Company Registration Number: 05432853 Charity Registration Number: 1141227

Music Beyond Mainstream Limited Financial Statements For the Year Ending 31 March 2021

JANE ASCROFT ACCOUNTANCY LIMITED

Chartered Accountants
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Financial Statements

Year Ended 31 March 2021

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Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31 March 2021

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2021.

Objectives and Activities

The objects of the charity are to promote the arts for the public benefit by producing, promoting and organising concerts and multi-disciplinary performances for the public.

Our primary activity is to produce, co-produce and promote concert events and to produce them as touring productions to ensure wide public distribution within the UK. Our concert tour activity is focussed on delivering events that have considerable artistic value and merit but which could not be realised regionally by the commercial sector. They are concert events that would not otherwise be available to the public through regional concert venues. Our distinctive productions and promotions offer new artistic opportunities to people that already engage with concert and arts events to extend their experiences, but equally offer new and different people the opportunity engage with music and the arts.

Achievements and Performance

COVID-19 Pandemic

The COVID-19 pandemic resulted in the closure of the live music sector for the entire financial year. This had serious implications for Music Beyond Mainstream (MBM) as an organisation whose member venues operate in live music and who take MBM projects. In effect all revenue streams in the form of membership fees, fees for projects presented by members and project grants that have an element of contribution to core costs all ceased. Membership and project-based income is not projected to return until the later part of 2021/2022 at the earliest.

The cultural sector was supported initially by Arts Council England who reallocated lottery funds and reserves to an Emergency Response Fund, to enable arts organisations making a significant contribution to culture to survive the initial lockdown period. MBM successfully applied to that fund which, alongside a review and reduction in ongoing expenditure, meant the organisation weathered the immediate impact.

The DCMS then announced a very significant package of support for the sector which Arts Council England administered as the Cultural Recovery Fund. MBM was successful at applying to the first round (CRF - Round 1) for funds to:

- Develop a project that would help us explore digital space and opportunities and increase potential for future revenue earning.
- Maintain organisational capacity and retain what projects we could in the production pipeline.
- Reinflate reserves.

Music Beyond Mainstream also played a valuable role as a virtual space for members to meet and share intelligence, insights and best practice. The feedback from members was that this was a very valuable resource not only professionally but also personally through a time when isolation was very high and positive news exceedingly low.

During the latter part of 2020/2021 we also began to discuss how MBM might be reinvented for the future and began the process of sharing ideas and consulting on the possibilities and options that would increase the value that MBM adds.

Trustees' Annual Report (Incorporating the Director's Report) (continued)

Year Ended 31 March 2021

An_Other Christmas

Just prior to pandemic we had commenced R&D on An_Other Christmas. An_Other Christmas is an alternative examination and celebration of Christmas. There was clearly an appetite amongst promoters for a seasonal offering that stood out as highly distinctive from the repetitive and rather unimaginative programme content available over the Christmas period. The R&D was initially focussed on a live production, but the pandemic stopped all planned activity. However, rather like a virus, the project mutated as the first lockdown took hold to become a digital proposition. The ambition was to produce a digital event for Christmas 2020, but the timescale with pandemic restrictions was simply insufficient. We therefore took the project forward, supported by CRF support (see above), and will deliver a digital event for Christmas 2021.

Financial Review

Clearly the year did not unfold in line with our financial planning due to the shutdown of the entire live music sector. However, CRF support mitigated the worst effects of the cessation of all revenue streams. MBM ended the year in a reasonable position though directors are very conscious that as the financial year ended the sector has a significant period of recovery ahead of it. It is the view of the directors that it will be at least another financial year before there is the prospect of a return to fiscal normality. MBM operates in the early-stage investment and introduction to market part of the product lifecycle. The sector will be looking more towards product that is in the later stages of the product life cycle where the market has matured, and commercial exploitation potential represents reduced risk.

MBM's reliance on project funding from the UK arts funding system represents a significant risk. However, directors have evidence from the extraordinary events of the year that the UK government recognises the significance and vulnerabilities of the cultural sector and note government willingness to support culture. Directors are aware of the challenges of maintaining the charity and its collaborative approach to delivering public benefit and continue to assess the risk on an ongoing basis accordingly.

The Board reviewed the appropriate level of General Reserve at the year end and consider that £30,000 is an appropriate minimum level for the following financial year. Such a level allows latitude eight months continued operation should further project income contributions to core costs not be realised.

