# Cleveland Independent Theatre Company
**(Limited by Guarantee)**

Report of the Directors and
Financial Statements
for the year ended 31 March 2005

"Registrar of Companies Copy"
Company No. 1458421




**ANDERSON BARROWCLIFF**
**Chartered Accountants**

**CLEVELAND INDEPENDENT THEATRE COMPANY**
**(Limited by Guarantee)**

## INDEX


| | Page |
|---|---|
| Company Information | 1 |
| 2004/05 Annual Report | 2 – 6 |
| Report of the Directors | 7 |
| Report of the Auditors | 8 |
| Statement of Financial Activities | 9 |
| Balance Sheet | 10 |
| Notes to the Accounts | 11 – 13 |
| Detailed Income & Expenditure Account | 14 – 15 |

# CLEVELAND INDEPENDENT THEATRE COMPANY
## (Limited by Guarantee)

**Directors**
M Cunningham
K Hepplewhite
A Langham
S Murray (resigned 15.07.04)
E Wilkinson (resigned 21.10.04)
A Wright
D Long
D Ackroyd (apponted 11.01.05)
T Battye (appointed 24.02.05)

**Secretary**
S Aal

**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 Place
Thornaby on Tees
TS17 6SA

# CLEVELAND INDEPENDENT THEATRE COMPANY
## (Limited by Guarantee)

## 2004/05 ANNUAL REPORT

### 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) resigned 15.07.04) | Performing Arts Lecturer at University of Sunderland |
| Margaret Cunningham (Acting Chair from 15.07.04) | 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 |
| Dorothy Long | Retired Teacher and Member of Darlington Borough Council |
| Eileen Wilkinson (resigned 21.10.04) | 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 |
| David Ackroyd (appointed 11.01.05) | Head Teacher, North Road Primary School |
| Timothy Battye (appointment 24.02.05) | Senior CSO, Darlington Building Society |

**Staffing**

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

| | | |
|---|---|---|
| • Artistic Director (Full Time) | Paul Harman | (April 1994) |
| • General Manager (Full Time) | Stephen Aal | (January 2004) |
| • Project Administrator (Full Time) | Sarah Coomer nee Firth | (January 2004 to January 2005) |
| • Tour Co-ordinator (2/3 days) | Diann Allenby | (April 2004) |

## 4 Review of Developments and Achievements

### Artistic

**Overview of 2004/05**
**Work undertaken during the year:**

| Production | Performances in 2004/5 | Funding Support |
|---|---|---|
| **CORE WORK** | | |
| Fool of the World (first tour) | 39 | Production funded from Core grant 2003/4. Touring funded by receiving schools. |
| Fool of the World (second tour) | 35 | |
| Fool of the World (third tour) | 24 | |
| Leonardo (first tour) | 15 | Production funded from Core grant 2003/4 and 2004/5. Touring funded by receiving Schools/Venues/Festivals |
| Leonardo (second tour) | 14 | |
| M+S (Workshop Previews) | 4 | Production Development funded by Core grant. Touring takes place in 2005/6. |
| Young Hamlet | 5 | Te Veo Festival, Zamora |
| **TAKE OFF FESTIVAL** | | |
| Take Off 2004 | 34 | Joint Project with Darlington Arts Centre, funded from Arts Council Core Grant, Darlington Council and CTC reserves, Delegate and school booking fees. |
| **PROJECT WORK AND CO-PRODUCTIONS** | | |
| Bowes Family Days | 2 | Bowes Project |
| Bowes Museum French Project | 15 | |
| Bowes School Visits (10 school projects consisting of 3 events each) | 30 | |
| Dream in the Park | 7 | Co-Production with Mad Alice, funded by Derwentside District Council, Arts Council Grants For the Arts and Barclays Bank. In-Kind Contribution from CTC theatre. |
| Early Years Workshops | 4 | Sure Start |
| Genesis | 5 | Wellcome Trust/Creative Partnerships |
| Student Opera | 3 | Jointly funded Co-Production with Durham University. |
| The Great Storm (Hartlepool Museum) | 11 | Funded by DCMS Renaissance in the Regions |
| The Infant Hercules (Dorman Museum) | 8 | |
| **Total** | **255** | |

**First Performances of new work by CTC:**

- Fool of the World (Devised Storytelling for 5-7 years)
- Leonardo (Devised work for 9-14 Years)
- Matty & Sis (Scripted Play for 8+)
- The Great Storm (Devised Museum work for Family Audiences)
- The Infant Hercules (Devised Museum work Family Audiences)

**First Performances of Co-produced work**

- Dream in the Park (with Mad Alice, Script adaptation and direction by CTC)
- In your Dreams (with Durham University Music Department, devising and direction by CTC)

