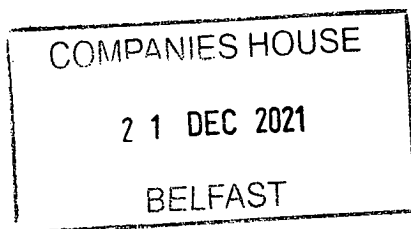


Charity Registration No. NIC100983/XR91653

Company Registration No. NI058233 (Northern Ireland)

THE BLACK BOX TRUST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021



THE BLACK BOX TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Ms J Barkley Ms R McCarthy Mr S Watson Ms S Dickson Mr N Sinclair
Secretary	Ms R McCarthy
Charity number	NIC100983/XR91653
Company number	NI058233
Registered office	18-22 Hill Street Belfast Co. Antrim Northern Ireland BT1 2LA
Auditor	PKF-FPM Accountants Limited 1-3 Arthur Street Belfast Co. Antrim BT1 4GA

THE BLACK BOX TRUST

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THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The trustees present their report and financial statements for the year ended 31 March 2021.

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

Chair Comments; The Board presents the Trustees Report for the year 2020/21. We are reporting on a year that has created huge financial pressures on Northern Ireland's arts and creative sectors. The challenge presented by the pandemic was extraordinary but the manner in which the organisation has responded to this is testimony to the diligence and resourcefulness of the staff and Board and support of our funders.

The excellence of the Black Box staff, their programming (under the most difficult of circumstances), the loyalty of festivals, artists and audiences continues to inspire and remind the Board of the importance of the space and to ensure that we provide for and inspire audiences otherwise marginalized from opportunities.

The pandemic has been an uncertain and worrying time but also a time to review, reflect and make improvements where possible. We have continued to build on our long-term resilience work, started before the pandemic; progress has been ongoing during the 2020/21 period. Activities as follows:

- Regular Executive Team planning and review structure.
- Financial planning and review.
- Board review and strengthening.
- Management mentoring to the Black Box Director
- Regular Zoom meetings with the Board & Executive.
- Full review of the practical considerations in establishing the Black Box trading company. Conducted by EF McCambridge Accountants.
- Delivery of a very successful fundraising programme.

We recently secured funding from The National Lottery Dormant Funds. This is a huge development for the organisation as it will contribute £99,900 over two years to build resilience and financial stability with a particular focus on commercial growth. This involved a rigorous and competitive application programme. At the end of the project The Black Box will be more resilient and prepared for the future with better systems and structures in place. This will include a more appropriate staff structure combined with a stronger Board.

The funding will also unlock unrestricted income for the organisation. One of the initiatives the funding will support is the relaunch of our membership programme. The income target for this exciting initiative is £20k in the first 12-18 months.

Significant strides have also been made in strengthening our management planning & capacity. We have been delivering an ongoing Resilience & Management mentoring programme with consultant Peter Kelly, initially assigned to the organisation through the Arts Council of Northern Ireland & Belfast City Council Resilience Programme. This work has built management capacity, made improvements in systems, and developed new fundraising opportunities.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

We have appointed a new Finance Administrator, qualified accountant Christine Whiteman who has overhauled our accounting systems, introduced new software and implemented meticulous record keeping.

We now have a very active Finance Subcommittee Chaired by our Treasurer Norman Sinclair. The committee meet once a month and review detailed financial reports prepared by Christine Whiteman, alongside Management accounts and cashflow forecasting. This committee produce action points and reports to the general Committee (who also meet monthly). This structure enables the Board of Trustees to keep across the finances, plan and mitigate risk.

2020/21 has also been the first year of our new annual funding programme with Belfast City Council's Core Multi-Annual Grant programme. As an Anchor Client we have secured a four-year programme of funding support which also presents a significant uplift in core annual support. We are one of only nine Anchor clients selected through a competitive programme to deliver the new Cultural Strategy.

We are also delighted in this financial year to secure funding from Belfast city council to deliver Gig Buddies Belfast. This exciting, UK-wide initiative pairs volunteers with adults with learning disabilities to be friends and go to gig together. This funding will be instrumental in building capacity and raising the profile of the Black Box and our innovative programme and approach to arts and cultural activity.

We have a very successful track record of securing in-year funding for projects. Additional awards for project funding include Paul Hamlyn Foundation, Halifax Foundation, Community Foundation for Northern Ireland, British Science Association, and Public Health Authority.

Covid-19 has dramatically had an impact on many venues and arts and cultural organisations, many of which are not as reliant on self-generated income as The Black Box is. We have demonstrated our resilience in securing diverse financial support to navigate through 17 months of closure (March 2020 - August 2021).

Since reopening, venue activity has been busy, and our upcoming programme shows limited availability between now and May 2021. We have delivered 130 events since reopening in mid-August despite some on-going restrictions. We have seen the return of our festival and programming partners as well as the development of new partnerships. This has been incredibly challenging, and I would like to commend the staff team on all their work through this difficult reopening and recovery period, which will be ongoing over the coming years as we all adapt to Covid-19.

We have also resolved all ongoing litigation which had been challenging both in financial and management terms. We are now in a much better position to plan for the future.

Through the period of lockdown and venue closure the Board has remained dedicated to the organization meeting online twice every month, action planning as well as detailed on-going review of financial expenditure & planning. We continued to work with our partners throughout to support artists, successfully deliver a rich programme of cultural events, and deliver vital support to isolated audiences through innovative digital engagement programmes.

