

Company registration number: 03871591

Charity registration number: 1080948

OUTSIDE EDGE THEATRE COMPANY
Report and Accounts
For The Year Ended
31 March 2018



61 Munster Road
London
SW6 5RE

Outside Edge Theatre Company
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Outside Edge Theatre Company
Company Information

Outside Edge Theatre Company is a company limited by guarantee and not having a share capital.

Directors

Patricia Herbig	CHAIR
John Gordon-Smith	VICE CHAIR
Mary Ballard	
Emily Doherty	
Catherine Fox	
Natalie Petryszyn	(resigned 12 September 2017)
Dr James Reynolds	
Dr Yvonne Robinson	
Shereen Sadiq	

Members of the Board of Trustees for the purpose of charity law and Directors for the purpose of company law.

All trustees are volunteers who do not receive remuneration.

Accountants

Peter Cload Finance
4 Broomans Terrace
Broomans Lane
Lewes
BN7 2BH

Registered Office

61 Munster Road
London
SW6 5RE

Company registration number

03871591

Charity registration number

1080948

**Outside Edge Theatre Company
Trustees' Report
Period 1 April 2017 – 31st March 2018**

Chair's Report

This past year has been one of change for Outside Edge Theatre Company. We have seen the work that we do become more and more needed as there is unprecedented growth in substance misuse, particularly in the area of opioid use. Whilst we have seen an increased need for our services, we have seen and experienced an ongoing struggle in the charity sector to get and maintain funding. And yet, in the face of it all, we have managed to hold on, to continue to deliver quality workshops and services and to plan for a bigger and brighter future. For all of these achievements, we have the staff, our workshop facilitators and volunteers, both past and present, to thank. Without their dedication and hard work beyond expectation, we couldn't have done it.

The Board will see some changes in 2018. After six years on OETC's Board, this is my last Trustee's Report for the Financial Statements and, as I write this, I have to admit that I feel sad that I will not be around to participate from the inside and assist in all of these exciting changes. I know that there will be some teething pains and yet I am highly confident that the new management team will weather them and use the experiences to develop the company. I look forward to seeing the shows in the coming months and years.

Finally, I would like to thank each of my fellow Trustees for their hard work and their never-ending dedication to this worthwhile and important charity. I know that I will see you all again at Outside Edge's invited audience shows and at the future public performances. OETC turns 20 next year and there are many exciting plans afoot to celebrate the anniversary.

Patricia Herbig
Chair

Purpose and Activities

Outside Edge Theatre Company is the UK's only theatre company and participatory arts charity focused on fighting addiction. For almost twenty years our peer-led drama workshops have supported substance misusers to maintain their recovery and our theatre productions have raised the public's awareness around issues related to addiction.

The objects of the charity are:

1. To provide relief and rehabilitation for those persons who are dependent or otherwise affected by drug or alcohol addiction through professional theatre productions, workshops and training in all aspects of theatre crafts; and
2. To advance the education of the general public with a view to preventing persons becoming dependent or otherwise affected by drug or alcohol addiction through professional theatre productions, workshops and training in all aspects of theatre crafts.

Participatory Drama Workshops

OETC's peer-led workshops enhance feelings identified with the New Economics Foundation five ways of wellbeing: connect, be active, keep learning, take notice and give. This accounts for why 100% of participants surveyed said OETC strengthened their recovery; 93% did not use drugs or alcohol in the past month; and 71% did not use drugs or alcohol in the past year. Our core workshops continue to be successful and are certainly well received and appreciated.

Our **Drop-In Drama**, for participants in early recovery, operated 49 weeks this year and provides an introduction to acting and improvisation. The games and role playing allow for opportunities to relearn group social skills and, at the same time, have fun in a relaxed and safe space.

Edge Two operated 45 weeks this year and is led by an ex-service user. More advanced drama skills are introduced and honed and the group has performances for an invited audience a couple of times per year, which this year included a showing of their devised piece *Angels and Seagulls*.

