

Company registration number: 01258679

Charity registration number: 1037653

The Red Ladder Theatre Company Ltd

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 March 2017

Ian Walker & Co.
Heworth House
Melrosegate
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YO31 0RP

The Red Ladder Theatre Company Ltd

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The Red Ladder Theatre Company Ltd

Reference and Administrative Details

Chair	<u>Chair</u> Tessa Gordziejko
Trustees	Tessa Gordziejko Craig Jefferies (appointed 24 September 2016) Jo Westerman (resigned 7 December 2016) Daniel Bye Martyn Potter Benjamin Rothera Emma McDowell (appointed 24 September 2016) Javaad Alipoor (appointed 24 September 2016) Rose Cuthbertson (resigned 24 September 2016)
Secretary	Christopher Lloyd
Principal Office	3 St Peter's Buildings York Street Leeds West Yorkshire LS9 8AJ The charity is incorporated in England and Wales.
Company Registration Number	01258679
Charity Registration Number	1037653
Independent Examiner	Ian Walker & Co. Heworth House Melrosegate Heworth York YO31 0RP

The Red Ladder Theatre Company Ltd

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31 March 2017.

Trustees

Tessa Gordziejko

Craig Jefferies (appointed 24 September 2016)

Jo Westerman (resigned 7 December 2016)

Daniel Bye

Martyn Potter

Benjamin Rothera

Emma McDowell (appointed 24 September 2016)

Javaad Alipoor (appointed 24 September 2016)

Rose Cuthbertson (resigned 24 September 2016)

Objectives and activities

Red Ladder's Mission

To further the education of people and their communities by making theatre which seeks to provoke social change and investigate global justice.

Red Ladder Theatre Company:

- Provides a high quality theatre experience for audiences
- Conducts national tours
- Presents and commissions new work
- Engages in participative training for aspiring actors
- Provides a framework and delivery for global justice interventions
- Engages audiences in after show discussions

Artistic Policy

- Embellish current text driven practice by experimentation with new theatre practices - including working with other art forms
- Inspire a new generation of theatre makers through the quality and originality of our creative practice
- Tour this work nationally, targeting communities who have little or no access to theatre
- Helping ordinary people investigate global issues
- Create a reputation for a unique Red Ladder creative process and a 21st Century style - to complement the reputation that precedes us
- Update the website to support the artistic tools of the company and increase our presence in the global village
- Awaken in modern society an emotional intelligence and literacy
- Continue to raise our local and regional profile particularly through enabling and inspiring emerging local artists
- Encourage a new perspective upon 'public value' - that our work aims to add value to society's pride, aspiration and identity; the spiritual effects of value rather than the economical
- Celebrate and build upon Red Ladder's 49 year history of making theatre

The Red Ladder Theatre Company Ltd

Trustees' Report

Strategies for achieving objectives

Commissioning new writing with writers who share our vision for making theatre which seeks to provoke debate and create in audiences a desire for social change. Offering free actor training courses and further opportunities wherever possible; involving them directly in the making of new pieces of theatre.

Post show chat-backs and data capture forms provide valuable feedback from audiences on the work. Rehearsed readings allow writers to get an informed perspective on their work at an early stage. The Red Writers group offers a safe and informed environment for colleagues to investigate and interrogate their work and the work of others in a positive light. Evaluation is a key element and is an integral part of the fabric of each project.

Public benefit

Red Ladder Theatre Company advances the education of the public by making theatre that is accessible by all and celebrates, inspires and challenges people, developing in them the desire and ability to express ideas and break down social and cultural barriers. Red Ladder increases access to the arts playing in unconventional places and tackling subjects and issues which are important to our community.