I would like to take this opportunity to thank all those who have supported the organization through this time, our funders, artists, audiences, festivals, employees, board members, consultants and our committed and determined Director, Rachael.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Objectives and Activities

- to provide a cultural space within the Cathedral Quarter in Belfast to advance arts, culture and sciences and promote the public's knowledge, understanding and appreciation of these purposes by providing facilities, venues, services, and staff and by developing and establishing programmes for live music, theatre, literature, comedy, film, visual, abstract, conceptual and performance art amongst others.
- to advance citizenship and community development by supporting social and community infrastructure, promoting social inclusion and volunteering through engagement with arts;
- to promote the effectiveness of charities and the effective use of charitable resources by providing office space for administrative purposes including event organisation and festival launches;
- to advance creative education in arts and drama by fostering, improving and encouraging new and developing artistic talent to improve individual and group competences and skills;
- to promote relief of those in need by reason of age or disability by providing facilities, developing, and operating programmes to engage with persons of 16 years or over, older adults and/or adults with learning disabilities to promote social inclusion, learn new skills including advocacy and encourage the use of their creative abilities.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

ARTISTIC AND ORGANISATIONAL VALUES

Through our values we will create a space that celebrates arts and culture through visual art, music, theatre, science, literature and everything in between. The unique selling points of the venue are its no-nonsense approach and alternative programming and this should be maintained.

Adventurous	Taking creative risk – risk benefit!
Alternative	A Platform for original, unusual, emerging, left-of-Centre work
Creative	Working creatively and with creative people
Collaborative	Working with other artists, organisations, sharing our ideas & resources
Accountable	Open, answerable, and responsible practices and processes Innovative
Inventive	Brave, original new ways of working and producing Provoking Stimulate debate
Stimulating	Generating ideas and responses and inspiring new work
Curious	Asking questions, allowing audiences to discover and wonder
Radical	An imaginative edge of creative change, social change through arts engagement
Welcoming	Create a safe, welcoming space for audience and artist alike

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

The Black Box is a successful and acclaimed engaged arts venue in Belfast, supporting an extensive network of performers, organisations, community groups and festivals in creating and promoting innovative, grassroots, and accessible events. Its' exciting, diverse programme showcases live music, theatre, literature, comedy, film, visual art, live art, science, circus, cabaret, workshops, and all points in between.

Central to the success of the Black Box organisation and what makes it unique is its core working value of supporting equity of access and social inclusion for users, audiences, and the creative community of the city. The venue has become the hot bed of innovative arts and cultural practice, much of this coming from those who are marginalized, underrepresented and under-resourced in wider arts provision and cultural development.

While known to audiences as home to **27 annual festivals** including Cathedral Quarter Arts Festival, Belfast Film Festival, Belfast International Arts Festival, Out To Lunch and NI Science Festival, the venue's most vital work is in creating spaces and opportunities for new artists and producers and social opportunities for some of our most vulnerable and socially isolated communities.

In-house initiatives for people with learning disabilities include Black Moon, a monthly disco run for and by adults with learning disabilities (including a DJ Academy); weekly interactive arts based activities Moon Music and Creating Connections; Mini Moon sensory disco for young children with disabilities; Black Moon Film Club, relaxed and autism friendly film screenings. That is a total of 200 annual events that engage directly with over 6000 people a year at our main venue and in partner venues throughout Northern Ireland.

The venue is one of the most LGBTQ+ friendly spaces in the city, with staff trained in LGBTQ+ awareness and a policy of supporting queer arts. As well as being home to the award-winning annual Outburst Queer Arts Festival - which would not have been able to grow without the support of the venue - the Box is home to Queertopia performance initiative for young LGBTQ+ people, many Pride events and LGBTQ+ film screenings, talks and workshops.

Through in-house and guest programming, the Black Box hosts a year-round selection of talks, debates, lectures and open forums that promote active citizenship, support and engagement. From well-known names like Mark Thomas, Owen Jones and Germaine Greer to environmental activist groups and women's rights organisations, there is always space for discussion at the Black Box around how we work together for positive social change.

As the most affordable rentable arts space in the city, the Black Box has enabled hundreds of emerging artists and promoters to try out new ideas and ventures. Hugely successful events like TenX9 storytelling night, Science Cafe, Midweek Magic, Late Night Art and Culture Night all had their genesis in Black Box. Many of these still thrive there. The venue is vital in the arts ecosystem, providing an essential greenhouse space for new ideas to grow. Without this, there is no "leg up" for those artists who will be our household names in ten years' time.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

MAIN ACTIVITIES:

Our main activities and programme is fully aligned to our Strategic Aims 2019-2024 as follows:

Creative Social Change; using creativity to support social inclusion, integration and equality and empower people, especially underrepresented groups by developing skills and social experiences

Creative Space; creating shared spaces and opportunities for artist, producers and performers to experiment, test ideas, be innovative and build audiences,

Creative Innovation & Partnership; being champions for partnership working, shared learning, and connecting others. We have an open and welcoming approach and invest in developing relationships to support others to fulfill their potential and contribute to the critical mass of artistic endeavor and performance in Belfast.

Creative Destination; being an outward looking and progressive organisation and believing in the benefits of connecting with and sharing knowledge with international communities.

CORE PARTNERSHIPS:

The Black Box Trust is a champion of the arts and promotes access for all. The Black Box continues to be an annually funded client of the Arts Council of Northern Ireland aligned with the aims of their Strategic Framework for Developing the Arts 2019-2024.

The 2020/21 was the first year of our new core funding as an Anchor Client of Belfast City Council's Core Multi Annual Funded clients programme delivered as part of the new BCC ten-year Cultural Strategy A City Imagining, securing £60k per annum for the next four years.

Partnership working has been crucial to navigating through the Covid-19 Pandemic. Our business model means we are over 80% reliance on self-generated income through venue ticket sales, beverage & catering, and venue hire. This meant that as an arts organisation we were particularly vulnerable to the pandemic and impact of closure. The Staff & Board with support from Management Mentor Peter Kelly were able to secure many funding and financing partnerships to meet the ongoing costs. The organisation was able to access support from the CJRSS Job Retention scheme, donations were raised through a public Crowdfunder, emergency grants were secured from existing relationships with the Arts Council of Northern Ireland, Halifax Foundation and Paul Hamlyn Foundation and new partnerships were made with the Community Foundation of Northern Ireland, British Science Association, and Comic Relief.

