

Cleveland Independent Theatre Company
(Limited by Guarantee)

Report of the Directors and
Financial Statements
for the year ended 31 March 2003

“Registrar of Companies Copy”

Registered Number: 1458421



CLEVELAND INDEPENDENT THEATRE COMPANY
(LIMITED BY GUARANTEE)

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CLEVELAND INDEPENDENT THEATRE COMPANY
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Directors

C Bostock (resigned 02.04.02)
M Cunningham
K Hepplewhite
A Langham
S Murray – Chair
F Regan (resigned 26.09.02)
E Wilkinson
A Wright

Secretary

L Clapham

Company Number

1458421

Charity Number

279690

Registered Office

Arts Centre
Vane Terrace
Darlington
County Durham
DL3 7AX

Bankers

Co-Operative Bank
Business Direct
Olympic House
6 Olympic Court
Montford Street
Salford

Auditors

Anderson Barrowcliff
Waterloo House
Teesdale South
Thornaby On Tees
TS17 6SA

CLEVELAND INDEPENDENT THEATRE COMPANY
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1 Legal Status

- Cleveland Independent Theatre Company Limited. (also known as CTC, Cleveland Theatre Company and most recently CTC Theatre) was formally constituted in 1979.
- The Company was originally constituted to provide a professional drama resource for the former county of Cleveland. Since April 1994 the Company has been a specialist producer of theatre for children and young people, working primarily in Tees Valley and the North East of England.
- The Company is a Registered Charity (No. 279690) and a Company Limited by Guarantee (Registration No. 1458421).
- Since February 1998, the Company's registered address has been at The Arts Centre, Vane Terrace, Darlington, DL3 7AX.

2 Objectives

CTC Theatre exists to:

- create high quality theatre experiences for children and young people.
- tour professional theatre productions to schools and venues within the Tees Valley, the North East and nationally.
- promote greater awareness of the value of theatre to children and young people by working with teachers and other practitioners through courses, events and publications
- encourage the development of this field of theatre by organising, in partnership with venues in the North of England, the annual Take Off Festival
- seek, through membership of the International Association of Theatre for Children and Young People (ASSITEJ), Association of Professional Theatre for Children and Young People (APT) and Action for Children's Arts (ACA) to share experience with professional colleagues worldwide for the benefit of young audiences everywhere

3 Organisation: Management and Staffing

CTC Theatre's business is supervised by a voluntary Board of Directors/Trustees who meet every three months (or more frequently if required). Directors who served during the year were:

Simon Murray (Chair)	Performing Arts Lecturer at University of Sunderland
Margaret Cunningham	Head Teacher of Harrowgate Infant School, Darlington
Kay Hepplewhite	Performing Arts Lecturer at North Tyneside College
Anne Langham	Drama Teacher at Brierton Comprehensive School in Hartlepool
Eileen Wilkinson	Head Teacher of Wheatlands Primary School in Redcar
Annie Wright	Primary Literacy Adviser for Newcastle City Council
Adviser - Chris Bostock	Actor/Storyteller from Newcastle upon Tyne

Staffing

The Company's day to day operations continued to be managed by:

• Artistic Director (Full Time)	Paul Harman	(April 1994)
• Administrator (4 days)	Liz Clapham	(Dec 1995)
• Education Officer (Full Time)	Jennie Sutton	(Sept 2001)
• Tour Co-ordinator (2/3 days)	Michelle Gale	(April 1994)
• Admin Assistants (Casual)	Katy Banner	(Feb 2001 – March 2003)
	Richard O'Neill	(Dec 2002 – March 2003)

In February 2003, following a meeting with Northern Arts and the Board Chair, it was proposed and agreed that the Company's staffing structure and internal work spaces should be re-defined to reflect changes in the scale of operations.

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Katy Banner, who had been providing freelance support since February 2000, left the company in May to take up a new position as Youth Arts Officer for Wear Valley District Council. Richard O'Neill, who had been brought in during December to provide additional part time admin. and system support, finished at the end of April. He continues to manage the company's website.

Production Personnel were contracted in to meet the requirements of the work programme. 2002/03 provided fixed term contract opportunities for 13 actors, 3 technicians, 3 writers, 3 designers, 4 composers and 3 directors.

