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Company number 4622154  
Charity number 1116008

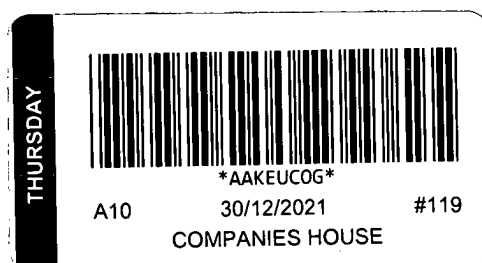
**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Report and Financial Statements**

**for the year ended 31 March 2021**

**Breckman & Company Ltd**  
**Chartered Certified Accountants**  
**49 South Molton Street**  
**London W1K 5LH**



**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Contents**

	<b>Page</b>
Reference and Administrative Details	1
Trustees' Report	2 - 12
Independent Examiner's report	13
Statement of Financial Activities (including Income and Expenditure Account)	14 - 17
Balance Sheet	18
Notes to the Financial Statements	19 - 26

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Reference and Administrative Details**

#### **Constitution**

The charitable company is a private company limited by guarantee registered in EW - England and Wales, company number 4622154, incorporated under the Companies Act and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 1116008.

#### **Directors and Trustees**

The Directors of the Charitable Company ("the Charity") are its Trustees for the purpose of Charity law and throughout this report are collectively referred to as the Trustees.

As set out in the Articles of Association, at every AGM, one-third of the Trustees in office must retire. A Trustee who retires by rotation is eligible for reappointment if he/she is willing to continue to act as Trustee. The Trustees to retire by rotation are those who have been longest in office since their last appointment or re-appointment. Policies and procedures adopted for the induction and training of Trustees are ongoing and incorporated indirectly into the regular Trustees meetings.

The Trustees during the year and since the year end, were :

Rowena Burns	resigned 14 May 2021
Paul Ferry (Interim Chair)	
Jon Rouse	resigned 1 May 2020
Elizabeth Treacy	resigned 8 June 2020
Prof. Sandeep Ranote	
Duncan Craig	
Seren Hughes	appointed 22 March 2021
Joseph Strickland	appointed 22 March 2021
Alaknanda Ruia	appointed 31 July 2021
John McLuckie	appointed 30 July 2021

#### **Chief executive / day to day management**

Helen Medland - CEO/Artistic Director

#### **Independent examiners**

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

#### **Bankers**

The Co-operative Bank, P.O. Box 250, Delf House, Southway, Skelmersdale WN8 6WT.

#### **Registered office and operation address**

Unit 3, The Sharp Project, Thorp Road, Manchester M40 5BJ.

#### **Name**

SICK! Productions Ltd is also known as "SICK! Festival".

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

The trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative information on page 1 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

## **OBJECTIVES AND ACTIVITIES**

### **PURPOSE AND AIMS**

The principal activity of SICK! Productions is to foster and promote the improvement, development, maintenance and advancement of artistic knowledge, understanding and appreciation by providing resources, facilities and a creative space for the education of the public in the fields of visual and performing arts and film.

The Trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees acknowledge the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'

### **ACTIVITIES**

The main activities of SICK! Productions are: a biennial international festival which takes place across Greater Manchester; an innovative cross-artform commissioning programme which brings artists together with local communities with lived experience, the health sector, community groups/charities and researchers; and a growing year round programme of neighbourhood engagement and projects in Manchester.

All charitable activities are undertaken to further SICK! Productions charitable purposes for the public benefit.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

## **ACHIEVEMENTS AND PERFORMANCE**

### **STRATEGIC PROGRAMMES AND PROJECTS**

Over the last three years SICK! has undertaken considerable work to begin to grow year-round provision and strategic project delivery in Manchester and beyond. This work enables SICK! to develop new audiences outside the Festival periods; grow its presence and reach in the Manchester area (particularly in relation to cultural partners and local communities); the chance to grow brand awareness and new partnerships in GM; and take advantage of new opportunities. In addition, it provides financial input into central costs and enables us to sustain our core staff team.

### **MINDSCAPES**

Our key strategic project for 2020-21 was Mindscapes, a 2-year programme of co-operation and co-production between cultural institutions in The Netherlands and Manchester, funded by DutchCulture and running to May 2021. Working with Manchester communities and Dutch artists and arts organisations spanning performance, visual arts and digital media, the project explored the impact that our environment has on our mental wellbeing.

The aims of the project were:

- To support the development of new projects spanning performance, visual and digital arts that contribute to the physical, mental, and social wellbeing of cities.
- To increase understanding of ways in which cultural and creative industries can contribute to the physical, mental, and social wellbeing of Manchester and Cities in the Netherlands.
- To stimulate dialogue, knowledge-sharing, and network-building between organisations from across a wide range of sectors in Manchester and the Netherlands.
- To establish cultural links between Manchester and cities in the Netherlands facing similar challenges.
- To lay the foundations for future collaborations, creations, and sustainable partnerships.