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Achievements and performance

a. Review of activities

Artistic Programme

Red Ladder's highly successful year of activity in 2015/16 continued into 2016/17. The company successfully applied for Strategic Touring Funding from Arts Council England in order to tour our work into non-theatre venues such as Rugby League clubs, sports and social clubs, miner's welfare, pubs and community centres. Maintaining our profile as a non-NPO company requires us to increase our activity and so it is important that we maintain a presence in the theatre venues as well as developing this non-traditional circuit. To do this the bulk of our activity has been in remounting or reimagining existing shows.

Wrong Un

This one woman show was first created in 2013 and the demand for the show has not waned. Rod Dixon re-rehearsed the show with a new actor replacing Ella Harris. Local actor Kathleen Yore has now taken the role and her first performance was to the HOPS group (a community group for OAP's in Hawksworth, Kirkstall Leeds).

Wrong Un and Gracefool Collective.

In Autumn 2016 and into Spring 2017 we supported new dance theatre company The Gracefool Collective by touring a double bill with them of our show 'Wrong Un' and their short dance piece 'This Really Is Too Much'. Although this short tour was not a main focus for our remounting of Wrong Un it was strategically a very important activity – it was highly valued by Arts Council England to see our very experienced company mentoring and supporting a newly graduated company and audiences thoroughly enjoyed seeing a one hour piece about a Suffragette by Red Ladder followed by a very amusing but relevant piece of movement theatre about women's oppressions in the 21st century set one hundred years later. Gracefool were taught by Rod Dixon when they were undergraduates at Northern School of Contemporary Dance in 2012, and so this progression is very important as Red Ladder's contribution to the Arts ecology of Leeds.

The Red Ladder Theatre Company Ltd

Trustees' Report

The Life and Soul

The one man show written by Chris O'Connor (Red Ladder's Social Media officer) was remounted in March 2017 in order to play the non-theatre circuit. Employing another Leeds based performer, Richard Galloway, the piece has now played several unusual spaces including The Hyde Park Book Club and Belle Isle T.M.O in South Leeds. There is considerable interest in this short piece from mental health charities and it looks like it will be booked to perform in several unusual settings such as conferences and sports clubs – three Rhino's players came to see it at Belle Isle and have themselves set up a blog about depression in young men and are very interested in using the play as support for further work in this area.

The Damned United

Our intention to downscale The Damned United for studio spaces and the non-theatre circuit has been achieved very successfully. The show now has only three actors playing the roles and a new set, sound and video design. The show played The Edinburgh Fringe during August 2017 at a high profile venue (Pleasance Courtyard) and sold really well with some great reviews. Ticket sales reached 80% of target and, financially, the show hit 71% of target which, in such a competitive environment was really pleasing. Audiences were not typical fringe audiences and it appeared many local residents attended. The show maintained Red Ladder's presence in national touring and theatre studios as well as playing the non-traditional circuit. It is important that we maintain a foot in both camps so to speak. Interest from the non-traditional touring venues has been extremely positive and the show will act as an 'entry level' production for many of these venues.

The Shed Crew

A successful bid to Grants for the Arts will enable the company to produce a large scale Leeds based show entitled 'The Shed Crew' which is the stage adaptation of a book entitled 'Urban Grimshaw and The Shed Crew'. This show explores how poverty and addictions and familial break downs affects lives and we have chosen to present this in a large warehouse near the Royal Armouries. The intention is to make an immersive piece of theatre which does not preach to the audience but aims to let them experience firsthand the lives of young people who are living without the safety net of parents, social workers, jobs, education etc. This show will be rehearsed in two phases. Two weeks in July, pre-Edinburgh, and then two weeks in September, post Edinburgh – so our activity is prolific this summer.

Participation & Engagement

Northern School of Contemporary Dance

Rod Dixon delivered a module on the undergraduate course for the fifth year running and again it was highly successful. As with previous years the module was an opportunity for Rod Dixon to extend his own practice and understanding of physical theatre and dance. The students all achieved first class and upper second class grades for their piece of work.

Sheffield University

In Autumn 2016 Rod Dixon delivered a series of actor –training workshops to a mixed group of MA students and members of a homeless charity group as part of the Maisie Glass Artist in Residence.