Post-pandemic we look forward to re-establishing operations and programming through Festivals & Partnerships, Black Box Promotions & Events, and external Hires. Welcoming back; Out To Lunch Festival, Northern Ireland Sciences Festival, Imagine Festival of Ideas & Politics, Brilliant Corners Festival of Jazz, Young At Art Children's Festival, Belfast Film Festival, Revision Performing Arts Festival, Cathedral Quarter Arts Festival, Belfast City Blues Festival, European Heritage Day, Comedy Lab Comedy Festival, Outburst Queer Arts Festival, Hit the North Street Art Festival, Open House Festival, Culture Night, Docs Fest Ireland, Sound of Belfast, Women's Work, Independent Venue Week, Output Festival PRIDE, Belfast International Arts Festival, Human Rights Festival, Sonorities, Bounce Disability Arts Festival, Four Corners Festival, Belfast Book Festival and many more!

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

And programming partners; Strange Victory Promotions, Shine Promotions, Moving On Music, CQ BID, Tenx9, Film Devour, Wonder Frog, Seedhead Arts and The Infinite Jest.

The Black Box continues to be a popular venue and our flexibility and capacity means we have an attractive offer for events operating under Covid-19 restrictions. We have two spaces that are available to hire: 240 capacity the main theatre and 50 capacity Green Room Cafe. Both spaces have a PA, screen & projector, and adaptable furniture. This makes it suitable for musicians, performers, promoters, start-up companies, community, and activist groups for live audiences, fundraisers, discussion sessions and workshops.

MAIN ACTIVITIES AND ACHIEVEMENTS IN THE YEAR:

During the Financial Year April 2020 – March 2021 the Black Box was closed to the general public in line with government restrictions due to the Covid-19 pandemic. During this period we made sure to continue to use our platform and support artists, festival and audiences, particularly our most vulnerable audiences throughout lockdown. As a charity we run a number of projects for and by people with learning disabilities. These audiences who were already isolated, were further isolated by the pandemic with many of their activities, services and resources removed.

We it became clear we were going to be in lockdown we prioritized our outreach and engagement programmes for and by people with learning disabilities and immediately took our regular weekly session online. Throughout the duration of lockdown, we ran 2-3 interactive Zoom session/workshops. We secured funding to get seven tablets with Wi-Fi and delivered these out to group members who did not have the means to join online. We also made weekly phone calls to check-in and posted out activity packs so that group members had different ways to engage and stay connected.

Statistics for Outreach and Engagement projects during lockdown March 2020 – April 2021;

200 Sessions online sessions
592 Interactions with People with Learning Disabilities
661 Interactions with Carers
71 Visiting Artists/Facilitators
10 Volunteers

Funding partnerships 2020/21 to support Outreach & Engagement projects:

The Community Foundation
The National Lottery Community Fund
HSBC
British Science Association
The Halifax Foundation
The Arts Council
Belfast City Council
Arts and Business NI

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Examples of projects include;

- Women Carers Group in collaboration with The Oh Yeah Centre, funded by Spirit of 2012 and The Tampon Tax.
- PS2 collaboration with Moran Been-noon and Zara Lyness, Tangible Selves
- British Science Association Project, Moon Base Biodiversity Project.
- Oscars Travels Animation project with Dublin based animator Iobhar Stokes
- Music Collaboration with musician Ruth McGinley, It is Hard to Find Words for Feelings.
- Mural project with artist Duncan Ross
- Socially Distanced Walks across Belfast
- Feile an Phobail
- Feile an Earraigh, International Women's Day Feature
- Disability Awareness Week – video with BSL and ISL interpreters
- Taking part in Culture Night 2020 – producing a video of group performances
- Moon Music made their first Music Video for 'Red Ribbon'
- Several collaborations with 'The Coffeehouse Project, New Jersey' – recording songs and videos together

Feedback from audiences was very positive with many expressing what a life-line the organisation has been during lockdown, and throughout the ongoing impact of Covid-19;

I just want to express a massive thanks to yourself and the team in the Black Box for getting these devices and setting them up for the folks who don't have this type of technology to hand! This really brought a smile to Matthew's face when he was able to see each and every one of his friends at the Black Box! He really cannot wait for the next session today at 2pm! Matthew is that excited about it, he wants to show the device to some of his friends here in Hemsworth Court so you might be seeing some other familiar faces today!

Jessica, Activity Support Worker – Hemsworth Court

Well done to you guys for supplying people with Tablets so they can access these sessions. It was just amazing to see Matthew from Hemsworth. There are so many people like Matthew who are living in Sheltered accommodation or Care Homes who are missing out on so much stimulation and connection at the minute, so I was thrilled that he able to join in and dance so beautifully.

Charmaine, Dance Facilitator

Thank you for this – Laura is really enjoying it – and we are learning about new technology we had never heard of before.

Marjorie, Carer

You're doing so many great things online, really has been lifting my spirits! Real sense of solidarity in the Zooms!

Niamh, Project volunteer

Thanks to you, Iman and all the people that delivered the great workshops - all much appreciated. You have the best personality for bringing people together and hopefully in the not-too-distant future we can maybe have a catch up in person in the Black Box - Happy Christmas!

Donna, Carer

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Moon Music is one of the few positives to come out of the pandemic. Thanks for making us part of the group. Collaborating with you and the gang has given me a reason to keep thinking creatively. It has been great for S, too. He has been struggling with mental health and physical issues ... 'going to Belfast' every Thursday morning gives him focus and some social contact and being able to contribute boosts his self-esteem.

John, The Coffeehouse, New Jersey.

The tenants and myself would like to firstly thank you for all that you have done for us throughout the lockdown! From sending out packs for activities to lending us a tablet to do zoom calls with the creating connections group to sending through the weekly roundups. You have been amazing and keeping our tenants linked with the groups that they love being with! So thank you!

Jessica, Support Worker & the tenants from Hemsworth Court

It is so great you are able to have the sessions on Zoom – Simon was telling me about how good it was and how much he enjoyed it.