UK partners included Manchester City Council, Design Manchester, Urban Psyche, Brighter Sound, FutureEverything, Young Identity, TFGM and Manchester Metropolitan University. Dutch Partners included Theater Zuidplein, Kunstinstituut Melly and Theater DEGASTEN.

Additional support was provided by Swiis Foster Care, TiPP, Cheetham Hill Welcome Centre, Yes Manchester, Buzz Manchester, No 93 Community Centre, the Men's Room, and Greater Manchester Mental Health Partnership.

The project delivered 5 new commissions developed by Dutch artists working in neighbourhoods and with communities in Manchester.

#### **- Jan Rothuizen:**

Visual artist Jan Rothuizen worked with local residents to explore diverse experiences of mental health and illness in neighbourhoods across Greater Manchester, representing these experiences in his unique graphic style on large format poster sites across the Greater Manchester Metrolink network.

#### **- Theater DEGASTEN:**

Amsterdam-based theatre company DEGASTEN worked with young people growing up in care institutions to create and present an online Zine.

#### **- Merel Smitt:**

Interdisciplinary artist and performance-maker Merel Smitt developed a participatory gaming portal to explore how unemployment, job centres and the benefits system affect the mental health of the individuals involved.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

**- Elten Kiene & Sjaan Flikweert:**

Two Dutch performance poets worked with Manchester-based poetry collective Young Identity and migrant communities in North Manchester, to create a collection of powerful new poems. Using stencils, the poems were then blast-cleaned into the streets of Moston & Harpurhey & Piccadilly Gardens in Central Manchester.

**- Yonatan Collier:**

Sound Artist and composer Yonatan Collier worked with artists and musicians from North Manchester to create a soundscape, reflecting and shaping people's emotional experiences of Moston and Harpurhey. The composition is accessed through a mobile app whilst walking or jogging in these neighbourhoods. This project was produced by Brighter Sound.

Mindscales includes:

- Presentation of these 5 works in Manchester and online in April - May 2021 and, in the case of the online projects, indefinitely thereafter.
- A two-day online conference, comprising of six panels and 25 panellists, presented with Kunstinstituut Melly, discussing the subjects explored by Mindscales.
- A series of online workshops and public engagement activities including:
  - The Great Debate: Mind & The City (presented with Design Manchester)
  - Welcome to my World (presented with Theatre Zuidplein)
  - Moston & Harpurhey Meets Zuidplein (presented with Urban Psyche)

### **SMASH: Mental Health Arts Programme**

Due to COVID, the planned Mental Health Arts Programme to be delivered in partnership with the Greater Manchester Student Mental Health Service did not go ahead. However, the planning, the research and the work done to ensure the project would comply with NHS supplier requirements contributed to the re-development and implementation of the project in Moston & Harpurhey. We were successful in securing funding and excellent referral partnerships for this project, with workshops beginning in July 2021.

### **4OFUS**

In response to the Covid pandemic, we delivered a new digital programme: 4 weekly episodes of 30 minutes, created using Zoom and disseminated through our websites and other social media platforms. Co-hosted by Lucy Burke and Andy Wilkinson, each episode included four guests drawn from a pool of contributors affected by the pandemic, discussing subjects such as disability, faith & support, mental health and health care.

### **Key audience facts and figures for 2020-21:**

- 2,971 engagements with online & digital products
- Presentation of 8 new online products
- 45 participation events & workshops with 175 attendees
- 13 co-productions/co-commissions with international partners
- 13 commissioned artists (UK and non-UK)

### **INTERNATIONAL COMMISSIONING PROGRAMME**

During 20-21 we also researched and developed proposals with new and former partners for the possibility of new commissions for the 2022 Festival. These include:

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

- **DICE: Inherited Resilience:**

We were successful in securing British Council funding for a 4-month R & D project in partnership with Western Cape-based KKNK Festival. The online project brings together two cohorts of black and dual-heritage young women writers from Moston & Harpurhey and Oudtshoorn (Western Cape) to explore issues that are important to them and their communities and develop shared solutions and future projects. The online sessions were led and facilitated by black-led organisations, Manchester-based Young Identity and SA based Empatheatre, with the resulting work to be presented in August 2021.

- **Mindgames:**

Funded by the Finnish Institute, Mindgames is a new project that explores mental health through game design. Working together with professional game designers, a group of five young men from North Manchester and five young men from Finland will learn new skills and create a prototype game that reflects the Mental Health experiences of the group. Through a series of online workshops, participants will learn about visual design, creating stories, music and sound design, coding and all the other skills required to make a game from scratch.

- **Old Devils:**

Funded by Pro Helvetia and developed with WildWuchs (Switzerland), Old Devils is an international collaboration around the themes of women, ageing, radicalism and the menopause.

- **Ejaculation Falls:**

Ejaculation Falls is a major performance commission by Finnish artist Essi Rossi exploring sexual diversity and pleasure, funded by The Finnish Institute.

Further international collaborative partnerships and opportunities were explored with partners in Denmark, Norway, South Africa and Kenya.