Plans for Future Periods

An_Other Christmas will continue to be developed for delivery over Christmas 2021. It will be a stand-alone piece of work, but will also serve as a steppingstone and promotional capital for a potential live iteration the following year and hopefully beyond.

As the year closed Directors are clear that the organisation will continue to look at its reinvention and revitalisation once the sector recovers. Directors are also minded to develop the organisation as a potential candidate for Arts Council England National Portfolio Organisation (NPO) status. This would see MBM enter into a funding agreement with Arts Council England for a four-year period. The organisation will be developed with this in mind over the next financial period with a view to submitting and application around February 2022.

Trustees' Annual Report (incorporating the Director's Report) (continued)

Year Ended 31 March 2021

Structure, Governance and Management

Music Beyond Mainstream Ltd (MBM) is a registered charity and a company limited by guarantee. It was incorporated as a company limited by guarantee on 22 April 2005 and is governed by its Memorandum and Articles of Association. It was registered as a charity on 7th April 2011.

The Directors are the Trustees of the charity. As the Board of Directors they form its governing body which has ultimate responsibility for the proper administration of the charity and acts in its interests. Nominations for Trustee appointments are solicited from among the wider membership and are appointed by invitation of existing Trustees who assess candidates on the basis of skills they can contribute to the future direction of the organisation. New appointees are apprised of their obligations both as Trustees of the charity and as Directors of a company limited by guarantee, and they receive an induction into the organisation, its current position and all significant issues.

The Board of Directors is responsible for setting the strategic direction of the organisation giving consideration to resources and the risks and opportunities in the operating environment. The Board ensures compliance and has overall financial control, approving budgets and monitoring expenditure and revenues. The Board has overall approval of the programme of activity, ensuring it is consistent with objectives and maximises public benefit. The Board meets at least quarterly, and on other occasions as required to consider issues of particular significance.

While the Board retains the ultimate responsibility for running the charity, the management and day to day functions of implementing the Board's decisions are devolved to the General Manager. The General Manager is required to report to the Board at all Board meetings including areas of risk that require consideration. Other operational delivery functions are carried out by specialist contracted staff or companies on a project by project basis.

Public benefit

Our main activities and beneficiaries are described elsewhere in this report. All our charitable activities are undertaken to further our charitable purposes for the public benefit. The Trustees have had regard to the Charity Commission's guidance on public benefit throughout the year when deciding on the activities of the charity.

Trustees' Annual Report (Incorporating the Director's Report) (continued)

Year Ended 31 March 2021

Reference and Administrative Details

Registered charity name

Music Beyond Mainstream Limited

Charity registration number

1141227

Company registration number 05432853

Principal office and registered The Anvil

office

Churchill Way Basingstoke

Hampshire **RG21 7QR**

The Trustees

Mr N Reed (Chair) Miss T Austin Mr Karl N Chapman Mr M Cleaver Mr R Haswell

Company Secretary

M Cleaver

Independent Examiner

Jane Ascroft FCA MA (Cantab)

Enterprise House

Harmire Enterprise Park

Barnard Castle County Durham DL12 8XT

Small Company Provisions

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This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

trustees by:

M Cleaver

Charity Secretary

Independent Examiner's Report to the Trustees of Music Beyond Mainstream Limited

Year Ended 31 March 2021

I report to the trustees on my examination of the financial statements of Music Beyond Mainstream Limited ('the charity') for the year ended 31 March 2021.

Responsibilities and Basis of Report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2. the financial statements do not accord with those records; or
- the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- 4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Jane Ascroft FCA MA (Cantab) Independent Examiner

Enterprise House Harmire Enterprise Park Barnard Castle County Durham DL12 8XT

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Statement of Financial Activities (including income and expenditure account)

Year Ended 31 March 2021

		Unrestricted	2021 Restricted		2020
	Note	funds £	funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	89,908	68,095	158,003	11,000
Charitable activities	6	_	3,930	3,930	29,014
Investment income	7	-	-	_	33
Total income		89,908	72,025	161,933	40,047
Expenditure					
Expenditure on charitable activities	8,9	39,208	27,346	66,554	83,326
Total expenditure		39,208	27,346	66,554	83,326
Net income/(expenditure)		50,700	44,679	95,379	(43,279)
Transfers between funds		4,612	(4,612)	_	-
Net movement in funds		55,312	40,067	95,379	(43,279)
Reconciliation of funds					
Total funds brought forward		19,604	8,832	28,436	71,715
Total funds carried forward		74,916	48,899	123,815	28,436