Red Grit Training

A full course of 9 sessions was run in Belle Isle, South Leeds at the Belle Isle TMO through March and April 2017 and a local writer requested we used two of the Red Grit actors for a script in hand reading of a short play he had written – this was presented as a curtain raiser for the performance of 'Life and Soul' at the Belle Isle space.

The Red Ladder Theatre Company Ltd

Trustees' Report

Hawksworth HOPS

Funded by Wellbeing Trust, Rod Dixon delivered several daytime sessions for the HOPS group (Helping Old People Smile) based in Hawksworth in Kirkstall. The group were aged between 61 and 90 and were very engaged into making a short piece of theatre which they presented live to an audience at their Easter dinner and then this was made into a short film for them to take away and watch. The group are very keen to work with Red Ladder again and a preview performance of 'Wrong Un' was presented in their hall. Further performances are due to be booked by this centre so that we can take work such as 'The Life and Soul', 'Rabbit-skin' and even 'The Damned United' for audiences on the estate beyond the OAP group.

The Ladderistas

After the highly successful Save Red Ladder campaign instigated by Oli Bentley and Jane Verity in 2014 the company decided that after raising £30,000 and having several successes in our time out of the national portfolio, that the company had indeed been 'saved'. In order to build on this support, with the advice and support of Rob Shaw, independent funding and development expert, the company set up a friendship and supporters' scheme entitled 'The Ladderistas'. The scheme was launched in March 2017 and members are encouraged to sign up for a direct debit payment (£5 minimum) or donate a single one off annual payment. The membership are rewarded with small rewards such as visits to rehearsals and their own newsletter/email.

b. Key developments for Red Ladder Theatre Company

Red Ladder and social media

Red Ladder's Twitter account now has 15699 followers. For an organisation of our size that is impressive but also very useful. Chris O'Connor manages much of the company's output on social media and sets up a show specific account which helped generate audiences and collate audience reactions.

c. Collaborations & Partnerships

The relationship with higher education institutions continues to be a strength of the company with regular teaching at NSCD and a close relationship with University of Sheffield. A new relationship is forming with Notre Dame Sixth Form College stemming from a placement we gave one of their students during 'Leeds Lads' in 2016 who went on to be employed by set builders Q Division. The college offered us their theatre for a preview performance of the new version of The Damned United on May 25th.

The young dance theatre company Gracefool applied for Grant for the Arts to tour their short piece 'This Really is Too Much' and as this piece explores oppression of women, our one woman show 'Wrong Un' will be remounted to tour with Gracefool as a double bill. This gives this new company their first experience of tour booking and touring and gives 'Wrong Un' further exposure across the UK.

Emerging theatre company 'Smoke and Oakum' run by Oli Forsyth have developed a small scale show about the world of boxing and again we will be partners to Oli when he applies for a Grant for the Arts to tour the show. Oli is booking a national tour for the show but it is also being added to the menu of shows offered to our non-theatre circuit.

The Strategic Touring Grant award saw performances on a new, non-traditional circuit commence in venues in South Wakefield, the R & G club near Huddersfield and Hawksworth and Belle Isle in Leeds.

The premise of the work is to develop relationships and trust with clubs and social centres with three buildings as partners (West Yorkshire Playhouse, Barnsley Civic and Doncaster Cast) and will run through the 2017/2018 year and finish in 2019. The initiative has had the added impetus added by an award from the Paul Hamlyn Foundation authored by our freelance fundraiser, Rob Shaw. The grant supports an 'explore and test' notion and is valued at £36,000.

The Red Ladder Theatre Company Ltd

Trustees' Report

Chris Lloyd is a board member of the Independent Theatre Council (ITC) and also a regional rep for Yorkshire and the Humber for ITC.