**Festivals at which CTC work appeared**

- Te Veo, Zamora (Young Hamlet)
- Take Off 2004 (Matty & Sis, Leonardo)

**CLEVELAND INDEPENDENT THEATRE COMPANY**
**(Limited by Guarantee)**

**2004/05 ANNUAL REPORT**

**Artistic Overview**

More than ever, CTC is regarded by others as an organisation which has an established development and support role in the region's artistic landscape. We believe that that this is due to our insistence on working to the highest standards that we can, taking an inclusive approach to incorporating the creativity of those who work with us and giving as freely as we can to those colleagues who seek our support or advice.

The principles we try to embody are:

- A desire to offer universal access and service to all children in our locality and wider region, not just to a privileged few
- a belief that all children are entitled to enjoy the professional arts in whatever way they can engage with them, not just as a tool for learning or economic or social development
- a commitment to an art form which is open to world wide cultural criticism and influence and to think the work through so that it does not just reproduce the familiar or reflect the currently fashion.

**Developing The Work**

A single year is no longer a useful framework to judge our performance. We now develop ideas over much longer periods of time. Some fail to prove viable or to meet with public backing, and some come to full fruition years after they start their journey of creation and service to our audiences.

One year may be a development year, the next a year in which many productions tour intensively to large numbers of children. CTC is not a machine for producing plays out of the same mould. We regard our special status as a Regularly Funded Organisation, the term used by Arts Council England to describe us, as a licence – and an obligation, to explore the frontiers of theatre form and purpose. Ours is a privilege shared by only 30 out of more than 200 professional theatre companies working for children and young people in the UK.

**Festivals**

The quality of shows available in the UK varies also from year to year and few UK companies keep shows available for more than a few weeks or months. Programming our Take Off festival therefore either means taking some risks to offer a platform for the latest creations, as we usually do, or insisting on only selecting the very best, road tested shows. The latter course means that very few UK companies ever appear at international festivals. CTC has done well in this respect, appearing in some eight countries in the last five years.

CTC does keep shows in repertoire, thanks to our policy of creating small productions in which the actors have a long term and, as in the case of Chris Connaughton's own company Intext Performance, a partnership or co-production relationship.

**Partnerships**

Our relationship with Bowes Museum has now been going for several years On the reputation of that work, CTC was invited to engage with the Museums in Tees Valley. This is a cutting edge development programme highly regarded in the Museum world. As we have discovered, these new partners have found our presence a great challenge. There have been many setbacks and confusions and not a little resistance in some quarters. But it is a matter of some pride that CTC is regarded as having the right attitudes and approach to tackle such problems.

*'Mad Alice'* is the name of the project company initiated and led by actress Shelley O'Brien – who has been a regular performer in CTC shows and plays Josephine Bowes for us at Bowes Museum. I am very pleased to have had the chance to direct, with Nina Hajiyianni, the *Midsummer Nights Dream* project, which has involved actors from many different groupings in County Durham and the North. CTC has been a key collaborator, providing script adaptation and direction. This partnership has been highly successful and further cements our good relationships with artists, bookers and audiences in our region. So successful and well-regarded was this piece that it was possible to reassemble the same team of actors for a remount in June 2006 in three parks in the region.

***In Conclusion***

*CTC is now an organisation, which successfully enables the artists associated with it to develop different strands of their professional life and skills for the ultimate wider benefit of the young audiences we serve.*

CLEVELAND INDEPENDENT THEATRE COMPANY
(Limited by Guarantee)

2004/05 ANNUAL REPORT

## Management Overview

The most important work of the last year has been to get back some control over the roller coaster of daily events, to stabilise our staffing after a period of severely disruptive changes and to gain time for longer term planning and selling of our work.

This has been the first full financial year for the new team recruited in January 2004. There has been a change in the management style, which has successfully brought about a more collaborative approach within the team.

There have been numerous detailed changes, mostly relating to office systems and resources. The aim of these has been to improve productivity and quality and to give staff the feeling that they are 'on top of things'. The confidence this generates readily communicates itself to customers, partners and associates.

## Managing the Finances

We have new systems throughout and have a much clearer distinction between production and touring costs. This means that we can fund productions from our core grant as the primary source and ensure that touring costs are met by the receiving venues or schools. This is one of the benefits of regular funding. If we choose to subsidise touring or performance costs for whatever reason, we have a clear understanding of the extent to which we are doing so.

## Artistic Staff

Because actors, musicians, designers and stage managers are all employed on a freelance basis careful planning and extensive negotiation has to be done to ensure that the programme can be delivered. We have begun to understand better how the planning cycle works in schools and therefore work this into our forecast.