The Company continued with its commitment to work with a regular team of associate artists and, to work as an Approved Manager of the Independent Theatre Council (ITC) paying above nationally agreed ITC/Equity minimum rates.

Review of Developments and Achievements

4

Work Programme - Outputs

Between 1 April 2002 and 31 March 2003 CTC:

- ☐ **created 3/4 new plays:**
 - ***Starlight*** for 2 – 6's (Devised and performed by Chris Bostock. Directed by Niladri. Designed by Alison Ashton. Music Composed by Ieuan Goch ab Einion.)
 - ***Starlight Wonder*** for 2 – 5's (Performed by Joy Carradice. Supervised by Nina Hajiyianni with design and music by Alison Ashton and Ieuan Goch ab Einion)
 - ***Joy's Journey*** for 6 – 8's (Devised and performed by Joy Carradice. Directed by Paul Harman. Designed by Alison Ashton)
 - ***Young Hamlet*** for 9 – 12's (Devised and performed by Chris Connaughton. Directed by Paul Harman)
- ☐ **produced 3 specially commissioned projects**
 - ***A Respectable Prejudice*** for 14+ (Performed by members of the former ARC Youth Theatre. Written by Jeff Williams. Directed by Shelley Plews.) Funded by East Durham Health Authority.
 - ***Palace In The Greenwood*** for 8 – 11's (Performed by students from the Music Department of Durham University. Composed by Martyn Harry. Workshop/performance package directed by Paul Harman.)
 - ***Don't Forget To Remember*** for Special Settings (Initiated, directed and co-ordinated by Janice Jarvis. Written by Robert Rigby. Performed/Workshops facilitated by Philip Harrison, Angie Waller, Rachel Unthank. Artist: Jennifer Bushby. Technical Support: Mish Margison). Funded by RALP and the Northern Rock Foundation
- ☐ **revived *A Family Cookbook* a play from its' 2001 season** (Written by Mike Kenny with design by Wendy Meadley and music by Stuart Johnson from the original production. Cast: Joy Sanders, Grace Stilgrove, Gary Kitchen. Directed by Nina Hajiyianni) This was the final part of the A4E programme
- ☐ **co-ordinated the ninth annual *Takeoff* showcase festival of Professional Theatre for Children and Young People**, which this year was in Durham City at the new Gala Theatre.
- ☐ **advised on/co-ordinated the theatre element of *Out Of The Bag*** a new children's festival for Sedgefield District Council
- ☐ **worked with Welfare State International in Ulverston on *A Child's Eye View*** an alternative 'turn of the year' installation celebration for under 5's. (Performed by Paul Harman and Directed by Nina Hajiyianni)
- ☐ **began work on a new living history project *Theatre@Bowes Museum*** (Directed by Nina Hajiyianni and performed by Chris Connaughton, Shelley O'Brien and Carolyn Fairlie) This project will be further developed in 2003/04

A statistical analysis of the Company's work programme is shown over.

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2002/03 ANNUAL REPORT

Analysis of Work Programme for 2002/03 Financial Year

Title	Presented:		No. of Performances	W/shops	Audience	Funded
	From	To				
Starlight	17/04/02	28/06/02	69	43	4,356	Core
Starlight Wonder	07/05/02	27/07/02	63	39	3,848	Core
Good Morning Mr Dickens	21/05/02	17/06/02	2	6	134	Self
Family Cookbook	09/10/02	15/11/02	48	33	5,912	A4E
Starlight	14/10/02	30/11/02	60	38	4,074	Core
Joys Journey	28/10/02	15/11/02	14	0	1,993	Core
A Respectable Prejudice	04/11/02	24/01/03	30	30	2,915	Project
Young Hamlet	20/01/03	03/04/03	27	27	1,920	Core
Palace in the Greenwood	04/03/03	12/03/03	5	4	500	Core
Don't Forget to Remember	24/02/03	04/04/03	12	48	120	Project
Theatre@Bowes Museum	24/02/03	14/03/03	1	1	43	Project
Starlight	07/03/03	04/04/03	43	43	2,580	Core
Throughout the year			17	63	1,013	Core
			391	375	29,408	
The Company Also Co-Ordinated:						
Take Off 2002 @ In Durham City (based @ Gala Theatre)	2/11/02	6/11/02	38	0	2,000	ACE/N Arts
Out of the Bag	25/10/02	26/10/02	0	21	523	LA
			38	21	2,523	