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

Statement of Financial Position

31 March 2021

	2021			2020
	Note	£	£	£
Fixed Assets Intangible assets	15		1,080	2,160
Current Assets Debtors Cash at bank and in hand	16	1,160 123,425		600 27,379
		124,585		27,979
Creditors: amounts falling due within one year	17	1,850		1,703
Net Current Assets			122,735	26,276
Total Assets Less Current Liabilities			123,815	28,436
Net Assets			123,815	28,436
Funds of the Charity Restricted funds Unrestricted funds			48,899 74,916	8,832 19,604
Total charity funds	18		123,815	28,436

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

Trustee

Notes to the Financial Statements

Year Ended 31 March 2021

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Anvil, Churchill Way, Basingstoke, Hampshire, RG21 7QR.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investments measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

The entity is a Public Benefit Entity.

Going Concern

There are no material uncertainties about the charity's ability to continue.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The trustees consider that there are no significant estimates or judgments affecting these financial statements.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity.

Designated funds are unrestricted funds earmarked by the trustees for specific purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

Accounting Policies (continued)

Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.

Investment income is included when receivable.

Income from charitable trading activity is accounted for when earned.

Income from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

Intangible Assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses. Any intangible assets carried at revalued amounts, are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and subsequent accumulated impairment losses.

Intangible assets acquired as part of a business combination are only recognised separately from goodwill when they arise from contractual or other legal rights, are separable, the expected future economic benefits are probable and the cost or value can be measured reliably.

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

3. Accounting Policies (continued)

Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Website

33% straight line

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial Instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Debtors

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

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Cash at Bank and in Hand

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

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

3. Accounting Policies (continued)

Creditors

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

Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

4. Limited by Guarantee

The company is limited by guarantee. At 31st March 2021 there were 11 members each of whom had undertaken to contribute an amount not exceeding £10 in the event of a winding up.

The members were: The Anvil, Basingstoke; Bridgewater Hall, Manchester; Brighton Dome; Colston Hall, Bristol; Lighthouse, Poole; Liverpool Philharmonic Hall; Sage, Gateshead; Usher Hall, Edinburgh; Warwick Arts Centre; Town Hall/Symphony Hall, Birmingham, and Royal Concert Hall, Nottingham.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants Arts Council England - Cultural Recovery Fund	55,219	68,095	123,314
Arts Council England - Cultural Recovery Fund Arts Council England - Emergency funds	34,689	- 00,095	34,689
	89,908	68,095	158,003
	Unrestricted Funds	Restricted Funds	Total Funds 2020
Donations	£	£	£
Membership fees	11,000		11,000
	11,000	-	11,000

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

6. Charitable Activities

		Restricted Funds £	Total Funds 2021 £	Restricted Funds £	Total Funds 2020 £
	Performance income	_	_	9,700	9,700
	Venue contributions	2,500	2,500	2,800	2,800
	Arts Council grant - "King of Ghosts"	_,,,,,	_,	3,642	3,642
		_	_	3,042	3,042
	Arts Council grant - "AN Other				
	Christmas"	1,430	1,430	12,872	12,872
		3,930	3,930	29,014	29,014
		-			
7.	Investment Income				
		• • • •	Total Funds		Total Funds
		Funds	2021	Funds	2020
		£	£	£	£
	Dook interest receivable	-	_	~ 33	~ 33
	Bank interest receivable	_		33	
		· <u></u>			
8.	Expenditure on Charitable Activities	by Fund Type			
			Unrestricted	Postricted	Total Funds
			•		
			Funds	Funds	2021
			£	£	£
	Charitable activities (see page 17 for me	ore details)	39,208	27,346	66,554
	Offantable doublines (see page 17 for in-	0.0 000007			
			Unrestricted	Restricted	Total Funds
			Funds	Funds	2020
			£	£	£
	Charitable activities (see page 17 for me	ore details)	46,125	37,201	83,326
			<u></u>		
9.	Expenditure on Charitable Activities	by Activity Ty	pe		
9.	Expenditure on Charitable Activities	by Activity Ty	-		
9.	Expenditure on Charitable Activities	by Activity Ty	Activities	Total funda	Total fired
9.	Expenditure on Charitable Activities	by Activity Ty	Activities undertaken		Total fund
9.	Expenditure on Charitable Activities	by Activity Ty	Activities	2021	2020
9.	Expenditure on Charitable Activities	by Activity Ty	Activities undertaken		
9.	Expenditure on Charitable Activities Charitable activities (see page 17 for magnetic for magnet		Activities undertaken directly	2021	2020

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

10. Net Income/(Expenditure)

	Net income/(expenditure) is stated after charging/(crediting):	2021 £	2020 £
	Amortisation of intangible assets	1,080	1,080
11.	Independent Examination Fees		
		2021	2020
		£	£
	Fees payable to the independent examiner for: Independent examination of the financial statements	500	500

12. Staff Costs

The average head count of employees during the year was Nil (2020: Nil).