Laurie, Care Worker

In addition we ran online version of our Black Moon and Mini Moon discos, with monthly mixes and video resources. This range of work also enabled us to pay artists and musicians to facilitate sessions and create videos at a time where many lost all their income and employment overnight. In total we were able to pay over 200 artists during lockdown.

Where restrictions permitted, we also made the venue available to festivals, community groups artist and performers to support the creation of their digital programme via prerecords and livestreams. This included Array Collective (filming for Turner Prize 2021 Exhibition); Arts Ekta; Belfast International Art Festival; Brian Moore Festival; Cathedral Quarter Arts Festival; Moving on Music; NI Opera; Open House Festival; Outburst Queer Arts Festival; University of Atypical.

More than any other venue or shared space in the city, the Black Box supports education, engagement and inclusion through its creative programming and partnerships, and this has been the same during the Pandemic. We actively support the idea that when creative space, whether it is physical or virtual, is accessible to everyone and when people come together in a space where they are made equally welcome, the most amazing things can happen.

MILESTONES & ACHIEVEMENTS

- Successfully securing enough funding & financing to take bring the organisation through a year of closure due to the Covid-19 pandemic
- Delivery of the first year of new four-year funding programme with City Council CMAF programme 2020-2024
- Over £10,000 raise through Save Our Venues Crowdfunder
- Staying connected with marginalized audiences though the delivery of over 230 interactive online sessions
- Artist Commissions with musician Fears and artist Duncan Ross supported through the ACNI Stability & Renewal Programme
- Engagement with Eximo marketing and Wibble on and Audience & Website development project
- Completion of ACNI/BCC Resilience Programme
- Report conducted by EF McCambridge Accountants in establishing the Black box trading company.
- Resolution of all legal matters that have been ongoing for over four years.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Organisation Resilience

The Resilience programme delivered through the Arts Council of Northern Ireland and Belfast City Council had a massive positive impact across management structures, board strength & representation, fundraising & commercial activities, marketing & PR, staff effectiveness and organisation partnerships. There have been tangible improvements to the staff structure, the board and our financial management arrangements.

The programme increased capacity for financial and strategic planning. The contribution of Peter Kelly (management & board mentor) and Christine Whiteman (accountant) have been vital in this respect. Developments have included a refreshed Finance Sub Committee, monthly formal review of income & expenditure, and a monthly accountant's report along with management accounts.

The Black Box has reviewed its strategic direction to combine artistic accessibility & excellent output with financial resilience. Our accounts now indicate that we are in a much stronger position than was the case previously whilst still delivering for the arts and for our stakeholders.

The Resilience programme built on the Black Box's reputation for partnership and for supporting the arts. As such supporting artistic organisations & individuals is an organisation priority.

Our resilience efforts have allowed:

1. New & more effective management & organisation structures.
2. Board focus on finance & financial management.
3. Strong financial information and reporting.
4. Development and delivery of ambitious & achievable fundraising plans.

The Black Box made a decision to continue the partnerships with Peter Kelly & Christine Whiteman to further support and embed organisation & financial resilience (board and executive). This supported fundraising and management initiatives during the pandemic shut-down to ensure that the organisation is in a stable financial position.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

A review of the charity's financial position at the end of the year

The Finances as at 31 March 2021 have shown a significant improvement on the previous year. However, we continue to monitor our finances closely with a view to reducing the unrestricted deficit brought forward. The Director has been working closely with the Finance staff, Management Mentor, Board of Trustees, to improve our financial systems and position.

Whilst considerable operational revenue has been lost as a result of the closure of it's venue due to the Covid-19 pandemic, we been successful in delivering a strong fundraising programme during this period. Through the efforts of our board & executive we have maintained a strong cash flow enabling the organisation to address many of its debt balances brought forward from 19/20.

Actions to continue to build financial resilience and mitigate risk; -

- Appointment of a qualified accountant to look after the finances and produce monthly reports & budget variance reports.
- Continue to maintain strategic funding targets with core funders ACNI AFP, Belfast City Council new CMAF programme, build on partnership with Paul Hamlyn Foundation.
- Strategic funding targets with programme funders The National Lottery, Halifax Foundation, Public Health Authority and Community Foundation of Northern Ireland.
- Fundraising programmes through Black Box membership relaunch, donations, fundraising events, and online crowd-funding donations.
- The Green Room trading arm project; following research work carried out during 2020/21 we will continue to work towards implementation of a trading arm, establishing separate finance reporting and analysis and seeking further external advice where required.
- Continued engagement with third party management mentor to strengthen and guide the 'Executive Management Team' in 2021/22.
- Continued review of organisation expenditure formally on a monthly basis
- Continued review of staff structure and organisation capacity.
- Continued review and development of Board to identify skills & experience gaps aligned to strategic priority areas.

The trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Long Term Aims and Strategic Planning

1. Continue to build back our programme through the COVID-19 Recovery processes, promoting programming capacity to ensure attractiveness of offering and ability to adapt, aligned with compatibility with our mission and to ensure stability and growth of self-generated income.
2. The Black Box Trust will have a reserve equivalent to three months' operating costs and an ongoing capital investment programme to renew and replace ageing equipment and fixtures and fittings.
3. Have sufficient resources to maximise our artistic output, whilst ensuring that the whole community has access to a thriving programme, where all performances achieve maximum capacity.
4. Strengthen enduring partnerships with festivals to ensure continual growth of high profile, supportive and relevant events and programmes at the Black Box.
5. Manage Black Box curated and promoted programming, promoter led events and other activities to ensure the highest level of quality artistic output and occupancy/usage for both the Main Theatre and the Green Room.
6. Nurture and support emerging artists and art & community organisations.
7. As a Grassroots Music Venue, occupy an important role within the city, essential part of music industry ecosystem incubating the 'stars' of tomorrow and significant generator of night-time economic activity.
8. The Black Box Trust has successfully secured the Gig Buddies project with support from Belfast City Council. We will deliver the project over the next four years, pushing disability arts provision to a new, dynamic place working with venues and festivals across the city.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

KEY PRIORITIES FOR 2020-21

Our objectives and priorities were as follows:

Programming

- Review programme activity in the context of the of COVID-19 pandemic & shutdown.
- Take inclusion programmes online using interactive digital platforms and bring projects together to better reach target audiences.
- Develop digital programme using online versions of core programmes and develop new programmes for online engagement. Adopt a 'blended approach' with a combination of online and in-person events where possible, in line with government guidelines and restrictions.
- Review the Black Box offer for festival partners and adapt venue to accommodate recordings and live-streaming from the venue.