The Company operated for 47 weeks this year and is run by the Artistic Director and an ex-service user. Their aim is to create and produce professional productions that tour treatment centres, schools and theatre festivals.

Write Now is a weekly group that ran 41 weeks this year and is also led by an ex-service user, herself an acclaimed playwright. Some of the work produced by Write Now has been read and performed by members of Edge Two and The Company at public performances. Funding for this group will run out in September 2018 and we are working to generate sustainable funding for the group.

The **Women's Group** was a weekly drama group run in partnership with FIRM, the latter which provided a meal and women-only social time. We delivered 47 sessions in this financial year, but unfortunately funding ran out in May 2018 and we are working to raise the funds required to re-introduce the group.

In addition to the workshops, in 2017 OETC completed a pilot project delivering peer-led **Drama Taster Sessions** in treatment centres to engage and interest attendees in theatre as a way of supporting their recovery.

Theatre Productions

In early 2017 we developed and performed a show and workshop aimed at young people called *Looking Up* which addressed social media addiction. This was so successful that we were approached to remount the production for another school later in the summer. The Company participated in the Hammersmith and Fulham Arts Festival with a devised piece entitled *Voices* and performed at the Munster Road Summer Day. The Company had great success with *Unfinished Business*, which toured to the Bloomsbury Festival and Ley College in Oxford. The Company and Write Now collaborated together to put on our yearly Christmas performance, *A Word to be Heard*, for which we had a full house, with members of the workshops who were not involved in the show attending as well as friends and family and many of our Patrons.

Achievements and Performance

OETC delivered 229 participatory drama workshops in 2017-18. Participation in workshops fell from 1,162 individual attendances in the year ending 31 March 2017 to 993 in the current year. This was due in part to a reduction in our performance dates and in the number of Drama Taster Sessions we delivered in drug and alcohol treatment centres from which we were previously able to recruit new service users.

Now more than ever OETC needs to provide access to our unique services for people early in recovery in treatment centres. Analysis by the BBC found £162 million (18%) has been cut from local authority drug and alcohol treatment budgets in England since 2013-14, and yet National Health England's latest statistics (NDTMS 2017) shows there has been a 23% increase since 2006 of people accessing substance misuse treatment services. Participants from Drama Taster Sessions stated they were "elated" afterwards, "in a better mood", and had "a boost in confidence". Participants liked that there was a "lot of laughter in the room" and they felt less daunted to get involved. One person expressed their "joy for acting" had been reawakened through the exercises. OETC is committed to securing funding over the next year to re-start this important area of our work.

We know from experience that once introduced to arts-based interventions, people in recovery have a better probability of maximising their chances to remain substance free and generally flourish. In 2017-18 OETC had

114 new participants join our workshops; our participants came from 26 London boroughs, had a diverse range of backgrounds and were aged between 22-67 years old. 71% of participants surveyed said that they had not used substances in the past year. Across all of our workshops 78% of participants surveyed said OETC's service met their needs and they were satisfied overall with the service.

Our participants have given the following enthusiastic statements about their experiences at OETC:

What do you like best about coming to Outside Edge?

"Inspiring."

"Diversity of the group."

What role, if any, has your involvement with Outside Edge had on any changes to the way you feel?

"Feel happier and more confident."

"Feel less isolated and less odd."

"Outside Edge gave me confidence and hope and self worth."

What role, if any, did Outside Edge play in helping you move into work, volunteering and /or training?

"Got me believing I could do more than one thing a day."

"I now have a part-time job, working for the first time in 20 years."

Other comments you would like to give about your time with Outside Edge?

"Brilliant awakening creative stuff I didn't know I had, unlocking creative constipation."

"So exciting."

"I love outside edge it brings me back to life and makes me love life more."