It is worth noting at this point that although we pay above the equity minimum rate and otherwise conform to the ITC Approved Manager's code of practice, the rates that we are able to pay experienced actors are small in comparison with what they can earn from freelance work elsewhere. It is gratifying that they find our work interesting and challenging enough to do this, but it does mean that they are to some extent subsidising our work. It is a situation that we would like to improve.

## Office Staff

With virtually full employment, recruitment yields many fewer candidates and the salaries that we are able to offer tend to restrict us to younger people. A staffing review had been planned for 2004/5 but will now take place in 2005/6. This should give us a clearer platform to recruit the right people for marketing, sales, administration and production support.

## Financial Overview

The overall picture is not dramatically different from similar years from CTC in the past.

### Income

The increase in production income reflects the more realistic prices charged for touring. There has been no noticeable price resistance from the receiving schools and venues.

Project income has increased due to the museums work (Bowes and Tees Valley)

The reduction in Grant Aid reflects the much-reduced contribution made to Take Off 2004 by the host authority.

## Take Off

The Arts Council core grant includes a contribution of £10,000 towards the cost. In order to make the festival happen we had to contribute almost as much again from our own reserves. This made good the shortfall in the Local Authority contribution.

**Direct costs**

As suggested previously, the cycle of production and touring does not break down easily intyo an annual pattern. This is reflected in the difference between the direct costs (Fees, Production and Marketing) for 2003/4 and that for 2004/5.

2003/4 was more of a development year and those productions were brought to fruition and began to tour in 2004/5. This is reflected in the increased costs for actors and marketing and a reduction in costs for production creative staff (designers, writers, musicians etc).

**Overheads**

Cost of administration has broadly held steady with the only significant change being a reduction in telephone costs, due to the introduction of broadband. Photocopying costs and office stationery taken together are similar between the two years.

5 **Financial Reserves Policy**

At the end of the 2004/05 financial year, CTC Theatre has an accumulated accounts surplus of £45,926.

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.

6 **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.

## CLEVELAND INDEPENDENT THEATRE COMPANY
## (Limited by Guarantee)

## DIRECTORS REPORT

The Directors have pleasure in presenting their report and the accounts of the Company for the year ended 31 March 2005.

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 8 of the accounts.

The directors who held office during the year were:-

| | |
|---|---|
| M Cunningham | Acting Chair |
| K Hepplewhite | |
| A Langham | |
| S Murray | Chair (resigned 15.07.04) |
| E Wilkinson | (resigned 21.10.04) |
| A Wright | |
| D Long | |
| D Ackroyd | (appointed 11.01.05) |
| T Battye | (appointed 24.02.05) |

**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 sate 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**

S Aal
SECRETARY

Date: 15 September 2005

## REPORT OF THE INDEPENDENDT AUDITORS
## TO THE MEMBERS OF CLEVELAND INDEPENDENT THEATRE COMPANY
## (Limited by Guarantee)

We have audited the financial statements of Cleveland Independent Theatre Company for the year ended 31 March 2005 on pages nine to thirteen 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 therein.

This report is made solely to the Company's Directors, as a body, in accordance with Section 235 of the Company Act 1985. Our audit work has been undertaken so that we might state to the Company's Directors those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's Directors as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective Responsibilities of Directors and Auditors**

As described on pages seven, the Directors for the purposes of company law, are responsible for the preparation of financial statements in accordance with applicable law and United Kingdom Accounting Standards.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Report of the Directors is not consistent with the financial statements, if the Company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Directors' remuneration and transactions with the Company is not disclosed.

We read the Report of the Directors and consider the implications for our report if we become aware of any apparent misstatements within it.

**Basis of Audit Opinion**

We conducted our audit in accordance with United Kingdom 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 significant estimates and judgements made by the Directors in the preparation of the financial statements, and of whether the accounting polices are appropriate to the 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 the 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 state of the Company's affairs as at 31 March 2005 and of its incoming resources and resources expended, for 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