Staff management and communication

- Ensure good governance of the organisation with continuity of meetings & business in pursuance of the mission & objectives of the organisation.
- Focus on developing the executive management function through planning and effective control and on delivering the objectives of the organisation.
- Communicate regularly with staff and volunteer team and provide updates with information.
- Ensure that the venue is ready to reopen when legislation permits it to do so.
- Update policies & safeguarding for online working.
- Develop COVID-19 staff briefing documents, risk assessments, and operational plan for any venue activity.
- Maintain strong working relationship with management mentor Peter Kelly to include his input to board and executive team meetings.

Commercial Income & Business Development

- Review expenditure and financial performance formally & regularly with the board and Finance Sub Committee.
- Stay up to date with Government support schemes including the CJRSS [furlough] and other small business and local restriction support schemes.
- Manage all furlough and staff planning arrangements.
- Engage with audiences and maintain organisation profile while venue is closed through social media, campaigns and a varied & engaging programme of activity.
- Manage effective input from accountant Christine Whiteman and review systems and processes to include relevant software.
- Manage communication with service providers, review contracts as appropriate, and negotiate revised rates during the period of forced venue closure.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Fundraising and Partnerships

- Manage relationship with funding partners to include changes or adaptations to programmes during the period of closure & restricted activity.
- Identify and make applications to organisations and trusts that can support the organisation and its projects through the COVID-19 pandemic.
- Establish partnerships and support networks to assist with managing the impact of the COVID-19 pandemic.

Strengthening Our Board

- Increase overall board to twelve members.
- Increase board quorum from three to five.
- Appoint a new Chair for a five-year period.
- Seek to appoint a new board member with a prominent role in the business and technology sector.

Matching Staff Resource with Ambition

Better aligning the executive structure to organisational aims and objectives to include:

- Review of Director job role with focus on planning, management, artistic & audience output and governance of the organisation. The Director is responsible to the Board of Trustees who oversee the performance of the executive in the delivery of business plan and strategic plan objectives.
- Development of Operations Manager post with a focus on the venue and operational management ensuring that services & programmes are delivered professionally, efficiently and effectively.
- Review of the marketing and communications role to support the work of the Director and Operations Manager.
- Review of the outreach activity with a view to consolidating management and delivery mechanisms to ensure effectiveness and growth.

Financial Management - This is a key area given the envisaged growth activities and the challenges of managing the Black Box Trust/Green Room reorganisation. It will also be key to navigate the organisation through the COVID-19 pandemic. We will continue to work closely with Christine Whiteman, the Bank of Ireland and our accountants PKFFPM.

Whilst considerable operational revenue has been lost as a result of the closure of its venue due to the Covid-19 pandemic, we been successful in delivering a strong fundraising programme during this period. Through the efforts of our board & executive we have maintained a strong cash flow enabling the organisation to address many of its debt balances brought forward from 19/20.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

The charity is a company limited by guarantee governed by its Memorandum and Articles of Association.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Ms J Barkley

Ms R McCarthy

Mr S Watson

Ms S Dickson

Ms E McConnell

(Retired 4 March 2021)

Ms G Morton

(Retired 4 March 2021)

Mr N Sinclair

Recruitment and Appointment of Trustees

Trustees interested in joining the Board must complete an application and interview. Applications and bios are reviewed by the Board and on approval, new trustees go through an induction, and probationary period (of three months) following this, successful candidates are formally appointed to the Committee at the next coming AGM. Trustee induction packs include information from the last AGM; minutes and annual report, minutes from the last three Committee meetings, a copy of the Black Box Trustee Code of Conduct and are appointed a mentor within the current Committee for support and supervision. Our processes and policy are developed in line with The Code of Good Governance handbook created by the Developing Governance Group and with ongoing support from Arts & Business.

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

CURRENT STAFFING STRUCTURE

(Charity)

Rachael Campbell-Palmer, Director (FT)

Holly Foscett, Admin & Comms Officer (32hrs per/w contract) Seonaid Murray, Outreach Officer (32hr per/w contract)

6 project volunteers (2-4 hours per week, joining remotely)

(Venue)

Neil Jacques, Venue Manager (FT) Paul Brennan, Bar Manager (FT)

Paul McLaughlin, Ollie Woodhouse, Helena Smyth Duty Manager (PT)

Up to 10 venue staff (PT, casual hours)

The Black Box team are highly experienced and motivated and hold a wide and varied range of skills between them. Skills held include:

- Excellent customer care
- First Aid
- Health & Safety
- Fire Safety
- Child Protection and Adults At Risk Safeguarding
- Considerable technical expertise
- Self-motivated and Forward-thinking
- Management skills – events, budgets, people, time
- Marketing and PR
- Finance and Accountancy
- Creativity and Imagination
- Years of programming expertise

Remuneration Policy

Salaries for the organisation are set and reviewed in line with Government legislation by the Director and approved by the Board of Trustees. Staff are reviewed continuously by line management with formal annual appraisals, staff are paid weekly or monthly depending on job roles and in line with internal financial policy and procedures. Salaries for senior staff and management are determined and reviewed by the Board of Trustees. Further information is available through contracts of employment and via the Staff handbook, hard and soft copies are accessible online and in the venue.