Beyond maintaining our participants' recovery from substance misuse, OETC's work reverberates throughout their lives, boosting their emotional and physical wellbeing and making them more employable and less socially isolated. Increased feelings of social connectedness is a contributing factor in battling mental health issues and addiction, which OETC's statistics reflect: 78% of participants surveyed said they were thinking clearly often or all of the time, which is a 37% increase since first accessing our group activities; and 67% of participants surveyed said they felt optimistic about the future and had been feeling useful. We take these statistics as good evidence that OETC's work increases service users' wellbeing and supports sobriety.

Audience attendance for OETC's productions also fell from 1,234 in the year ending 31 March 2017 to 621 in the current year. This was due to the fact that *Unfinished Business* was touring throughout 2016-17 and school groups booked the initial run of *Looking Up* in the first part of 2017. Despite these lower audience numbers, feedback for OETC productions is overwhelmingly positive:

Audience responses to *Unfinished Business*:

"Reinforces powerfully in vision the message we are trying to get across to our groups. Particularly having to say goodbye to old life." - Turning Point Group Facilitator

"Loved it - Brilliant!! Really wish I had seen something like this when I was in early recovery." - Service User

Year 9 students' responses to *Looking Up*:

"I think this held a strong meaning behind it, portraying a clear message of addiction and social media. It was performed well and it let us imagine the scenes and objects."

"Amazing play, great moral and acting."

"This play told us more about how easy it is to get addicted to all different things. From drugs to social media. It makes you realise a different side to it as well."

This past year OETC took time to reassess its artistic vision and consequently the organisation focused much more on the delivery of its participatory drama workshops. This decision was aimed to help reduce expenditure and ensure we provide the most effective service for our beneficiaries. OETC remains committed to making innovative, groundbreaking theatre productions that put voices and stories on stage which audiences are not

used to encountering. We will continue to explore situations that are not always comfortable to examine and believe that theatre can shine a light on a multitude of issues related to addiction.

Our mission is not just to engage people in recovery with drama, but also to provide the community access to high quality theatre that captures the imagination of audiences. Recent evidence from the 2017 All-Party Parliamentary Group report on Arts, Health and Wellbeing demonstrates the important effect OETC productions can have on the local community: after engaging with the arts 77% of people engage in more physical activity and 82% enjoy greater wellbeing. Our unique theatre productions must continue to bring together diverse audience groups and connect them with our participants in recovery. OETC's Board recognises that as a theatre company we must increase our artistic output and we are excited to work with the new Artistic Director to begin planning higher profile professional productions in the coming year.

Financial Review

Since the sudden passing of our founding Artistic Director a few years ago, OETC's finances fluctuated whilst we re-grouped and found our path forward. In 2016-17, thanks to good governance and oversight, we succeeded in turning a -£54,002 deficit into a surplus of £8,220. The deficit from the previous year was primarily due to two key performance obligations (*Too High, Too Far, Too Soon* and *Rockston Stories*) that were not completely successful at the box office and for which OETC had committed support funding. Unfortunately, due to the current funding landscape and an increasing need for our services, OETC struggled to increase our income in 2017-18. To meet the requirements of the expansion of our provisions, we ran an operating deficit this year of -£19,612. Last year there was also an erroneous double posting of deferred income, which therefore had to be reversed in this year's accounts (£17,500 from Westminster City Council). This year, seeing the organisation's expenditure continuing to rise, the Board intervened to address these issues by streamlining services and also through a new senior management team structure that combines four part-time positions into two full-time positions. When financial concerns were identified, OETC took strategic action to limit our spending and ensure cash flows could sustain our work, and we now expect to once again post a surplus by the end of 2018-19.

Our total income for 2017-18 was £102,552. We continued to receive funding from local authorities for three of our workshops. Hammersmith and Fulham once again gave us a total of £35,000 to deliver our successful Drop-In Drama group and the weekly workshop for The Company. Westminster supported the Edge 2 workshop in Pimlico with £15,000. This year was our second year of a generous three-year grant from The Henry Smith Charity, which has given OETC £30,000 a year to help build our capacity and employ two staff members. We were also awarded £9,856 from Big Lottery to deliver our writers' group. The Drug Alcohol and Wellbeing Service (DAWS) awarded us £2,500 for our Women's Group and a Tri-Borough grant awarded the previous year also funded this workshop.