### **OTHER COMMISSIONING**

New commissioning programmes were developed this year, to be released in 2021-22

- **Micro Commissions:**

We will offer two flexible bursaries from a total of £6,000, designed to support early career artists in Greater Manchester working in performance, music, visual art, film, digital and interdisciplinary practices. We will support artists whose work is rooted in the experiences and concerns of the communities.

### **NEIGHBOURHOOD ENGAGEMENT**

After an extensive period of research and partnership development, in 2020 we committed to working in Moston and Harpurhey for the next 10 years. This decision was made in recognition of the social, economic and health challenges faced in these diverse communities and the limited funding and cultural infrastructure that are accessible to people living there. It also recognises that some cultural, social and health resources do exist in the area, that would benefit greatly from greater support and investment.

We have committed to working in both those areas for a 10-year period in order to demonstrate genuine commitment, build trust, deliver our ambitions plans and to understand better what kind of social impact is feasible for an organisation of our scale and level of resources. In 2020 we secured five-year funding to support this activity.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

A Moston & Harpurhey Ambassador's group was initiated, including representatives of community organisations, healthcare services, charities, social and cultural groups, local businesses and people who live in these neighbourhoods. The first meeting was held in September 2020 and have been held quarterly. The group provides an opportunity for us to present our work and our plans for Moston & Harpurhey to the group and to gather feedback about these plans, and to explore the most important social issues faced by the community.

Community engagement activity this year included workshops and participation sessions aimed at connecting community members with Dutch artists to support the development of commissions for MINDSCAPES. Young Identity supported a series of workshops with young women writers in Moston & Harpurhey to develop the Inherited Resilience project, to be presented in August 2021.

Community partner engagement was undertaken, connecting with local service providers to support presentation and delivery of the North Manchester SMASH social prescribing project, including Crisis Café team, No. 93 Wellbeing Centre, Community Inclusion, Resettlement and Linkworker Services, Manchester Psychological Therapies (North), Be Well and Healthy Me Healthy Communities.

### **FINANCIAL REVIEW**

Historically, SICK! Festival's biennial model has seen restricted and unrestricted grant funding secured for a festival in the previous financial year, with expenditure against these restricted funds taking place in the following financial year. This business model has resulted in significant restricted and designated fund balances carried forward in non-festival financial years, and net expenditure in financial years where festivals take place. These fluctuations have been partly mitigated through the growth in year round activity (such as MINDSCAPES), meaning that extensive restricted funds have been rolled forward this year. Unrestricted funds of £45,071 were brought forward at the start of the 2020/21 financial year to fund core delivery, and restricted funds of £114,798 were brought forward to fund the delivery of MINDSCAPES.

### **INCOME**

SICK! received £254,091 (reflecting an inflationary increase of 1.84%) over the reporting period from Arts Council England NPO funding. Other funds were secured from a number of charitable foundations from within the UK, as well as cultural funders from the EU. Our thanks go to all our funders in 2020-21:

- Arts Council England
- British Council DICE
- Dutch Culture
- Finnish Institute
- Manchester City Council
- Oglesby Charitable Trust
- Pro Helvetia (via Wildwuchs)

Total income for the year was £432,994, of which £101,524 was restricted, and £331,470 was unrestricted.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

#### **COVID-19**

The Covid crisis had an immediate effect on the start of the financial year, resulting in several delayed remittances. Subject to successful application, ACE will be extending their current funding agreement until the end of the 2022-23 financial year, providing vital stability to the organisation. Earned income from rentals from Jubilee Square was also affected due to Covid restrictions and the closure of the Square for most of the year, therefore the income target was reduced from £40k to £10k. However, we were able to access support from Manchester City Council in the form of a Small Business Relief Grant. To counter fundraising challenges during this time, we were also able to secure Business Rates Relief, Discretionary Additional Restrictions Grants and a Covid Recovery Grant from Manchester City Council as well as support from the HMRC Job Retention Scheme.

#### **EXPENDITURE**

Expenditure came in generally within budget, with the final out-turn of spending for the period of £323,810 of which £87,272 was restricted and £236,538 was unrestricted.

#### **YEAR-END POSITION**

The charity finished the 2020/21 financial year with net income of £109,184. Funds carried forward to 2021/22 total £269,053 of which £129,050 is restricted and £140,003 is unrestricted. This was due to:

- Delay in spending restricted funds, both for MINDSCAPES and for 2022 Commissions. These funds have been rolled forward.
- Continued Covid restrictions meaning that core budget spending remained low in areas such as travel and community engagement.
- Contingency not being used and some core spend being moved into the next financial year.

#### **FINANCIAL COMMITMENTS**

We formally relinquished the lease for Enterprise House, Manchester Science Park with effect from 6th April 2021. On 30th September 2021 we will formally relinquish our management agreement with Jubilee Square, Brighton.