Dated: 29 October 2005

## CLEVELAND INDEPENDENT THEATRE COMPANY
(Limited by Guarantee)

## STATEMENT OF FINANCIAL ACTIVITIES
## FOR THE YEAR ENDED 31 MARCH 2005

| | Notes | Total 31 March 2005 (All unrestricted) £ | Total 31 March 2004 £ |
|---|---|---|---|
| **Incoming Resources** | | | |
| Income from productions | | **55,289** | 44,761 |
| Income from projects | | **27,147** | 7,182 |
| Grant Aid | | **136,571** | 163,345 |
| Bank interest received | | **1,333** | 822 |
| Other income | | **755** | 1,352 |
| **Total Incoming Resources** | | **£221,095** | £217,462 |
| **Resources Expended** | | | |
| Charitable expenditure | | | |
| Take Off – net costs/(income) | 4 | **19,173** | (566) |
| Cost of activities in furtherance of its Charity's objective | 2 | **93,304** | 112,927 |
| Resources expended on management & administration | 3 | **94,225** | 93,959 |
| **Total Resources Expended** | | **£206,702** | £206,320 |
| Net incoming resources | | **14,393** | 11,142 |
| Fund balances brought forward | | **31,533** | 20,391 |
| Balances Carried Forward | | **£45,926** | £31,533 |

The notes on pages 11 to 13 form part of these financial statements

## CLEVELAND INDEPENDENT THEATRE COMPANY
**(Limited by Guarantee)**

## BALANCE SHEET AS AT 31 MARCH 2005

| | Notes | 2005 £ | 2005 £ | 2004 £ | 2004 £ |
|---|---|---|---|---|---|
| **Fixed Assets** | | | | | |
| Tangible assets | 6 | | **1,040** | | 4,183 |
| **Current Assets** | | | | | |
| Debtors | 7 | **5,830** | | 7,180 | |
| Cash at bank & in hand | | **57,116** | | 46,643 | |
| | | **62,946** | | 53,823 | |
| **Creditors**: Amounts falling due within one year | 8 | **18,060** | | 26,473 | |
| **Net Current Assets** | | | **44,886** | | 27,350 |
| **Total Assets Less Current Liabilities** | | | **£45,926** | | £31,533 |
| **Income Funds** | | | | | |
| **Unrestricted Funds** | | | | | |
| Designated Funds | 9 | **1,200** | | 600 | |
| General Funds | | **44,726** | | 30,933 | |
| | | | **£45,926** | | £31,533 |

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

M CUNNINGHAM
**DIRECTOR**

Approved by the Board on 15 September 2005

The notes on pages 11 to 13 form part of these financial statements.

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2005

### 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% reducing balance 50% straight line

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 and is net of recoverable VAT. There is no netting off of expenditure within the accounts other than Take-off income and expenses (note 4). Production costs are written off as incurred rather than being carried forward and written off when the income from products is received.

Direct Charitable Expenditure includes the direct costs of the productions. Management and administration costs are the support costs in running the charity.

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 are part of the unrestricted funds which have been designated by the Trustees for a special purpose.

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

| | **2005** £ | 2004 £ |
|---|---|---|
| Fees | **72,983** | 95,918 |
| Production costs | **7,524** | 7,250 |
| Marketing | **6,015** | 2,160 |
| Touring & travel | **6,782** | 7,599 |
| | **£93,304** | £112,927 |

### 3 Managerial & Administration Expenses

| | **2005** £ | 2004 £ |
|---|---|---|
| Salaries & NIC | **71,715** | 72,786 |
| Audit fees | **2,175** | 2,075 |
| Office costs | **17,192** | 17,713 |
| Depreciation – owned assets | **3,143** | 1,385 |
| | **£94,225** | £93,959 |

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2005

### 4 Take Off

The income from this project is netted off against expenses as the Trustees believe that this is a more accurate presentation due to the nature of the project.

| | 2005 | 2004 |
|---|---|---|
| | £ | £ |
| Income | **9,950** | 12,061 |
| Costs | **29,123** | 11,495 |
| Net | **£(19,173)** | £566 |

### 5 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.

### 6 Tangible Fixed Assets

| | Fixtures, Fittings & Equipment |
|---|---|
| | £ |
| **Cost:** | |
| At 1 April 2004 & 31 March 2005 | **£23,291** |
| **Depreciation:** | |
| At 1 April 2004 | 19,108 |
| Charge for the year | 3,143 |
| **At 31 March 2005** | **£22,251** |
| **Net Book Value – at 31 March 2005** | **£1,040** |
| At 31 March 2004 | £4,183 |

### 7 Debtors: Amounts Falling Due Within One Year

| | 2005 | 2004 |
|---|---|---|
| | £ | £ |
| Trade debtors | **4,977** | 6,868 |
| Other debtors | **-** | 15 |
| Prepayments | **853** | 297 |
| | **£5,830** | £7,180 |

### 8 Creditors: Amounts Falling Due Within One Year

| | 2005 | 2004 |
|---|---|---|
| | £ | £ |
| Trade creditors | **5,620** | 705 |
| Social security & other taxes | **1,792** | 3,174 |
| VAT | **5,176** | 2,606 |
| Accrued expenses | **5,472** | 7,359 |
| Grants & fees received in advance | **-** | 12,629 |
| | **£18,060** | £26,473 |