TOURING

During 2002/03 CTC THEATRE presented it's work in the following locations and venues:

Tees Valley	Also Within North East	Outside North East	Schools	Venues
46%	33%(1)	21%	75%(2)	25%

(1) A 7% increase on 2001/02

(2) An 8% increase on 2001/02

5 An Overview by Artistic Director, Paul Harman

In the 2002/03 financial year CTC Theatre earned and spent more money than ever since becoming a theatre company dedicated to young audiences. We delivered more performances and workshops than in any year since 1994. We expanded the scope of the Company's work into new areas. We invested in a new corporate image and the design of all our print is now co-ordinated. We re-launched and expanded our website.

We have built a strong artistic reputation, based largely on the talent and experience of our artistic collaborators, and a reputation for business reliability based on the effectiveness of our administrative team. The education programme has also developed considerably.

Highlights of this year's artistic programme were Starlight and Young Hamlet. Chris Bostock and Chris Connaughton are colleagues of long standing and the policy of investing in one- person shows has been again vindicated. Both shows will tour overseas in 2003.

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It is in the area of new developments and new relationships that the Company took some risks, was patient and has been rewarded by the confidence of a number of agencies.

Northern Arts offered the Company the opportunity to have an Encore Artist in Residence – effectively a bursary for Nina Hajjianni to become a most welcome addition to our creative team. Nina ran a successful Actors' Laboratory leading to performances at Takeoff '02, directed the fine second production of Family Cookbook and worked on Starlight Wonder and A Childs Eye View. She continues to develop Theatre@Bowes Museum and new projects funded by Wellcome Foundation and Creative Partnerships.

We supported the production and tour of A Respectable Prejudice, a play about young people's sexuality led by Michelle Plews, formerly of ARC, Stockton. Don't Forget To Remember, directed and led by Janice Jarvis, our first production for young people with Learning Disabilities, was well received.

Palace In The Greenwood was an innovation for CTC, both as a contemporary music theatre production created especially for children and as a partnership with Durham University Music Department. With direction by Paul Harman and composition by Martyn Harry the project achieved high artistic standards while offering third year students the opportunity to taste the delights of working closely with and for children. However, the investment was high in relation to the return. In future years CTC will contribute financially in a more balanced way.

Our expertise in organising festivals led to a commission from Sedgefield District Council to programme Out Of The Bag. Takeoff '02 in partnership with Durham City Arts expanded to include a special day of performances in community venues. Takeoff '03 in partnership with Customs House, South Tyneside has been planned and programmed and the venue for Takeoff '04 at Darlington Arts Centre has been agreed.

Not all investments and new partnerships bear fruit and sadly Joy's Journey did not attract the interest of schools. The more we do, the more we must expect that not every project will succeed. In pushing the frontiers of expectation, content and style we cannot avoid being sometimes a little too far ahead of some of our bookers, even if children enjoy and appreciate the product when they meet it. The market in theatre for children and young people becomes ever more challenging and complex, partly because of the success of companies like CTC which have demonstrated the value of live theatre experiences to children and reflect the growing awareness of teachers that the live arts must be a part of every child's experience at school.

Alison Ashton has contributed delightful design work throughout the year and it was good to have Niladri and Ieuan Goch ab Einion back to work on Starlight. My grateful thanks to all my colleagues who have supported the Company's development in 2002/03.

Paul Harman

6 Education Programme

Throughout the year CTC continued to deliver a series of five workshops for early years practitioners in the Tees Valley Boroughs of Hartlepool, Redcar and Cleveland and Stockton. Pilot sessions were also run in North Washington and Ferryhill and Chilton.

The early years workshops were open to workers from local authority nurseries, play and pre school groups, childminders and schools. Ideas, games and exercises were demonstrated and discussed by specialist theatre practitioners with each session focusing on a different medium – storytelling, playing with materials, shadow puppetry, carnival music and dance.