THE BLACK BOX TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

CULTURE OF ORGANISATION:

We have worked on developing user-centered Design Thinking techniques and implemented a set of goals to encourage all staff members:

- Communication. This will be especially important during the upcoming year with the impact of COVID-19. We recognise people will be in the unknown and feeling concerned and it will be essential to make the staff and volunteer team valued.
- Share the "big picture" with employees. Staff are consulted on this Report, as well as the Black Box Audience Development and the Black Box Strategic Plan. We hold regular staff meetings and opportunities for feedback and discussion.
- Work with employees to set challenging, yet attainable goals. Some of these will be related to up-selling of products at the venue, for example cross selling shows by becoming more involved in knowing exactly what is on and what audiences might like to see next.
- Give them a real voice in the Black Box's future. Advice will be taken from employees and rewarded, for example a 'duvet day', staff feedback box.
- Encourage employees to be innovative. Give people space to think, try out ideas, visit other venues and businesses to get inspired.
- Put systems in place for measuring productivity. Look at who is working where, attaining the highest product sales or producing the best customer feedback and reward.
- Give feedback, both formal and real time. Establish ongoing evaluative processes so people can get feedback on how well they're meeting their goals both in real time and at scheduled assessment times.

Auditor

PKF-FPM Accountants Limited were appointed as auditor to the company and a resolution proposing that they be re-appointed will be put at a General Meeting.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.


.....
Ms J Barkley

Trustee
Dated: 16.12.21

THE BLACK BOX TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The trustees, who are also the directors of The Black Box Trust for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

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

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

THE BLACK BOX TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF THE BLACK BOX TRUST

Opinion

We have audited the financial statements of The Black Box Trust (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2021 and of its incoming resources and application of resources, 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.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

THE BLACK BOX TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE BLACK BOX TRUST

Conclusions relating to going concern

We draw attention to note 1.2 in the financial statements, which indicates that the Balance Sheet of The Black Box Trust shows a position of net current liabilities, which indicates that a material uncertainty exists that may cast significant doubt on the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Our evaluation of the directors' assessment of the entity's ability to continue to adopt the going concern basis of accounting included reviewing positive post year end funding position and results.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

THE BLACK BOX TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE BLACK BOX TRUST

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

THE BLACK BOX TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE BLACK BOX TRUST

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under section 65 of the Charities Act (Northern Ireland) 2008 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.


Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

THE BLACK BOX TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF THE BLACK BOX TRUST



Lowry Grant (Senior Statutory Auditor)
for and on behalf of PKF-FPM Accountants Limited

Chartered Accountants

Statutory Auditors

1-3 Arthur Street

Belfast

Co. Antrim

BT1 4GA

20/12/21

PKF-FPM Accountants Limited is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

THE BLACK BOX TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
Income and endowments from:							
Donations and legacies	3	184,904	-	184,904	16,970	-	16,970
Charitable activities	4	52,517	283,704	336,221	502,601	72,402	575,003
Other income	5	1,342	-	1,342	14,775	-	14,775
Total income		238,763	283,704	522,467	534,346	72,402	606,748
Expenditure on:							
Charitable activities	6	203,945	218,486	422,431	586,543	68,322	654,865
Net incoming/ (outgoing) resources before transfers		34,818	65,218	100,036	(52,197)	4,080	(48,117)
Gross transfers between funds		1,222	(1,222)	-	-	-	-
Net income/(expenditure) for the year/ Net movement in funds		36,040	63,996	100,036	(52,197)	4,080	(48,117)
Fund balances at 1 April 2020		(134,280)	30,734	(103,546)	(82,083)	26,654	(55,429)
Fund balances at 31 March 2021		(98,240)	94,730	(3,510)	(134,280)	30,734	(103,546)

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

All income and expenditure derive from continuing activities.

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

THE BLACK BOX TRUST

BALANCE SHEET

AS AT 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Tangible assets	10		35,852		27,695
Current assets					
Stocks	11	3,058		7,045	
Debtors	12	64,942		33,929	
Cash at bank and in hand		3,124		1,292	
		<u>71,124</u>		<u>42,266</u>	
Creditors: amounts falling due within one year	14	(67,582)		(173,507)	
Net current assets/(liabilities)			3,542		(131,241)
Total assets less current liabilities			39,394		(103,546)
Creditors: amounts falling due after more than one year	15	(42,904)			-
Net liabilities			<u>(3,510)</u>		<u>(103,546)</u>
Income funds					
Restricted funds	16	94,730		30,734	
Unrestricted funds		(98,240)		(134,280)	
		<u>(3,510)</u>		<u>(103,546)</u>	

THE BLACK BOX TRUST

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2021


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2021, although an audit has been carried out under section 65 of the Charities Act (Northern Ireland) 2008. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

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

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 16-12-21


Ms J Barkley 16-12-21
Trustee

Company Registration No. NI058233

THE BLACK BOX TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash absorbed by operations	19		(18,923)		(14,865)
Investing activities					
Purchase of tangible fixed assets		(15,188)		(4,348)	
Net cash used in investing activities			(15,188)		(4,348)
Financing activities					
Repayment of borrowings		41,374		12,725	
Net cash generated from financing activities			41,374		12,725
Net increase/(decrease) in cash and cash equivalents			7,263		(6,488)
Cash and cash equivalents at beginning of year			(9,751)		(3,263)
Cash and cash equivalents at end of year			(2,488)		(9,751)
Relating to:					
Cash at bank and in hand			3,124		1,292
Bank overdrafts included in creditors payable within one year			(5,612)		(11,043)

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Charity information

The Black Box Trust is a private company limited by guarantee incorporated in Northern Ireland. The registered office is 18-22 Hill Street, Belfast, Co. Antrim, BT1 2LA, Northern Ireland.