Financial review

In the year ended 31st March 2017, the company had a net deficit after depreciation of £50,615 (2016: surplus of £9,852) which, was deducted from (2016: added to) the fund balance brought forward of £180,444 gives a fund balance carried forward of £129,829. The trustees confirm that they are satisfied with the retained funds to continue the planned level of activities.

Principal funding sources

Principal funding was received from Arts Council England, England via Grants for The Arts awards, Leeds City Council core funding, Leeds Inspired strategic funding and earned income. A summary of funding is set out in note 3 to the financial statements.

Policy on reserves

A reserves policy has been established by the Management committee in order to ensure that there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months equates to, approximately, £26,000 and this is updated on a monthly basis and is calculated on a rolling annual time line.

Structure, governance and management

Nature of governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of trustees

The management of the company is the responsibility of the Management Committee members who are elected and co opted under the terms of the company's governing documents. One third of the directors/trustees retire annually by rotation and are eligible for re election. The constitution of the Committee is regularly reviewed and new appointments are made after discussions regarding suitability for the specific need of the company.

The Red Ladder Theatre Company Ltd

Trustees' Report

Induction and training of trustees

New Board Members receive the following information:

- A RLTC business plan
- General information about the organisation
- Recent and forthcoming activities: brochures, publicity, press articles and programmes
- Annual report and latest annual accounts
- RLTC in house roles and responsibilities
- A copy of the constitution and Articles and Memorandum
- Summary of the history of the organisation
- Mission statement and aims of RLTC
- Artistic policy, equal opportunities policy, health and safety policy, child protection policy, discipline and grievance procedure and accounting policy
- Organisational structure, list of staff and management

Prospective Board Members are then invited to observe the next Board Meeting. On acceptance from both parties, the new Board Member will be invited to attend the next Board Meeting at which she or he will be voted on to the Board and in advance of that meeting will be supplied with:

- RLTC Business plan and budgets
- Minutes of RLTC Board meetings for the last 12 months
- An agenda and papers for the forthcoming meeting
- Board list: names and brief biography
- Dates, times and location of future Board meetings and events
- Responsibilities of charity trustee's member's booklet - CC3

The Company Secretary will issue the following forms:

- Co-op bank declaration form 3b for new Board members (for protection against money laundering)

The new Board Member will also complete a RLTC new trustee declaration form to ensure their suitability as a Board Member and all new Board Members will be offered the opportunity to attend Board training through Arts & Business or some other qualified body.

Staffing

Red Ladder continues to have two members of staff on full time salary throughout the year - Artistic Director and Producer. Currently there are a further five part time freelancers covering marketing, Press and PR; social media, and producing/fundraising. Rob Shaw Fundraising has recently been engaged to oversee a strategic approach at both macro and micro levels to fundraising and maximising the amazing success of Save Red Ladder. From Rob's review of Save Red Ladder campaign The Ladderistas scheme was launched in February 2017. Take up has been steady but now the company has a full complement of the freelance disciplines the aim is to really push on with this initiative.

Organisational structure and decision making

The Board of Management meets at least four times a year and is responsible for the strategic direction and policy of the company. The day to day responsibility for the company is delegated to the Management Team of Red Ladder Theatre Company which, currently, comprises an Artistic Director and a Producer.

The Red Ladder Theatre Company Ltd

Trustees' Report

Relationships with related parties

Red Ladder Theatre Company has a strong, positive relationship with Arts Council England Yorkshire, the major funder of Red Ladder. Red Ladder's assigned officer from ACE Yorkshire is regularly kept informed of the artistic direction and ambition of the company and is an observer at Board Meetings. ACE Yorkshire continues to be extremely supportive of the charity and receives board papers and minutes of Trustee meetings. (See Risk Management - Section g. below)

Leeds City Council has elected an ex-officio representative to receive Board papers and attend Board meetings. Leeds City Council awarded a grant of £5,700 for the year in question, is supportive of the company and is regularly updated on artistic progress receiving biannual monitoring reports as part of their ongoing funding criteria.