Our income from workshops and performance fees was £1,916 in 2016-17 and marginally dropped this year to £1,178 due to the fewer number of performances produced by the company. This year our donations rose to £6,012 and, as we approach OETC's 20th birthday, next year the Board plans to continue building upon this success with a fundraising drive.

OETC's expenditure this year was £122,164. 54% (£64,858) of funds were spent directly on delivering our workshops and theatre productions with an additional 40% (£48,778) spent on the old core staffing to undertake our expanding charitable activities. This expenditure delivered workshops with 993 individual attendances over the past year, impacting the health, wellbeing and lives of participants. OETC is an effective and cost-efficient preventative measure that helps keep substance misusers on track through our requirement for sustained recovery as a pre-requisite for attendance. This investment in people weighs favourably against Public Health England's 2016-17 Alcohol and Drugs Treatment Commissioning Tool which lists inpatient drug and alcohol treatment prices at £164.72 per patient per day of treatment. In addition, 2018 Public Health England statistics state that there is a £4 social return on every £1 invested in drug prevention programmes, therefore OETC's activities not only potentially save on public health spending, but also provide added value to the local community which could be calculated at up to £410,208 this past year.

Reserves Policy and Going Concern

We note that despite our commitment to adhere to a reserves policy of 3 months of unrestricted free reserves, the reserves were reduced by the need to cover our operational deficits. By the end of 2014-15 we had £36,671 of unrestricted funds, but this year we only had £1,132. OETC's Board recognises the need to rebuild our reserves and responded to the situation by reining in costs and restructuring the senior management team to allow for greater efficiency and enhanced income generation. Over the next year OETC has committed itself to a fundraising drive that will prioritise the need to return our reserves to an ideal level in order to cover any unplanned emergencies or expenditures that may arise.

Although OETC's Board has identified operational challenges over the past few years, we have consistently exercised good governance and intervened to ensure our vital charity remains a resilient organisation. Whilst we acknowledge that reserves are low, cash at bank and in hand continues to be closely monitored and we will have adequate cash flow to cover our needs throughout 2018-19. Thanks to streamlined services and a new staffing structure the Trustees are of the view that OETC is and continues to be viable as a going concern.

Future Plans

Over the past several years, Outside Edge tried to respond to its service users' requirements: We piloted new workshops to appeal to those segments which we felt and were told were under-served (women and those who wanted to express themselves in writing as opposed to on stage). We developed and delivered public performances. We engaged with more people with acute substance misuse issues through taster sessions in treatment centres. All of these activities take funding and, as noted above, as an organisation working with people in recovery, we have seen our funding cut.

We have made several changes to the charity: New management, through a now combined role of a new Artistic Director / CEO and a new General Manager. Recruitment for the new team began in March 2018. The new team is now led by Matt Steinberg who is an award-winning theatre director and recent participant of the Clore Leadership programme. Matt is supported by a General Manager, Ricardo de Lacerda Ferreira, who is a fully-certified lawyer holding an MBA and a Master's Degree in Arts Administration and Cultural Policy. They plan to streamline services and management, but with little impact on current service users. Both are full-time at OETC and we hope that this will give them the time and the resources to develop the organisation in a more sustainable way. Their priority is to diversify income sources and develop more capacity to fundraise whilst monitoring output and evaluating efficacy of the programmes. They manage OETC's team of freelance facilitators, who continue to be recruited from within the workshop groups and are trained by us to become peer mentors and peer support facilitators.

Over the next year OETC plans to re-start its drama Taster Sessions in treatment centres, re-start its Women's Group, secure funding to continue its writers' group and find more ways for our service users to participate across more of our services. We are keen to pursue a more asset-based model of recovery that sees participants' strengths and potentials motivating their engagement with the community and their path to recovery. We will continue pursuing strategies that allow for an increase in service user feedback and involvement and that helps OETC to ensure we facilitate a robust peer-led service. We are building relationships with local and national arts organisations to share our experience of working with people in recovery. In the next year OETC has plans in place to co-produce a remount of a critically acclaimed production about drugs and sex addiction in the gay community, which we will use to launch a participatory drama group for LGBTQ+ people in recovery.