## NOTES TO THE ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2005

### 9 Designated Funds

This has been designated by the trustees to provide a fund which could be used in the event of the charity employing a member of staff who needed some special facilities due to their disability.

| | 2005 |
|---|---|
| | £ |
| Brought forward | **600** |
| Transfer for year | **600** |
| | **1,200** |

### 10 Employee Emoluments

| | 2005 | 2004 |
|---|---|---|
| | £ | £ |
| Salaries | **131,363** | 117,716 |
| National Insurance | **8,544** | 8,031 |
| | **£139,907** | £125,747 |

Average number of employees

| | | |
|---|---|---|
| Production | **3** | - |
| Administration | **3** | 3 |
| Artistic director | **1** | 1 |

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

No director received any remuneration or expenses.

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

### 11 Controlling Party

The company is under the control of the directors.

## CLEVELAND INDEPENDENT THEATRE COMPANY
## (Limited by Guarantee)

## INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2005

| | 2005 | | 2004 | |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Income** | | | | |
| Income from productions | | **55,289** | | 44,761 |
| Income from projects | | **27,147** | | 7,182 |
| **Grant Aid** | | | | |
| Arts Council North East (formerly Northern Arts) | | | | |
| - General projects support | **133,250** | | 130,000 | |
| Arts Council of England - Project Support | **-** | | 27,000 | |
| Darlington Borough Council | **3,321** | | 5,763 | |
| Hartlepool Borough Council - Leisure services | **-** | | 582 | |
| | | **136,571** | | 163,345 |
| **Other Income** | | | | |
| Interest received | | **1,333** | | 822 |
| Miscellaneous income | | **755** | | 1,352 |
| | | **£221,095** | | £217,462 |
| **Net costs of /(income from) Take Off** | | **19,173** | | (566) |
| **Fees** | | | | |
| Wages & NIC | **50,525** | | 40,615 | |
| Subsistence/relocation expenses | **1,225** | | 4,995 | |
| Directors, designers & makers | **17,667** | | 19,293 | |
| Writers | **-** | | 1,089 | |
| Musicians & others | **3,125** | | 22,146 | |
| Travel & expenses | **-** | | 4,211 | |
| Rehearsal fee | **-** | | 80 | |
| Workshop facilitators | **441** | | 3,489 | |
| | | **72,983** | | 95,918 |
| **Production costs** | | | | |
| Sets & props | | **7,524** | | 7,250 |
| **Marketing** | | | | |
| Publicity | **1,191** | | 383 | |
| Posters, leaflets & mailing | **4,177** | | 1,159 | |
| Other marketing | **647** | | 618 | |
| | | **6,015** | | 2,160 |
| Totals Carried Forward | | **105,695** | | 104,762 |

# CLEVELAND INDEPENDENT THEATRE COMPANY
(Limited by Guarantee)

## INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2005

| | 2005 | | 2004 | |
|---|---|---|---|---|
| | £ | £ | £ | £ |
| **Total brought forward** | | **105,695** | | 104,762 |
| **Production expenses** | | | | |
| Touring & travel | | **6,782** | | 7,599 |
| **Administration** | | | | |
| Professional & Project Development | **-** | | 557 | |
| Artistic Director & administration fees | **65,926** | | 66,724 | |
| NIC | **5,789** | | 6,062 | |
| Audit fees | **2,175** | | 2,075 | |
| Bank charges | **187** | | 268 | |
| Insurance | **1,733** | | 1,726 | |
| Office expenses & stationery | **631** | | 1,737 | |
| Telephone | **969** | | 1,486 | |
| Postage | **1,703** | | 1,735 | |
| Photocopying | **1,224** | | 394 | |
| Repairs & renewals | **155** | | 573 | |
| Rent | **3,378** | | 3,735 | |
| Subscriptions & website | **1,515** | | 1,894 | |
| Travel | **2,126** | | 960 | |
| Training | **1,146** | | 1,668 | |
| Sundries | **241** | | 247 | |
| Computer software | **763** | | 733 | |
| Recruitment costs | **1,025** | | - | |
| Accountancy | **396** | | - | |
| | | **91,082** | | 92,574 |
| **Depreciation** | | **3,143** | | 1,385 |
| | | **£206,702** | | £206,320 |
| Surplus for the financial year | | **14,393** | | 11,142 |
| Surplus brought forward | | **31,533** | | 20,391 |
| Surplus carried forward | | **£45,926** | | £31,533 |

This page does not form part of the statutory accounts