No employee received employee benefits of more than £60,000 during the year (2020: Nil).

13. Trustee Remuneration and Expenses

Trustees received neither remuneration nor expenses from the charity during the current or previous year.

14. Transfers Between Funds

During the year £4,612 was transferred from restricted to unrestricted funds being the contribution to core costs by the AN Other Christmas project.

15. Intangible Assets

	Website £
Cost At 1 April 2020 and 31 March 2021	5,400
Amortisation At 1 April 2020 Charge for the year	3,240 1,080
At 31 March 2021	4,320
Carrying amount At 31 March 2021	1,080
At 31 March 2020	2,160

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

	_	
16.		 OFS

		2021 £	2020 £
	Trade debtors	4 460	600
	Other debtors	1,160	
		1,160	600
17.	Creditors: amounts falling due within one year		
		2021 £	2020 £
	Trade creditors	1,250	880
	Accruals	600	600
	Social security and other taxes	_	223
		1,850	1,703
			

18. Analysis of Charitable Funds

Unrestricted funds

General Reserve	At 1 April 2020 £ 19,604	Income £ 89,908	Expenditure £ (39,208)	Transfers £ 4,612	At 31 March 2021 £ 74,916
Canada Dagasia	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
General Reserve	49,533	11,033	(46,125)	5,163	19,604

Notes to the Financial Statements (continued)

Year Ended 31 March 2021

18. Analysis of Charitable Funds (continued)

	Restricted funds					
		At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
	Arts Council project - "AN Other Christmas" AN Other Christmas digital	8,832	3,930	(8,150)	(4,612)	
		_	68,095	(19,196)	-	48,899
		8,832	72,025	(27,346)	(4,612)	48,899
		At		Francis d'Arres	Transform	At 31 March 2020
		1 April 2019 £	Income £	Expenditure £	Transfers £	£
	Arts Council project - "King of Ghosts" Arts Council project - "AN Other Christmas"	22,182	14,142	(31,161)	(5,163)	_
		_	14,872	(6,040)	_	8,832
		22,182	29,014	(37,201)	(5,163)	8,832
19.	Analysis of Net Assets	Between Funds	3			
				Unrestricted Funds	Funds	Total Funds 2021
	Intangible assets			£ 1,080	£	£ 1,080
	Current assets			75,686	48,899	124,585
	Creditors less than 1 year	r		(1,850)		(1,850)
	Net assets			74,916	48,899	123,815
				Unrestricted	Restricted	Total Funds
				Funds £	Funds £	2020 £
	Intangible assets			2,160	~ -	2,160
	Current assets			19,147	8,832	27,979
	Creditors less than 1 year	r		<u>(1,703)</u>		(1,703)
	Net assets			19,604	8,832	28,436

Management Information
Year Ended 31 March 2021

The Following Pages Do Not Form Part of the Financial Statements.

Detailed Statement of Financial Activities

Year Ended 31 March 2021

	2021 £	2020 £
Income and endowments	~	~
Donations and legacies		
Membership fees		11,000
Arts Council England - Cultural Recovery Fund	123,314	-
Arts Council England - Emergency funds	34,689	
	158,003	11,000
Charitable activities Performance income		9,700
Venue contributions	2,500	2,800
Arts Council grant - "King of Ghosts"	· -	3,642
Arts Council grant - "AN Other Christmas"	1,430	12,872
•	3,930	29,014
Investment income		
Bank interest receivable	_	33
Daily interest receivable		_
	404.000	40.047
Total income	161,933	40,047
Expenditure	179	495
Insurance Management face	34,500	495 42,467
Management fees Travel and subsistence	3 -1 ,550	1,046
Accountancy fees	648	678
Board and meeting expenses	12	1,766
Stationery, postage, telephone and other office costs	913	1,249
Amortisation	1,080	1,080
Artists' fees	26,750	29,458
Tour travel and accommodation costs	· –	2,876
Production costs	596	150
Advertising, design and printing costs	1,000	1,250
Sundry costs	876	811
Total expenditure	66,554	83,326
Net income/(expenditure)	95,379	(43,279)