Unlike Red Ladder's application for continued core funding to the Arts Council which was declined in 2012 Leeds City Council continued to fund the company through annual core funding and this has increased by 15% for the years 2016/17 and 2017/18.

Major risks and management of those risks

The Management Committee members have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks. There have been no major incidents to report during this financial period.

The company have comprehensive IT cover both remotely and onsite with robust virus cover through the server and for all incoming emails and web usage.

The company also has a robust Financial Control Procedures in place.

It was with sadness that Red Ladder said goodbye to Jo Westerman and Rose Cuthbertson who contributed enormously to the work of the company.

The board currently has seven experienced, motivated and passionate members.

In September 2016 an independently facilitated session was held to discuss the company's artistic plans for the next four years and whether or not Red Ladder should apply to the Arts Council to become a National Portfolio client again. There was a resounding yes. The application portal opened in October 2016 with Red Ladder's submission lodged by the end of January 2017.

The decision by the Arts Council to re-introduce Red Ladder back in to the portfolio was announced on 27 June 2017. This decision pledges funding over a four year period of £160,000 per annum.

In order to help members govern, monthly cash flows are circulated together with updated budgets and any new opportunities and/or threats which arise.

The reserves policy of having sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances has been calculated at £26,000 and this is the base level the cash flow forecast is set at. This is updated on a monthly basis and is calculated on a rolling annual time line.

The Red Ladder Theatre Company Ltd

Trustees' Report

Chair's statement

The Board of Trustees present this report as an accurate representation of activity which has continued to be delivered to a high standard of excellence, critical and public acclaim.

Over the past year, Red Ladder has continued to produce theatre projects which robustly enact its aims of reaching people who have little or no access to theatre and provoking social change. The company has developed new audiences with strategic and project support from its major stakeholder Arts Council England. Despite not being within the ACE portfolio of regularly funded organisations in the current round, Red Ladder has managed its resources to minimise risk and maximise delivery of its mission. Governance, strategy and the development of new income streams have developed with effective results.

The company has been fortunate to benefit from continuity of leadership over this period. Rod Dixon and Chris Lloyd have continued to demonstrate commitment, vision and strong competence in leading the company. I extend my personal thanks to my fellow trustees, freelance staff and to the growing constituency of Red Ladder supporters.

The annual report was approved by the trustees of the charity on 4 October 2017 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Tessa Gordziejko', written over a dotted line.

Tessa Gordziejko
Chair

The Red Ladder Theatre Company Ltd

Statement of Trustees' Responsibilities

The trustees (who are also the directors of The Red Ladder Theatre Company Ltd for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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

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

Approved by the trustees of the charity on 4 October 2017 and signed on its behalf by:


Tessa Gordziejko
Chair

The Red Ladder Theatre Company Ltd

Independent Examiner's Report to the trustees of The Red Ladder Theatre Company Ltd

I report on the accounts of the charity for the year ended 31 March 2017 which are set out on pages 12 to 21 .

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the 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 you as 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 matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Ian Walker ACA FCCA

Ian Walker & Co Chartered Accountants
Heworth House
Melrosegate
Heworth
York
YO31 0RP

4 October 2017

The Red Ladder Theatre Company Ltd

Statement of Financial Activities for the Year Ended 31 March 2017 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2017 £	Total 2016 £
Income and Endowments from:					
Donations and legacies	3	105,440	-	105,440	87,529
Charitable activities	4	48,357	-	48,357	84,973
Investment income	5	166	-	166	116
Total Income		<u>153,963</u>	<u>-</u>	<u>153,963</u>	<u>172,618</u>
Expenditure on:					
Charitable activities	6	(206,905)	-	(206,905)	(162,766)
Total Expenditure		<u>(206,905)</u>	<u>-</u>	<u>(206,905)</u>	<u>(162,766)</u>
Net (expenditure)/income		<u>(52,942)</u>	<u>-</u>	<u>(52,942)</u>	<u>9,852</u>
Net movement in funds		(52,942)	-	(52,942)	9,852
Reconciliation of funds					
Total funds brought forward		<u>180,444</u>	<u>-</u>	<u>180,444</u>	<u>170,592</u>
Total funds carried forward	16	<u><u>127,502</u></u>	<u><u>-</u></u>	<u><u>127,502</u></u>	<u><u>180,444</u></u>

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2016 is shown in note 16.