#### **RISK MANAGEMENT**

The organisation has a risk management strategy which is reviewed on a regular basis, with risk management being a regular agenda item at quarterly board meetings. Board meetings also serve to establish systems and procedures to mitigate those risks and implement procedures designed to minimise any potential impact on the charity should those risks materialise. Trustees recognise that the charity operates in an area where reputation and financial risk is inherent, and place artistic ambition at the heart of risk assessment. Consideration is given to the charity's appetite for such risks and the balance of financial and artistic risk.

#### **PRINCIPAL RISKS AND UNCERTAINTIES**

The main risks and uncertainties faced by the charity in the current period are identified as (1) a shortfall in funding to deliver the artistic programme and other charitable activities; (2) The long-term impact of the Covid crisis on our partnerships and delivery and (3) challenges regarding audience development relating in particular to our shift of focus towards presenting the majority of the festival in Moston & Harpurhey, areas with historically low engagement with the arts. Our risk management processes identified the need to move the Festival date from Autumn 2021 to May 2022, providing additional time for fundraising, arranging visa sponsorship status and ensure that the festival does not clash with other major events. Other risks were identified, including the future financial position of external partners, safeguarding risks, the impact of Brexit on future international activity and the failure to comply with all statutory requirements.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

#### **RESERVES POLICY AND GOING CONCERN**

The reserves policy of SICK! Productions Ltd is to hold a minimum of three months' base operating costs in cash at the bank, currently calculated to be £70k in the 2021-22 budget. This is deemed sufficient to meet all liabilities in the event of SICK! Productions Ltd ceasing to operate as a going concern. Trustees have ensured that plans are in place for the charity to build reserves to this level over the course of the next three years, while recognising that Covid will present a challenge in achieving this. (current unrestricted reserves is £140,003 which incorporates £70,000 reserves plus the remaining £70,003 which is allocated towards festival delivery).

#### **PLANS FOR THE FUTURE**

SICK! Productions produced a new business plan for 2020-2023 which was signed off by the Board in February 2020. The plan identified 6 key strategic priorities for the business:

- SICK! Festival
- Commissioning
- Neighbourhood engagement
- Year-round projects
- SICK! Digital
- Audience development

In October 2021, SICK! will start the process of applying for further funding from Arts Council England for the next NPO round commencing in 2023-2026. The programme that we submit will take particular account of the priorities set out in Arts Council England's Let's Create strategy, which are closely aligned to our own strategic priorities. Development of our NPO application will incorporate a new business plan, programme for 2023-2024, outline programme for 2024-2025 and forward budgets for 2023-26, as well as identifying strategic objectives. The application will reflect Arts Council England's principles of:

- Ambition and Quality
- Dynamism
- Environmental Responsibility
- Inclusivity & Relevance

This work will be supported by an increased level of engagement and input from our Trustees.

#### **FESTIVAL**

We will present festivals in May 2022 and in 2024. These will demonstrate a significant re-imagining of the form that the festival takes. The festival programme will continue to focus on themes related to physical and mental wellbeing and their social determinants. It will continue to present innovative, high-quality work by local, national and international artists in a high-profile, cross-art form programme. The festivals in 2022 and 2024 will move away from primarily presenting within established cultural venues towards more presentation in the public realm, focussing in particular on presenting within the neighbourhoods of Moston and Harpurhey. Some presentation within cultural venues will still occur. The festival programme will. Collaboration with non-arts partners from healthcare, the charities sector and academia will remain fundamental to the delivery of the programme. We anticipate that public realm installations will be presented throughout May 2022 with a week-long programme of performances and other events occurring within this period. Whilst some opportunities for conversation and discussion will remain within the festival programme, the 'debate / symposium' activity that previously took place within the festival period has been shifted to Autumn 2021.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

We will present a highly diverse programme in 2022 with 50% of presented artists representing protected characteristics or lower socio-economic backgrounds. The programme has been developed with, and designed to engage the diverse communities of Moston & Harpurhey, taking into account the demographics and cultural habits of people living in these areas.

Additionally, the long-term vision of the festival's growth, development and plans for international showcasing and commissioning will be defined and developed during this year.

### **COMMISSIONING PROGRAMME**

Over the next period we will deliver newly commissioned projects in three areas:

#### **SICK! Export:**

Every two years we will commission ambitious projects by artists of international calibre and profile with significant potential for national and international touring, extending the reach and recognition of our work. We will commission deliver three new projects for presentation in SICK! 2022 with a potential for at least two national/international touring opportunities following presentation at the Festival.

#### **Moston and Harpurhey Commissions:**

Each 2-year cycle we will produce two commissions responding to contexts/experiences of communities in Moston & Harpurhey. This year we will aim to deliver Mindgames and Boys N Cars: a programme of creative workshops and public installations with young men from Moston & Harpurhey and Finland developing a prototype computer game and an 2-3 vinyl wrapped cars which will provide a community transport service for 6 months following presentation at SICK! 2022.

#### **Micro Commissions:**

We will offer 1-3 bursaries from a budget of £6000, designed to support early career artists in Greater Manchester and the North West working in performance, music, visual art, film, digital and interdisciplinary practices. We will support artists whose work is rooted in the experiences and concerns of the communities with creative and professional guidance.