Responses were extremely positive and it is likely that this programme will continue to run throughout 2003/2004.

CTC's associate director Nina Hajjianni and Education Officer, Jennie Sutton delivered a series of pre research and development workshops for the production A Family Cookbook. The workshops were based around the theme of 'Family' and were delivered to young people aged 8-11 in schools throughout Teesside.

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In addition CTC delivered practical workshops at a number of local Early Years, Education Action Zones and Sure Start conferences and began development of future projects with SRB6 and Creative Partnerships. These projects are expected to begin in 2003/2004.

For the first time Take Off 2002 had a designated education day, where local teachers and educational practitioners were invited to spend a day at the festival and take part in discussions and seminars. The Northern Arts Education Forum also attended this day.

Finally this year saw the launch of CTC News, a termly newsletter designed to keep schools up dated of developments in the field of theatre for children and young people and CTC's activities.

7 Finance

The company's CORE turnover in unrestricted for 2002/03 was £204,079 (unrestricted funds). Additionally the company managed restricted project budgets of £42,916 for Take Off, £44,214 for Don't Forget to Remember, £14,959 for the Encore residency and £27,402 for the final part of the company's A4E programme (total turnover £333,570).

Income

58% of the company's core income came from Grant Aid.

Revenue Funding (53%): £105,000 from Northern Arts and £3,185 from Darlington and Hartlepool Borough Councils.

Project Funding (excluding restricted funds) (5%): £11,000 from Easington Health Authority.

Income from the sale of productions accounted for 30% (£60,513) and fees from other project management "earned" another 9.5% (£19,549). The remaining 2.5% came from other earned income – bank interest, service and equipment hire and from the company's accumulated accounts surplus to cover the operating deficit (-£4,832).

Expenditure

Nearly 44% of the company's core turnover (£89,221) was spent on running the company (salaries and overheads) although this represents only 27% of the company's total turnover. The remaining 56% (£114,858) was spent on the company's core productions and projects; for actors, artists, materials, touring/accommodation costs, marketing and project specific overheads. This includes £3,600 by way of support to the restricted projects.

The attached accounts provide a more detailed analysis.

8 The Future

The Company now has guaranteed revenue funding from Arts Council North East for the next three financial years 2003/04 - 2005/06 starting from a base grant of £130,000 with a 5% inflationary increase applied across the next two years.

In the course of this period the current approach to building a repertoire will be continued and developed.

In 2003/04 the Company intends to consolidate its position, undertake a review of employment policies and review development of a strategic plan for the company's work in 2004/05 and beyond.

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9 Financial Reserves Policy

At the end of the 2002/03 financial year, CTC Theatre has an accumulated accounts surplus of £20,391. It is currently projected that nearly £5,000 of this will be used to cover a projected operating deficit for the 2003/04 financial year.

The company has made a policy commitment to try and retain a reserve of at least £12,000 to aid cash flow and to provide an overall expenditure contingency of approximately 5% current core turnover.

10 Risk Review

The company has conducted it's own review of the major risks to which the charity is exposed and systems have been established to mitigate those risks.

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REPORT OF THE DIRECTORS

The Directors have pleasure in presenting their report and the accounts of the Company for the year ended 31 March 2003.

The Company is limited by guarantee, each member agreeing to contribute to the Company the sum of £1 in the event of a winding up.

Its principal activities are the production of plays and performances conducive to the maintenance and advancement of education and the arts.

The Company is a registered charity. The results of its activities for the year are given on page 9 of the accounts.

The directors who held office during the year were:-

C Bostock	(resigned 02.04.02)
M Cunningham	
K Hepplewhite	
A Langham	
S Murray	Chair
F Regan	(resigned 26.09.02)
E Wilkinson	
A Wright	

Directors' Responsibilities

Company Law required us as Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company and of the profit and loss of the Company for that period. In preparing those financial statements we are required to

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

We are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and enable us to ensure that the financial statements comply with the Companies Act 1985. We are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

The Auditors, Anderson Barrowcliff have expressed their willingness to continue in office for the ensuing year and a resolution proposing their re-appointment as auditors will be put to the forthcoming Annual General Meeting.