Although we have experienced challenges since the sudden death of our founder in 2014, we hope, from the service users' perspective, that Outside Edge and its workshops are the same as they have always been: High quality drama workshops from which they can learn, which are enjoyable and which support the participants' recovery. OETC is a vital and unique theatre company and arts charity that makes an immediate and lasting impact on its service users. Going forward we are excited to continue innovating the delivery of our services, expanding the reach of our work and creating theatre productions that transform performers and audiences.

Structure, Governance and Management

Governing Documents

Outside Edge Theatre Company is a company limited by guarantee governed by its Memorandum and Articles of Association, which was revised and dated 25 June 2014. It is registered as a charity with the Charity Commission.

Organisation and Management

A Board of Trustees, led by the Chair, heads OETC and the Board normally meets quarterly. All Trustees automatically become members of the Charity and membership is not open to any person other than the Trustees. The Board of Trustees, which must have at least 3 members, but is not subject to any maximum number, administers the charity. The Trustees appoint an Artistic Director and CEO to manage the day-to-day operations of the charity. To facilitate effective operations, the Artistic Director and CEO has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and artistic performance related activity.

For the year 2017-18 OETC's staff were all part-time positions. The staff included a CEO, Artistic Director, Creative Producer and Fundraising and Administrative Assistant. Following a management restructure, OETC streamlined the senior management and administrative team into two full-time positions. From summer 2018 onwards the Artistic Director / CEO reports directly to the Board and the General Manager reports to the AD / CEO. OETC workshops are delivered by a team of freelance facilitators who report to the AD / CEO. In the event of any dispute or issue, any and all staff can request a meeting with members of the Board to discuss issues.

Appointment of Trustees

At 31 March 2018 OETC had 7 Trustees. Each Trustee is eligible to serve for a maximum of 6 years unless on the recommendation of the Board, the Trustee is appointed for a further consecutive three-year term. OETC values a diversity of perspective and lived experience and Trustees are appointed regardless of substance misuse history, age, disability, sex, gender, sexual orientation, race, religion or belief. With the retirement of our current Chair, Patricia Herbig, in September 2018 we will shortly begin an open and transparent recruitment process for new Trustees to join OETC's Board.

We have had, over the years, occasional service user representatives. The contribution and participation of OETC service users is valued and has always been incorporated into the work of the organisation. We are currently inviting applicants to join the Board from our service user group so we may continue to improve the quality of our services through obtaining and responding to feedback about the experience of services users.

BOARD OF TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

Company law requires the Directors to prepare financial statements for each financial period that give a true and fair view of the state of affairs of the company as at the end of the financial period and of its surplus or deficit for the financial period.

The Directors confirm that suitable accounting policies have been used and applied consistently and reasonable and prudent judgments and estimates have been made in the preparation of the financial statements for the year ended 31 March 2018.


The Directors also confirm that applicable accounting standards have been followed and that it is appropriate for the financial statements to have been prepared on the going concern basis.


The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enables them to ensure that the financial statements comply with Companies Act 2006.

The Directors are responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INDEPENDENT EXAMINER

The Independent Examiner, Peter Cload Finance, will be proposed for re-appointment in accordance with the Companies Act 2006. The accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Signed.....
For and on behalf of the Board of Trustees
Approved by the Boards of Trustees on:
Name: Patricia A. Herbig
Date: 2.11.18

Signed.....
For and on behalf of the Board of Trustees
Approved by the Boards of Trustees on:
Name: JOHN GORDON-SMITH
Date: 5/11/18



Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name
Outside Edge Theatre Company

On accounts for the year
ended

31st March 2018

Charity no (if any)

1080948

Set out on pages

2 and 3

(remember to include the page numbers of additional sheets)