### **NEIGHBOURHOOD ENGAGEMENT**

We aim to increase our presence in Moston and Harpurhey, by creating an office base in the local community and expanding our Ambassador's Group programme to 20 people living/working in Moston and Harpurhey. Providing long-term advice, guidance and advocacy for the programme, the group includes community representatives, healthcare services, charities, social and cultural groups and local businesses.

We will continue to develop and deliver participatory commissions and social prescribing projects reflecting the key issues that the ambassadors have identified as being challenges for the area:

- Making the neighbourhood a nicer place to live.
- Improving connections between different groups in the community that rarely engage with each other.
- Contributing to improved mental health of young people in the neighbourhood.

As part of this, SICK! will develop partnerships with local health, community and cultural partners to deliver projects responding to these challenges.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

Our SICK! Digital programme will continue to deliver podcasts and videos, developed with communities in Moston and Harpurhey, reflecting health and wellbeing experiences of local people. Our website will be updated to include information on the projects that we present, as well as providing a platform for people to engage with information about the area.

#### **SMASH**

We will continue to deliver the North Manchester SMASH programme, incorporating over 40 creative activities for over 50 participants. An exhibition of photos taken by the first cohort will be presented in October 2021.

#### **DICE: INHERITED RESILIENCE**

We will continue to support online workshops bringing together cohorts of black and dual-heritage young women writers from Moston & Harpurhey and Oudtshoorn (Western Cape) to explore issues that are important to them and their communities and develop shared solutions and future projects. The online sessions will be led and facilitated by black-led organisations, Manchester-based Young Identity and SA based Empatheatre, with the resulting film and Zine to be presented in August 2021.

#### **STRATEGIC AND YEAR-ROUND PROJECTS**

Our key strategic projects for 2021-22 will be the delivery and culmination of the Mindscapes project in April-May 2021, delivery of SMASH, delivery of DICE Inherited Resilience. Additionally, programming and preparation for Festival 2022 will be a key priority. Furthermore, plans will be developed for increasing higher education, community and NHS partnerships.

#### **SICK! DIGITAL**

Our SICK! Digital plans became more of a priority as the Covid crisis hit in March 2020 with 4OfUs and MINDSCAPES being created and presented entirely or substantially online. In the next three years we intend to deliver a step change in SICK! Digital, embedding it as an integral part of all of our programmes, including commissioning and community programmes. Key priorities for 2020-21 are:

- Ensuring that SICK! has a clear digital presence and is incorporating digital work in programme planning and commissions.
- Ensuring that we engage appropriate expertise and seek appropriate support and training to drive our digital ambitions and to ensure that we invest in the right infrastructure.
- Finding appropriate methods for disseminating our existing content in order to drive digital engagement, build our profile, highlight thematic priorities and drive the development of new content and artist engagement (eg by Facebook Live and Twitter/Instagram takeovers).
- Creating and disseminating new content linked to MINDSCAPES, and also documenting our ongoing community engagement, programmes, and thematic work linked to our 2022 Festival.

#### **AUDIENCE DEVELOPMENT**

Growing diverse audiences for our activities has been identified as a key strategic opportunity for the next three years. Over the next year we will:

- Commission an external review and report on our current and future audiences and how to reach them.
- Use SICK! Digital activity as a platform to increase our digital audiences.
- Produce a four-year audience development/marketing strategy supporting activity and ambitions for Festival/non Festival years.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

- Implement a fit for purpose marketing/comms staffing structure, including accessing external support as required.
- Improve management of audience data, participant, and partner information.
- Continue to develop effective year-round marketing partnerships in the city region and nationally.
- Further embed audience development targets in programme planning and evaluation.

### **BUSINESS DEVELOPMENT**

We will increase our work around fundraising and business development by securing further funding for Festival 2022, enabled by a mix of community project bids, large scale trust and foundation bids, and the production and implementation of an individual and corporate giving plan. This will be supported by development of advocacy and partnership relationships. Additionally, work will take place on producing an international development plan, exploring further partnerships, consultancy and export models.

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

SICK! Productions Ltd is a Charitable Company Limited by Guarantee, incorporated on 16th December 2002 and registered as a charity on 4 September 2006. The Company was established under a Memorandum of Association, which established the objects and powers of the Company and is governed by its Articles of Association. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 4 to the accounts.

### **RECRUITMENT AND APPOINTMENT OF TRUSTEES**

The Directors of the Company are also charity trustees for the purposes of charity law. Under the requirements of the Memorandum and Articles of Association, a third of the trustees retire by rotation every year and may then seek re-appointment by members at the Company's Annual General Meeting. All the trustees are also members of the Company. There are no other members. The members of the Company are keen to ensure that the needs of its beneficiaries are appropriately reflected through the diversity of the Trustee body. To enhance the potential pool of trustees, the charity has sought to identify key members with specialist experience and Board recruitment is discussed regularly at Board meeting.