1.1 Accounting convention

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

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

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

1.2 Going concern

These financial statements are prepared on the going concern basis. The trustees have a reasonable expectation that the charity will continue in operational existence for the foreseeable future, however, the trustees are aware of certain material uncertainties which may cause doubt on the charity's ability to continue as a going concern. In the year to 31 March 21 the charity generated a surplus of £36,040 in their unrestricted reserves which has greatly reduced the balance of net current liabilities brought forward from the previous year. The charity has continued in the current year with its improvements in systems and structures and also the development of new fund-raising opportunities. Whilst going concern remains a challenge, in light of actual activity since the year end, the Trustees are confident that they can continue to reduce the net current liabilities deficit and as such the Trustees have a reasonable expectation that the charity will continue in operational existence for the foreseeable future.

The trustees have considered this in the knowledge that on the 30th January 2020, the World Health Organisation (WHO) announced *Coronavirus* as a global health emergency and, on the 11th March 2020, it announced that *Coronavirus* was a global pandemic. The impact of this have been discussed further within the Trustees Report within the financial statements.

1.3 Charitable funds

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

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

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the promotion and development of music and activities undertaken to further the purposes of the charity and their associated support costs. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.6 Tangible fixed assets

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

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

Leasehold land and buildings	10% Straight Line
Plant and equipment	20% Straight Line

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

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.8 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.9 Cash and cash equivalents

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

1.10 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.11 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.12 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Donations and gifts	74,902	16,970
HMRC Job Retention Scheme	110,002	-
	<u>184,904</u>	<u>16,970</u>

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

3 Donations and legacies

(Continued)

Donations and gifts

Donations	13,902	5,470
Belfast City Council	60,000	11,500
Stephen Clark Fund	1,000	-
	<u>74,902</u>	<u>16,970</u>

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

	Unrestricted Fund 2021 £	Restricted Fund 2021 £	Total 2021 £	Unrestricted Fund 2020 £	Restricted Fund 2020 £	Total 2020 £
Sales within charitable activities	24,467	-	24,467	492,969	-	492,969
Performance related grants	28,050	283,704	311,754	9,632	72,402	82,034
	<u>52,517</u>	<u>283,704</u>	<u>336,221</u>	<u>502,601</u>	<u>72,402</u>	<u>575,003</u>
Analysis by fund						
Unrestricted funds	52,517	-	52,517	502,601	-	502,601
Restricted funds	-	283,704	283,704	-	72,402	72,402
	<u>52,517</u>	<u>283,704</u>	<u>336,221</u>	<u>502,601</u>	<u>72,402</u>	<u>575,003</u>
Performance related grants						
ACNI - Programme	-	24,500	24,500	-	9,500	9,500
ACNI - Other Funding	-	109,486	109,486	-	15,000	15,000
Film Hub	-	-	-	-	200	200
Comedy Lab	-	-	-	-	3,800	3,800
Paul Hamlyn Foundation	-	80,000	80,000	-	-	-
Children in Need	-	7,923	7,923	-	8,623	8,623
Help Musicians	-	-	-	-	3,000	3,000
DFC	-	-	-	-	5,700	5,700
ACNI - Resilience	-	12,500	12,500	-	12,500	12,500
Creative & Cultural Skills	-	-	-	-	500	500
Other	28,050	49,295	77,345	9,632	13,579	23,211
	<u>28,050</u>	<u>283,704</u>	<u>311,754</u>	<u>9,632</u>	<u>72,402</u>	<u>82,034</u>

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

5 Other income

	Unrestricted funds	Unrestricted funds
	2021 £	2020 £
Other Income	1,342	14,775

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

6 Charitable activities

	Unrestricted Fund 2021 £	Restricted Fund 2021 £	Total 2021 £	Total 2020 £
Direct Costs	3,541	9,897	13,438	182,605
Opening Stock	7,046	-	7,046	10,162
Closing Stock	(3,058)	-	(3,058)	(7,046)
Artistic Costs	4,524	12,768	17,292	2,265
Performance Fees	-	3,700	3,700	30,720
Production Costs	120	2,374	2,494	11,386
Door Security	-	-	-	4,440
Training	-	1,380	1,380	925
Marketing	-	-	-	2,436
IT/Website Costs	-	14,019	14,019	-
	<u>12,173</u>	<u>44,138</u>	<u>56,311</u>	<u>237,893</u>
Share of support costs (see note 7)	191,772	145,432	337,204	391,502
Share of governance costs (see note 7)	-	28,916	28,916	25,470
	<u>203,945</u>	<u>218,486</u>	<u>422,431</u>	<u>654,865</u>
Analysis by fund				
Unrestricted funds	203,945	-	203,945	586,543
Restricted funds	-	218,486	218,486	68,322
	<u>203,945</u>	<u>218,486</u>	<u>422,431</u>	<u>654,865</u>
For the year ended 31 March 2020				
Unrestricted funds	586,543	-		586,543
Restricted funds	-	68,322		68,322
	<u>586,543</u>	<u>68,322</u>		<u>654,865</u>

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

7 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	198,080	-	198,080	224,970	-	224,970
Depreciation	7,032	-	7,032	7,491	-	7,491
Rent	66,576	-	66,576	71,988	-	71,988
Premises Expenses	11,023	-	11,023	28,674	-	28,674
Memberships	1,418	-	1,418	8,754	-	8,754
Finance Charges	3,582	-	3,582	9,686	-	9,686
Insurance	4,127	-	4,127	4,769	-	4,769
Travel & Subsistence	129	-	129	2,689	-	2,689
Office Expenses	984	-	984	2,390	-	2,390
Repairs & Maintenance	11,742	-	11,742	11,960	-	11,960
Advertising	8,877	-	8,877	2,654	-	2,654
General Expenses	23,634	-	23,634	15,477	-	15,477
Audit fees	-	4,863	4,863	-	2,700	2,700
Legal and professional	-	24,053	24,053	-	22,770	22,770
	<u>337,204</u>	<u>28,916</u>	<u>366,120</u>	<u>391,502</u>	<u>25,470</u>	<u>416,972</u>
Analysed between						
Charitable activities	<u>337,204</u>	<u>28,916</u>	<u>366,120</u>	<u>391,502</u>	<u>25,470</u>	<u>416,972</u>

Governance costs includes payments to the auditors of £2,700 (2020- £2,700) for audit fees.