This report has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

BY ORDER OF THE BOARD

Liz Clapham

LIZ CLAPHAM
SECRETARY

Date : 2 October 2003

REPORT OF THE AUDITORS
TO THE MEMBERS OF CLEVELAND INDEPENDENT THEATRE COMPANY
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We have audited the financial statements on pages ten to fourteen which have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002) under the Historical Cost Convention and the accounting policies set out on page twelve.

Respective Responsibilities of Directors and Auditors

As described on page eight the company's Directors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on the financial statements and to report our opinion to you.

Basis Of Opinion

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the judgements made by the Directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Charitable Company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the Charitable Company's state of affairs as at 31 March 2003, and of its incoming resources and resources expended in the year then ended and have been properly prepared in accordance with the Companies Act 1985.


ANDERSON BARROWCLIFF
Registered Auditor
Chartered Accountants

Waterloo House
Teesdale South
Thornaby Place
Thornaby on Tees
TS17 6SA

Date : 7 October 2003

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STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2003

	<u>Notes</u>	Unrestricted Funds £	Restricted Funds £	Total 31 March 2003 £	Total 31 March 2002 £
Incoming Resources					
Income from productions		58,763	24,506	83,269	38,818
Income from projects		9,859	-	9,859	11,730
Grant aid		119,185	85,808	204,993	131,857
Bank interest received		779	43	822	678
Other income		641	150	791	161
Total Incoming Resources		<u>189,227</u>	<u>110,507</u>	<u>299,734</u>	<u>183,244</u>
Resources Expended					
Charitable expenditure					
Cost of activities in furtherance of its charity's objective	2	111,258	113,691	224,949	103,552
Resources expended on management and administration	3	89,221	-	89,221	83,281
Total Resources Expended		<u>200,479</u>	<u>113,691</u>	<u>314,170</u>	<u>186,833</u>
Net incoming/(outgoings)					
Resources before transfers		(11,252)	(3,184)	(14,436)	(3,589)
Transfer between funds	8	7,840	(7,840)	-	-
Net incoming/(outgoing) resources		(3,412)	(11,024)	(14,436)	(3,589)
Fund balances brought forward		23,803	11,024	34,827	38,416
Balances Carried Forward		<u>20,391</u>	<u>-</u>	<u>20,391</u>	<u>34,827</u>

The notes on pages 12 to 14 form part of these financial statements

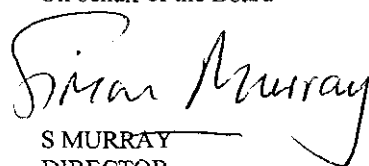
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BALANCE SHEET AS AT 31 MARCH 2003

		<u>2003</u>		<u>2002</u>	
	<u>Notes</u>	<u>£</u>	<u>£</u>	<u>£</u>	<u>£</u>
Fixed Assets					
Tangible assets	5		5,315		5,882
Current Assets					
Debtors	6	15,387		12,660	
Cash at bank & in hand		14,280		29,876	
		29,667		42,536	
Creditors: Amounts falling due within one year	7	14,591		13,591	
Net Current Assets			15,076		28,945
Total Assets Less Current Liabilities			<u>£20,391</u>		<u>£34,827</u>
Income Funds					
Restricted Funds	8		-		11,024
Unrestricted Funds			20,391		23,803
			<u>£20,391</u>		<u>£34,827</u>

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies, and with the Financial Reporting Standard for Smaller Entities (effective June 2002).

On behalf of the Board


S MURRAY
DIRECTOR

Approved by the Board on 2 October 2003

The notes on pages 12 to 14 form part of these financial statements.

CLEVELAND INDEPENDENT THEATRE COMPANY
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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2003

1 Accounting Policies

Accounting Convention

The financial statements have been prepared under the Historical Cost Convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002) and are in accordance with applicable accounting standards and the Charities Accounting Statement of Recommended Practice (SORP).

Depreciation

Depreciation is provided on fixed assets at the following rates which are expected to write off the assets over their useful lives:-

Fixtures & fittings 25% RB/50% SL

Incoming Resources

Grants and other income are accounted for when receivable, and apportioned over the period to which they relate.