Trustees receive an induction pack on joining the organisation, providing:

- Outline of trustees' role and obligations
- The main documents which set out the operational framework for the charity, including the Memorandum and Articles of Association.
- An outline of the charity's financial model and the current financial position as set out in the latest published accounts.

### **ORGANISATIONAL STRUCTURE**

The Company is governed by a board of trustees, who are also the sole members of the Company.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Trustees' Report**

At present, the board has seven members with a variety of experience relevant to the work of the charity, with an aim to increase this number to ten Trustees at the end of the 2021-22 financial year. Sub-groups and Board champions will also be identified and implemented within this financial year. Trustees regularly review the progress of the charity and its funding, as well as reviewing the risks, controls and financial management of the charity. Trustees are responsible for approving the strategy for SICK! Productions and ensuring both the public benefit delivered through its outcomes and impact and the sustainability of the charity. The trustees are responsible for the appointment of the Chief Executive/Artistic Director.

### **MANAGEMENT**

A system of delegation is in place and day-to-day responsibility for the provision of the services rests on the Senior Management Team: CEO/Artistic Director, Executive Director and Creative Director, with the CEO/Artistic Director having overall responsibility for ensuring the charity delivers its objectives. This Senior Team is supported by an Operations Manager and Creative Producer. An additional Marketing and Communications Officer, as well as two Kickstart roles supporting digital communications and festival production will be recruited in 2021.

### **SMALL COMPANY EXEMPTIONS**

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small Companies.

This report was approved by the Board of Trustees on 22 December 2021 and signed on its behalf by

  
Paul Ferry (Dec 22, 2021 13:04 GMT)

**Paul Ferry (Interim Chair)**  
**Trustee**

**Independent Examiner's Report to the Trustees  
of SICK! Productions Ltd**

I report on the accounts of the Company for the year ended 31 March 2021, which are set out on pages 14 to 26.

**Respective responsibilities of trustees and examiner**

The Trustees (who are also the Directors of the Company for the purposes of Company law) are responsible for the preparation of the accounts. The Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of The Association of Chartered Certified Accountants.

Having satisfied myself that the Charity is not subject to an audit under Company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

**Basis of independent examiner's report**

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in, any material respect, the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



**Richard Nelson FCCA  
Breckman & Company Ltd  
Chartered Certified Accountants**

49 South Molton Street  
London W1K 5LH

22 December 2021

**SICK! Productions Ltd**

**(Limited by Guarantee)**

**Statement of Financial Activities (including Income and Expenditure Account)  
for the year ended 31 March 2021**

	Notes	Unrestricted funds £	Restricted funds £	2021 Total £	Unrestricted funds £	Restricted funds £	2020 Total £
<b>Income and endowments from:</b>	<b>2</b>						
Donations and legacies - page 15		313,327	-	313,327	295,910	-	295,910
Charitable activities							
Festival and hire income - page 15		18,143	101,524	119,667	49,944	153,519	203,463
<b>Total</b>		<u>331,470</u>	<u>101,524</u>	<u>432,994</u>	<u>345,854</u>	<u>153,519</u>	<u>499,373</u>
<b>Expenditure on:</b>							
Raising funds:							
Fundraising		11,250	-	11,250	8,949	-	8,949
Charitable activities:							
Festival - page 16		225,288	87,272	312,560	444,213	92,962	537,175
<b>Total</b>		<u>236,538</u>	<u>87,272</u>	<u>323,810</u>	<u>453,162</u>	<u>92,962</u>	<u>546,124</u>
<b>Net income / (expenditure)</b>	<b>3</b>	94,932	14,252	109,184	(107,308)	60,557	(46,751)
<b>Reconciliation of funds:</b>							
<b>Total funds brought forward</b>		45,071	114,798	159,869	152,379	54,241	206,620
<b>Total funds carried forward</b>	<b>12, 13</b>	<u>140,003</u>	<u>129,050</u>	<u>269,053</u>	<u>45,071</u>	<u>114,798</u>	<u>159,869</u>

The notes on pages 19 to 26 form an integral part of these financial statements.

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

**SICK! Productions Ltd**

**(Limited by Guarantee)**

**Year ended 31 March 2021**

	<b>2021</b>		<b>2020</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Income from donations and legacies</b>				
<b>Grants</b>				
Arts Council England, NPO		254,091		249,500
HMRC JRS funding		18,707		-
MCC Business Rates relief		11,954		-
Trafford CCG		9,750		-
Manchester City Council		9,050		-
Manchester Metropolitan University		-		5,300
Dutch Performing Arts		-		4,881
		<u>303,552</u>		<u>259,681</u>
<b>Donations</b>				
Private donations		-		3,020
Donations in kind		9,775		33,209
		<u>313,327</u>		<u>295,910</u>
<b>Income from charitable activities</b>				
<b>Festival and hire income</b>				
Hire income - Jubilee Square	18,047		29,450	
Box office income	-		2,754	
Partner contributions	-		17,740	
Other income	<u>96</u>		<u>-</u>	
		18,143		49,944
<b>Project specific funding</b>				
<b>Grants/Donations</b>				
Dutch Culture	25,323		148,019	
Oglesby Charitable Trust	25,000		-	
British Council Canada	7,750		-	
Manchester City Council	-		1,000	
Attenborough Centre	-		1,000	
Unlimited/Artsadmin - partner contribution	-		3,500	
Wildwuchs Festival	28,451		-	
Finnish Insititute	<u>15,000</u>		<u>-</u>	
		101,524		153,519
		<u>119,667</u>		<u>203,463</u>