Respective
responsibilities of
trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

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

Basis of independent
examiner's statement

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

Independent
examiner's statement

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- accounting records were not kept in accordance with section 130 of the Charities Act or
- the accounts do not accord with the accounting records

I have come across no other matters in connection with the examination to which attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed:

Date: October 12th 2018

Name:

Peter Cload

Address:

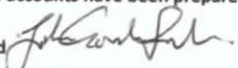
Flat 1, 199 Dyke Road, Brighton and Hove, BN3 1TL

Outside Edge Theatre Company
Company Number 24272580
Financial Statements
01/04/2017 to 31/03/2018

Balance Sheet

	2018		notes	2017	
Current assets					
Debtors	£	200	1	£	2,500
Cash at bank and in hand	£	2,495	2	£	19,096
Total current assets		£ 2,695			£ 21,596
Liabilities					
Creditors					
amounts due within one year	£	1,563	3	-£	1,648
Deferred income				£	2,500
		£ 1,563			£ 852
Net current assets		£ 1,132			£ 20,744
Total funds		£ 1,132			£ 20,744

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

signed 
name **JOHN GORDON-SMITH**
date **5/11/18**

Statement of Financial Activities

	2018			notes	2017
	unrestricted	restricted	total		total
Incoming resources from generated funds					
Voluntary income	£ 156	£ 95,206	£ 95,362	4	£ 107,835
Activities for generating funds	£ 7,190		£ 7,190	5	£ 1,809
Investment income				6	£ 16
Total incoming resources	£ 7,346	£ 95,206	£ 102,552		£ 109,660
Costs of generating voluntary income	£ 1,491		£ 1,491	7	£ 2,132
Costs of charitable activities		£ 118,164	£ 118,164	8	£ 97,958
Governance costs	£ 2,509		£ 2,509	9	£ 1,350
Total resources expended	£ 4,000	£ 118,164	£ 122,164		£ 101,440
Net movement in funds	£ 3,346	-£ 22,958	-£ 19,612		£ 8,220
Total funds brought forward	£ 18,702	£ 2,042	£ 20,744		£ 12,524
Funds as at 31/03/2018	£ 22,048	-£ 20,916	£ 1,132		£ 20,744

notes
note

1 Debtors	CGL (paid 05/04/2018)	£	200	
		£	200	
2 Cash/bank	Cooperative Bank	£	2,327	
	cash and floats	£	168	
		£	2,495	
3 Creditors/accruals				
	accruals for costs invoiced in 2018/19	£	1,313	
	Peter Cload 2017/18 accounts	£	250	
		£	1,563	
4 Voluntary income				
unrestricted	P Herbig	£	156	
		£	156	
restricted	Women's Group	£	5,350	
	Theatre Skills	£	35,000	
	Edge Two	£	15,000	
	Henry Smith	£	30,000	
	Big Lottery Write Now	£	9,856	
		£	95,206	
5 Activities for generating funds				
	Workshop/Performance Fees	£	1,178	
	Donations	£	6,012	
		£	7,190	
6 Investment Income				
	Bank Interest	£	-	
	total income		£	102,552
7 Costs of generating voluntary income				
	Marketing	£	1,275	
	Just Giving	£	216	
		£	1,491	
8 Costs of charitable activities				
	Core Staff	£	48,778	
	Production Costs	£	1,168	
	Project Costs	£	63,682	
	Tour Costs	£	1,177	
	Other Charitable Costs	£	3,359	
		£	118,164	
9 Governance costs				
	Accountancy	£	2,496	accountancy costs in 2017/18 include historical accruals of £1,648
	Companies House	£	13	
		£	2,509	
	total expenditure		£	122,164
	surplus		-£	19,612
10 Prior year adjustment	The assets (debtors) and liabilities (deferred income) amounts brought forward from 2016/17 have both been reduced by £17,500 from the submitted accounts This is to correct for a previous booking error The balance sheet net assets and funds position is unchanged			