349	9,765
Computer equipment and repairs	3,832	5,435
Legal and professional fees	4,011	7,872
Bad debts	<u>2,000</u>	<u>25,000</u>
	221,296	439,303
<b>Support costs</b>		
<b>Governance costs</b>		
Trustees' expenses	195	187
Auditors' remuneration	<u>3,588</u>	<u>3,600</u>
	<u>3,783</u>	<u>3,787</u>
<b>Total resources expended</b>	225,079	443,090
<b>Net income/(expenditure)</b>	<u>10,231</u>	<u>(70,853)</u>

This page does not form part of the statutory financial statements