**SICKI Productions Ltd****(Limited by Guarantee)****Year ended 31 March 2021**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Expenditure on charitable activities</b>		
<b>Festival</b>		
<b>Production/running costs</b>		
Production costs	36,217	52,082
Venue hire - in kind	-	11,450
Technical support - in kind	-	6,540
FOH - in kind	-	1,796
Speaker fee - in kind	-	3,300
Wages/salaries	195,048	204,875
Pension	10,870	11,412
Artists	17,764	143,875
Marketing/website	11,606	44,202
Marketing - in kind	632	5,880
	<u>272,137</u>	<u>485,412</u>
 Support and governance costs - page 17	 40,423	 51,763
	<u>312,560</u>	<u>537,175</u>
 Unrestricted	 225,288	 444,213
Restricted	87,272	92,962
	<u>312,560</u>	<u>537,175</u>

**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Year ended 31 March 2021**

	<b>2021</b>		<b>2020</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Support and governance costs</b>				
<b>Support costs</b>				
<b>Office overheads</b>				
Rent	22,230		14,117	
Premises costs	3,621		4,630	
Telephone/stationery/computer	2,285		4,562	
Depreciation of computer equipment	-		768	
		28,136		24,077
<b>Administration costs</b>				
Staff welfare	3,551		652	
Travel/accommodation/subsistence	43		8,932	
Sundries/tickets	1,040		400	
Core costs - in kind	-		3,443	
		4,634		13,427
<b>Professional/financial - Jubilee Square</b>				
Consultancy fees	3,861		5,180	
Discounts allowed	500		3,950	
		4,361		9,130
		37,131		46,634
<b>Governance costs</b>				
<b>Professional/financial</b>				
Legal/accountancy/consultancy	2,163		1,763	
Professional consultancy/training	-		1,398	
Subscriptions/licences	1,129		1,168	
Professional consultation/training - in kind	-		800	
		3,292		5,129
		40,423		51,763

**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Balance Sheet**

**31 March 2021**

		2021		2020	
	Notes	£	£	£	£
<b>Current assets:</b>					
Debtors	9	19,183		15,132	
Cash at bank and in hand		258,202		156,312	
		<u>277,385</u>		<u>171,444</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	10	<u>(8,332)</u>		<u>(11,575)</u>	
<b>Net current assets</b>			<u>269,053</u>		<u>159,869</u>
<b>Total assets less current liabilities</b>			<u>269,053</u>		<u>159,869</u>
<b>The funds of the charity:</b>					
Unrestricted funds	12		140,003		45,071
Restricted funds	13		<u>129,050</u>		<u>114,798</u>
<b>Total charity funds</b>			<u>269,053</u>		<u>159,869</u>

For the year ending 31 March 2021 the Company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small Companies.

Directors' responsibilities:

- The Members have not required the Company to obtain an audit of its accounts for the year in question in accordance with section 476;
- The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees on 22 December 2021 and signed on its behalf by

Paul Ferry  
Paul Ferry (Dec 22, 2021 13:04 GMT)

**Paul Ferry (Interim Chair)  
Trustee**

The notes on pages 19 to 26 form an integral part of these financial statements.

# **SICK! Productions Ltd**

**(Limited by Guarantee)**

## **Notes to the Financial Statements for the year ended 31 March 2021**

### **1. Accounting policies**

#### **1.1. Basis of preparing the financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (issued October 2019) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)) and the Companies Act 2006.

The charity 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 notes.

Fixtures/fittings	-	25% straight line
Computer equipment	-	25% straight line
Office/cellar improvements	-	25% straight line

#### **1.2. Debtors**

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

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

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### **1.4. Creditors and provisions**

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

#### **1.5. Fund accounting**

Funds held by the Charity are either:

- Unrestricted general funds - these are funds 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 restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

## **SICK! Productions Ltd**

**(Limited by Guarantee)**

### **Notes to the Financial Statements for the year ended 31 March 2021**

#### **1.6. Incoming resources**

All incoming resources are included in the Statement of Financial Activities when:

- the Charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the Charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

#### **Donations and legacies**

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the Charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the Charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

#### **Charitable activities**

SICK! Festival income - income from box office, performance fees and sundry other festival income is included in incoming resources in the period in which the relevant show takes place.