Resources Expended

All expenditure is accounted for on an accruals basis and apportioned over the period to which it relates.

Direct Charitable Expenditure

Direct Charitable Expenditure includes the direct costs of the activities and depreciation on related assets.

Leasing

Rentals payable under operating leases are charged to the Profit and Loss Account on a straight line basis over the period of the lease.

Fund Accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income and gains are allocated to the appropriate fund.

2 Costs of Activities in Furtherance of the Charity's Objectives

	<u>2003</u>	<u>2002</u>
	£	£
Fees	170,648	82,110
Production costs	10,832	5,412
Marketing	25,960	7,393
Touring & travel	17,509	8,637
	<u>£224,949</u>	<u>£103,552</u>

3 Managerial & Administration Expenses

	<u>2003</u>	<u>2002</u>
	£	£
Salaries & NIC	71,965	66,367
Audit fees	1,300	1,250
Office costs	14,185	13,720
Depreciation – owned assets	1,771	1,944
	<u>£89,221</u>	<u>£83,281</u>

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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2003

4 Taxation

No provision has been made for corporation tax as the company is a registered charity and, subject to agreement with H.M. Inspector of Taxes, is exempt from corporation tax to the extent that its revenue has been utilised for charitable purposes. The Directors consider that the company's income has been utilised in this manner.

5 Tangible Fixed Assets

	<u>Fixtures, Fittings & equipment</u>
Cost:	£
At 1 April 2002	21,834
Additions	1,204
At 31 March 2003	£23,038
Depreciation:	
At 1 April 2002	15,952
Charge for the year	1,771
At 31 March 2003	£17,723
Net book value – at 31 March 2003	£5,315
At 31 March 2002	£5,882

6 Debtors: Amounts Falling Due Within One Year

	<u>2003</u>	<u>2002</u>
	£	£
Trade debtors	14,365	3,779
Other debtors	14	936
Prepayments	1,008	7,945
	£15,387	£12,660

7 Creditors: Amounts Falling Due Within One Year

	<u>2003</u>	<u>2002</u>
	£	£
Social security & other taxes	-	1,105
VAT	1,361	2,443
Accrued expenses	11,730	5,043
Grants & fees received in advance	1,500	5,000
	£14,591	£13,591

CLEVELAND INDEPENDENT THEATRE COMPANY
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NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2003

8 Statement of Funds

	<u>At 1 April</u> <u>2002</u> £	<u>Income</u> £	<u>Expenditure</u> £	<u>Transfers</u> <u>In/(Out)</u> £	<u>31 March</u> <u>2003</u> £
Restricted Funds					
Arts for Everyone Fund	11,024	16,227	(20,862)	(6,389)	-
Others	-	94,280	(92,829)	(1,451)	-
	<u>11,024</u>	<u>110,507</u>	<u>(113,691)</u>	<u>(7,840)</u>	<u>-</u>
Unrestricted Funds	23,803	189,227	(200,479)	7,840	20,391
	<u>23,803</u>	<u>189,227</u>	<u>(200,479)</u>	<u>7,840</u>	<u>20,391</u>
Total funds	<u>£34,827</u>	<u>£299,734</u>	<u>£(314,170)</u>	<u>-</u>	<u>£20,391</u>

The unrestricted funds represents the free funds of the charity which are not designated for particular purposes.

The Arts for Everyone Fund was lottery funded, intended to support specific initiatives not usually available from company's core resources.

The other restricted funds included the coordination of the annual Take Off showcase and specific projects Don't Forget to Remember and the encore residency.

Transfer between funds comprise costs incurred by the company in respect of specific projects, and deficits on restricted funds written off against the unrestricted funds.

9 Transactions With Directors

No director or connected person received any remuneration or expenses.

10 Employee Emoluments

	<u>2003</u> £	<u>2002</u> £
Total emoluments	131,552	92,924
Employers NIC	7,679	7,360
	<u>£139,231</u>	<u>£100,284</u>

Average number of employees

Administration	3	3
Artistic director	1	1
	<u>4</u>	<u>4</u>

In addition, total emoluments includes payments to performers who are involved for the short period of the production.

No member of staff was paid in excess of £50,000.

11 Controlling Party

The company is under the control of the directors.