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

9 Employees

The average monthly number of employees during the year was:

2021 Number	2020 Number
11	10
<u>11</u>	<u>10</u>

Employment costs

	2021 £	2020 £
Wages and salaries	186,479	209,839
Social security costs	9,189	12,118
Other pension costs	2,412	3,013
	<u>198,080</u>	<u>224,970</u>

No employee received remuneration of more than £60,000 during the year (2020-NIL) .

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

10 Tangible fixed assets

	Leasehold land and buildings £	Plant and equipment £	Total £
Cost			
At 1 April 2020	222,664	110,292	332,956
Additions	-	15,188	15,188
At 31 March 2021	222,664	125,480	348,144
Depreciation and impairment			
At 1 April 2020	222,541	82,720	305,261
Depreciation charged in the year	123	6,908	7,031
At 31 March 2021	222,664	89,628	312,292
Carrying amount			
At 31 March 2021	-	35,852	35,852
At 31 March 2020	123	27,572	27,695

11 Stocks

	2021 £	2020 £
Finished goods and goods for resale	3,058	7,045

12 Debtors

	2021 £	2020 £
Amounts falling due within one year:		
Trade debtors	1,956	32,956
Other debtors	62,986	973
	64,942	33,929

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

13 Loans and overdrafts

	2021 £	2020 £
Bank overdrafts	5,612	11,043
Other loans	56,600	15,225
	<u>62,212</u>	<u>26,268</u>
Payable within one year	19,308	26,268
Payable after one year	<u>42,904</u>	<u>-</u>

14 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Bank overdrafts	13	5,612	11,043
Other borrowings		13,696	15,225
Other taxation and social security		17,587	34,355
Trade creditors		27,695	110,974
Accruals		2,992	1,910
		<u>67,582</u>	<u>173,507</u>

15 Creditors: amounts falling due after more than one year

	2021 £	2020 £
Borrowings	<u>42,904</u>	<u>-</u>

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

16 Restricted funds

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

	Movement in funds				
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Capital	20,907	-	(6,438)	(1,222)	13,247
Arts Council	7,704	146,486	(135,122)	-	19,068
Children in Need	2,123	7,923	(8,715)	-	1,331
Halifax	-	3,500	(3,500)	-	-
National Lottery - Community Fund	-	9,981	(9,981)	-	-
HSBC	-	12,200	(419)	-	11,781
CFNI - New Needs	-	12,444	(11,560)	-	884
Paul Hamlyn	-	80,000	(34,296)	-	45,704
Arts & Business	-	2,460	(2,460)	-	-
Whitemountain Programme	-	2,858	(143)	-	2,715
Gig Buddies	-	2,755	(2,755)	-	-
The Community Foundation	-	2,497	(2,497)	-	-
Derry and Strabane District Council	-	600	(600)	-	-
	<u>30,734</u>	<u>283,704</u>	<u>(218,486)</u>	<u>(1,222)</u>	<u>94,730</u>

17 Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total	Unrestricted Funds	Restricted Funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	8,898	26,954	35,852	1,865	25,830	27,695
Current assets/ (liabilities)	(64,234)	67,776	3,542	(136,145)	4,904	(131,241)
Long term liabilities	(42,904)	-	(42,904)	-	-	-
	<u>(98,240)</u>	<u>94,730</u>	<u>(3,510)</u>	<u>(134,280)</u>	<u>30,734</u>	<u>(103,546)</u>

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

18 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel, which includes the managers, is as follows.

	2021 £	2020 £
Aggregate compensation	29,073	30,161

The charity was under the control of the board of trustees throughout the year. There are no related party transactions to disclose under FRS 102.

None of the Trustees receive any reimbursement of expense, remuneration or other benefit from their work with the charity. Any connection between a Trustee or senior manager of the charity with organisations the charity works with must be disclosed to the full Board of Trustees in the same way as any other contractual relationship with a related party.

19 Cash generated from operations

	2021 £	2020 £
Surplus/(deficit) for the year	100,036	(48,117)
Adjustments for:		
Depreciation and impairment of tangible fixed assets	7,032	7,491
Movements in working capital:		
Decrease in stocks	3,987	3,117
(Increase)/decrease in debtors	(31,013)	1,791
(Decrease)/increase in creditors	(98,965)	22,853
(Decrease) in deferred income	-	(2,000)
Cash absorbed by operations	(18,923)	(14,865)

THE BLACK BOX TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

20 Going Concern

These financial statements are prepared on the going concern basis. The trustees have a reasonable expectation that the charity will continue in operational existence for the foreseeable future, however, the trustees are aware of certain material uncertainties which may cause doubt on the charity's ability to continue as a going concern. As at 31 March 2021, the Balance Sheet of The Black Box Trust shows a position of net current liabilities. The charity has seen positive results in the current year due to a restructured approach to managing costs and a number of new funding streams. Going concern remains a challenge, as well as overcoming the existing deficit however, having reviewed the business plans and actual activity since the year end, we are content that these actions will go some way to addressing the ongoing going concern challenge.

The trustees have considered this in the knowledge that on the 30th January 2020, the World Health Organisation (WHO) announced Coronavirus as a global health emergency and, on the 11th March 2020, it announced that Coronavirus was a global pandemic. The impact of this have been discussed further within the Trustees Report within the financial statements.

21 Analysis of changes in net (debt)/funds

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	1,292	1,832	3,124
Bank overdrafts	(11,043)	5,431	(5,612)
	<u>(9,751)</u>	<u>7,263</u>	<u>(2,488)</u>
Loans falling due within one year	(15,225)	1,529	(13,696)
Loans falling due after more than one year	-	(42,904)	(42,904)
	<u>(24,976)</u>	<u>(34,112)</u>	<u>(59,088)</u>