Hire income - income from Jubilee Square is included in incoming resources when receivable.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

#### **Donated services and facilities**

Donated services or facilities are recognised as income when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the Charity of the item is probable and that economic benefit can be measured reliably. On receipt, donated services and facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

#### **Investment income**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Notes to the Financial Statements  
for the year ended 31 March 2021**

**1.7. Expenditure**

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

**Costs of raising funds**

Costs incurred in attracting donations, and those incurred in trading activities that raise funds.

**Charitable activities**

Festival costs - costs incurred in production and running of festivals in the year.

**Support costs**

The administrative and overhead costs associated with running the office from which the Company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

**Governance costs**

Costs associated with the constitutional and statutory requirements of the Charity.

**1.8. Pensions**

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

**1.9. Significant Accounting Estimates and Judgements**

In determining the carrying amounts of certain assets and liabilities, the charity makes assumptions of the effects of uncertain future events on those assets and liabilities at the balance sheet date. The charity's estimates and assumptions are based on historical experience and expectation of future events and are reviewed annually. Further information about key assumptions concerning the future, and other key sources of estimation of uncertainty, are set out in the notes.

**2. Incoming resources**

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

**3. Net income/(expenditure) for the year is stated after charging:**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Depreciation/(revaluation) of tangible fixed assets	-	768
Independent examiners fees:		
- Independent examination	1,750	1,750

**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Notes to the Financial Statements  
for the year ended 31 March 2021**

**4. Trustees' emoluments and reimbursed expenses**

The Trustees received no remuneration during the year (2020 - £nil).

The aggregated amount reimbursed to Trustees during the year was £nil (2020 - £513).

**5. Staff costs and numbers**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Staff costs</b>		
Salaries and wages	206,298	204,875
Pension costs	10,870	11,412
	<u>217,168</u>	<u>216,287</u>

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

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £54,232 (2020 - £52,898).

**Staff numbers**

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Festival/programme	3	3
Administration	2	2
	<u>5</u>	<u>5</u>

**6. Pension costs**

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £10,870 (2020 - £11,412).

**SICK! Productions Ltd**

**(Limited by Guarantee)**

**Notes to the Financial Statements  
for the year ended 31 March 2021**

**7. Fixed assets - tangible assets**

	<b>Fixtures/ fittings £</b>	<b>Computer equipment £</b>	<b>Total £</b>
<b>Cost</b>			
1 April 2020 / 31 March 2021	4,500	14,370	18,870
<b>Depreciation</b>			
1 April 2020 / 31 March 2021	4,500	14,370	18,870
<b>Net book values</b>			
31 March 2021	-	-	-
31 March 2020	-	-	-

**SICK! Productions Ltd**

**(Limited by Guarantee)**

**Notes to the Financial Statements  
for the year ended 31 March 2021**

**8. Corporation taxation**

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 and section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its Charitable objects.

<b>9. Debtors</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade debtors	13,010	3,310
Other debtors	6,173	11,822
	<u>19,183</u>	<u>15,132</u>

<b>10. Creditors: amounts falling due within one year</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Accruals	8,332	11,575
	<u>8,332</u>	<u>11,575</u>

**11. Limited by guarantee**

The private limited company is registered in EW - England & Wales, is limited by guarantee, and does not have a share capital. Each Member gives a guarantee to contribute a sum, not exceeding £1, to the Company should it be wound up. At 31 March 2021 there were 6 Members.

<b>12. Unrestricted funds</b>	<b>Brought forward</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Carried forward</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General fund	<u>45,071</u>	<u>331,470</u>	<u>(236,538)</u>	<u>140,003</u>

**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Notes to the Financial Statements  
for the year ended 31 March 2021**

<b>13. Restricted funds</b>	<b>Brought forward</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Carried forward</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Wildwuchs x 2	-	28,451	(2,800)	25,651
Finnish Institute	-	15,000	-	15,000
Dutch Culture	114,798	25,323	(79,071)	61,050
Oglesby Charitable Trust	-	25,000	(5,401)	19,599
British Council	-	7,750	-	7,750
	<u>114,798</u>	<u>101,524</u>	<u>(87,272)</u>	<u>129,050</u>

**Wildwuchs x 2**

Funding for the 2022 Commission.

**Finnish Institute**

Funding towards Graphic Encounters Commission.

**Dutch Culture**

Funding for Mindscapes Project.

**Oglesby Charitable Trust**

Funding for Commissions and Community programme.

**British Council**

Funding for the DICE programme.

**14. Analysis of net assets between funds**

	<b>General funds</b>	<b>Restricted funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Fund balances at 31 March 2021 are represented by:			
Net current assets	<u>140,003</u>	<u>129,050</u>	<u>269,053</u>
	<u>140,003</u>	<u>129,050</u>	<u>269,053</u>

**SICKI Productions Ltd**

**(Limited by Guarantee)**

**Notes to the Financial Statements  
for the year ended 31 March 2021**

**15. Financial commitments**

At 31 March 2021 the company had total future commitments under non-cancellable operating leases as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Due:</b>		
Within one year	-	12,325
	<u>          </u>	<u>          </u>

**16. Related party transactions**

There were no related party transactions requiring disclosure.