The Red Ladder Theatre Company Ltd

(Registration number: 01258679)
Balance Sheet as at 31 March 2017

	Note	2017 £	2016 £
Fixed assets			
Tangible assets	12	4,169	5,561
Current assets			
Stocks	13	13,876	15,698
Debtors	14	12,285	125,474
Cash at bank and in hand		191,760	126,582
		217,921	267,754
Creditors: Amounts falling due within one year	15	(94,588)	(92,871)
Net current assets		123,333	174,883
Net assets		127,502	180,444
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		127,502	180,444
Total funds	16	127,502	180,444

For the financial year ending 31 March 2017 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 charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

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

The financial statements on pages 12 to 21 were approved by the trustees, and authorised for issue on 4 October 2017 and signed on their behalf by:


Tessa Gordziejko
Chair

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

1 Charity status

The charity is a charity limited by guarantee and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of preparation

The Red Ladder Theatre Company Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Exemption from preparing a cash flow statement

The charity opted to early adopt Bulletin 1 published on 2 February 2016 and have therefore not included a cash flow statement in these financial statements.

Income and endowments

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Charitable activities

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.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

Government grants

Government grants are recognised based on the accrual model and are measured at the fair value of the asset received or receivable. Grants are classified as relating either to revenue or to assets. Grants relating to revenue are recognised in income over the period in which the related costs are recognised. Grants relating to assets are recognised over the expected useful life of the asset. Where part of a grant relating to an asset is deferred, it is recognised as deferred income.

Taxation

The charity 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 charity 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.

Tangible fixed assets

Individual fixed assets costing £100.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Lighting, sound and visual equipment	25% reducing balance
Motor vehicles	20% straight line
Office equipment	25% reducing balance
Computer equipment	100% straight line

Work in Progress

Work in Progress represents the costs incurred at the accounting date for productions to be undertaken after the Balance Sheet date.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Fund structure

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the charity.

Financial instruments

Classification

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments.

Recognition and measurement

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

3 Income from donations and legacies

	Unrestricted funds	Total	Total
	General	2017	2016
	£	£	£
Grants, including capital grants;			
Government grants	5,700	5,700	6,000
Grants from other charities	99,740	99,740	81,529
	<u>105,440</u>	<u>105,440</u>	<u>87,529</u>

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

4 Income from charitable activities

	Unrestricted funds		
	General	Total	Total
	£	2017	2016
		£	£
Core	-	-	49,755
Participation	-	-	1,100
Wrong Un	850	850	441
Playing the Joker	-	-	(200)
Save Red Ladder	-	-	9,776
The Damned United	34,603	34,603	23,692
Spin Arts	-	-	369
Red Grit	-	-	40
Leeds Lads	12,904	12,904	-
	<u>48,357</u>	<u>48,357</u>	<u>84,973</u>

5 Investment income

	Unrestricted funds		
	General	Total	Total
	£	2017	2016
		£	£
Interest receivable and similar income;			
Interest receivable on bank deposits	166	166	116
	<u>166</u>	<u>166</u>	<u>116</u>

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

6 Expenditure on charitable activities

	Unrestricted funds	Total 2017	Total 2016
	General £	£	£
CORE	109,878	109,878	103,129
Participation	356	356	211
Wrong Un	4,926	4,926	291
Nicobobinus	-	-	(81)
Save Red Ladder	2,819	2,819	498
The Damned United	465	465	1,513
Spin Arts	-	-	9,001
Red Grit	-	-	345
The Damned United Derby	26,547	26,547	435
Hurling Rubble	-	-	47,424
Leeds Lads	53,137	53,137	-
Northern Touring Circuit	5,748	5,748	-
The Life and Soul	698	698	-
	<u>204,574</u>	<u>204,574</u>	<u>162,766</u>

Included in the expenditure analysed above, there are also governance costs of £1,650 (2016 - £2,225) which relate directly to charitable activities. See note 7 for further details.

7 Analysis of governance and support costs

Governance costs

	Unrestricted funds	Total 2017	Total 2016
	General £	£	£
Independent examiner fees			
Examination of the financial statements	1,650	1,650	2,225
	<u>1,650</u>	<u>1,650</u>	<u>2,225</u>

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

8 Net incoming/outgoing resources

Net (outgoing)/incoming resources for the year include:

	2017	2016
	£	£
Depreciation of fixed assets	<u>1,784</u>	<u>2,652</u>

9 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

10 Staff costs

The aggregate payroll costs were as follows:

	2017	2016
	£	£
Staff costs during the year were:		
Wages and salaries	68,237	67,185
Social security costs	4,171	5,034
Pension costs	<u>7,041</u>	<u>7,815</u>
	<u>79,449</u>	<u>80,034</u>

The monthly average number of persons (including senior management team) employed by the charity during the year expressed as full time equivalents was as follows:

	2017	2016
	No	No
Production	<u>2</u>	<u>2</u>

2 (2016 - 2) of the above employees participated in the Defined Contribution Pension Schemes.

Contributions to the employee pension schemes for the year totalled £7,041 (2016 - £7,815).

No employee received emoluments of more than £60,000 during the year.

The total employee benefits of the key management personnel of the charity were £68,237 (2016 - £67,185).

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Tangible fixed assets

	Furniture and equipment £	Motor vehicles £	Total £
Cost			
At 1 April 2016	216,022	22,881	238,903
Additions	393	-	393
Disposals	-	(22,881)	(22,881)
At 31 March 2017	216,415	-	216,415
Depreciation			
At 1 April 2016	210,462	22,880	233,342
Charge for the year	1,784	-	1,784
Eliminated on disposals	-	(22,880)	(22,880)
At 31 March 2017	212,246	-	212,246
Net book value			
At 31 March 2017	4,169	-	4,169
At 31 March 2016	5,560	1	5,561

13 Stock

	2017 £	2016 £
Work in progress	13,876	15,698

14 Debtors

	2017 £	2016 £
Trade debtors	-	59,648
Prepayments	2,072	2,757
Other debtors	10,213	63,069
	12,285	125,474

The Red Ladder Theatre Company Ltd

Notes to the Financial Statements for the Year Ended 31 March 2017

15 Creditors: amounts falling due within one year

	2017	2016
	£	£
Trade creditors	2,316	74,350
Other taxation and social security	1,988	1,961
Other creditors	<u>90,284</u>	<u>16,560</u>
	<u><u>94,588</u></u>	<u><u>92,871</u></u>
		2017
		£
Deferred income at 1 April 2016		(13,000)
Resources deferred in the period		(87,860)
Amounts released from previous periods		<u>13,000</u>
Deferred income at 31 March 2017		<u><u>(87,860)</u></u>

Grant income received in the period relating to productions which are to be undertaken within the next financial year have been deferred totalling £87,860 (2016 - £13,000).

16 Funds

	Balance at 1 April 2016	Incoming resources	Resources expended	Balance at 31 March 2017
	£	£	£	£
Unrestricted funds				
General	<u>180,444</u>	<u>153,963</u>	<u>(206,905)</u>	<u>127,502</u>
	Balance at 1 April 2015	Incoming resources	Resources expended	Balance at 31 March 2016
	£	£	£	£
Unrestricted funds				
General	<u>170,592</u>	<u>172,618</u>	<u>(162,766)</u>	<u>180,444</u>

17 Related party transactions

There were no related party transactions in the year.