

Company number 0585723
Charity number 210262

Theatre Centre Limited

(Limited by Guarantee)

**Report and Financial Statements
for the year ended 31 March 2018**

**Breckman & Company Ltd
Chartered Certified Accountants
49 South Molton Street
London W1K 5LH**

Theatre Centre Limited

(Limited by Guarantee)

Contents

	Page
Reference and Administrative Details	1 - 2
Trustees' Report	3 - 9
Auditors' Report	10 - 11
Statement of Financial Activities (including Income and Expenditure Account)	12 - 17
Balance Sheet	18
Notes to the Financial Statements	19 - 29

Theatre Centre Limited

(Limited by Guarantee)

Reference and Administrative Details

Constitution

The company is incorporated under the Companies Act, company number 0585723 and its governing document is its Memorandum and Articles of Association. The company is a registered charity, number 210262.

Directors and trustees

The directors of the charitable company ("the charity") are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees.

As set out in the Articles of Association each trustee shall hold the office for a term of three years. A trustee is eligible for reappointment for a further term of three years upon the expiry of his or her previous term of office. A trustee who holds the office for two consecutive terms shall not be permitted to hold the office for a further term unless a period of not less than one year has elapsed from the date of the expiry of the previous term of office. Notwithstanding the foregoing, the directors may by simple majority waive the One Year Restriction in respect of any director who has served two consecutive terms (and who would therefore otherwise be required to retire) if they consider (acting reasonably) that such waiver would be in the best interests of the charity.

Policies and procedures adopted for the induction and training of trustees are ongoing and incorporated indirectly into the regular trustees meetings.

The trustees during the year and since the year end, were :

Roy Williams OBE	
Lynn Sear	Resigned 9 November 2017
Kemi Amondi	Resigned 28 March 2018
Christopher Hogg	
Tanya Sharma	
Jennifer Ball	Resigned 9 May 2018
Katrina Ellis	Resigned 9 November 2017
David Luff	
Alexandra Perricone	Chair
Andrew Marcus	Appointed 26 September 2018
Gareth Hughes	Appointed 26 September 2018
Andrew Stainton	Appointed 26 September 2018
Temitayo Medupin	Appointed 26 September 2018
Nerinne Truman	Appointed 26 September 2018
Titilola Dawudu	Appointed 26 September 2018
Wendy Frost	Appointed 26 September 2018

Secretary

Harbottle & Lewis (HAL) Management Limited

Chief executive/day to day management

Natalie Wilson - Artistic Director

Theatre Centre Limited

(Limited by Guarantee)

Reference and Administrative Details

Auditors

Breckman & Company Ltd, Chartered Certified Accountants, 49 South Molton Street, London W1K 5LH.

Bankers

Barclays Bank plc. 128 Moorgate, London EC2M 6SX.

Virgin Money. The Gosforth Centre, Tyne & Wear NE3 1JZ.

United Trust Bank Ltd. 1 Ropemaker Street, London EC2Y 9AW.

Aldermore Bank plc. Aldermore 1st floor, Block B Western House, Lynch Wood, Peterborough PE2 6FZ.

Solicitors

Harbottle & Lewis, Hanover House, 14 Hanover Square, London W1S 1HP.

Operation address

Shoreditch Town Hall, 380 Old Street, London EC1V 9LT.

Registered office

Hanover House, 14 Hanover Square, London W1S 1HP.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

The trustees present their annual report together with the financial statements of the charity for the year ended 31 March 2018 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The reference and administrative details set out on pages 1 and 2 forms part of this report. The financial statements comply with Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association and 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).

Principal activity

The principal activity of the company during the year continued to be the encouragement of the arts by the production of educational plays.

Objectives and Activities

The purpose of the charity remains to promote, maintain, improve and advance education, particularly by the production of educational plays and the encouragement of the arts. In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PB2)'.

The principle strategy for achieving the stated objective is in the commissioning of new plays and participatory projects, and engaging creative teams and artists to create and carry out the specific works. In pursuing the objective/s, development work with schools and young people, and with key stakeholders such as artists, industry professionals and academic institutions, helps to ensure the integrity that is implied for successful outcomes/impact.

Theatre Centre has made progress on its aim of 'empowering young leadership and youth activism through the arts' by supporting young people to use their voice and opinions to empower themselves and benefit the world they live in. This was achieved through enriched learning of curriculum subject areas such as Drama, English and PSHE, and specialised projects engaging young people online, through social media and in community settings.

In this year, Theatre Centre increased its number of participatory learning activities by 105% compared to 2016/17 figures. We reached a total of 7034 audience members, including 5821 young people, and delivered participatory workshops and activities with 6270 young people both in and out of school settings.

Achievements and performance for the year 2017/18 include the following projects and productions:

Ballot Beats

Ballot Beats was conceived as a quick response project to the announcement of 2017 General Election. Using spoken word workshops, three groups of young people (totalling 45 participants) in London and Durham worked with spoken word artist Mr Gee to create a digital poem encouraging young people to vote. The piece was posted on YouTube and received 3400 views through the year.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

Home

In the run up to our production of *Twist* by Chino Odimba, the Home project aimed to open up an investigation into identity and belonging with young people in East London. It was a two stage project, involving 2 project directors, Dani Baker and Darnell Shakespeare who delivered introductory workshops in three East London Schools. In these workshops they engaged 69 young people in drama sessions underpinned by the theme of Home. The second stage of the project was run as a Half Term Residency at Theatre Royal Stratford East and invited participants from the residency to join Theatre Centre in an intensive week of skills workshops and devising to create a performance. Working with the directors, a spoken word artist and street dance artist, the young people devised a piece entitled *London is a Comfortable Bed* which was performed to an audience of 60 people. The overall project engaged 13 young people in total. A primary aim was to enable participants to build "a stronger sense of themselves, their cultures, their backgrounds and a stronger understanding of the cultural "journeys" of their peers." At the end of the residency, 100% of the participating students stated that they had a stronger understanding of the reasons that people migrate, or move to London.

"I loved the fact that we all merged together within the first day. I learnt that you always have to get everyone involved, so in this piece - everyone had a piece where they shined." (Participant, 16)

Standpoint

Standpoint is Theatre Centre's political speech-making project, currently funded by Linklaters LLP for 3 years 2016/17 - 2018/19. In 2017/18 the project worked with 15 Year 9 students at Northumberland Park Community School in Haringey (recently renamed as Duke's Aldridge Academy), which has a Pupil Premium rating of 51.5% (nat. average is 28.9%). Following a 6-week programme, students devised and wrote political speeches on subjects of their own choosing. The project culminated in the students presenting their speeches at Linklaters to an audience of Linklaters employees. 100% Agreed or Strongly Agreed that Standpoint developed their public speaking skills. 56% of participants Strongly Agree and 44% Agree that Standpoint gave them more confidence. 89% of audience members rated the speeches Excellent for content.

Creative Roots

With the paucity of career guidance for young people looking to have a career in the arts, Creative Roots aimed to bring young people closer to the practice of professional artists and discover what it means to be a professional in the arts industry. The artists involved were Alex Stedman (Acting), Oladipo Agboluaje (Writing), and Karen Tomlin (Directing). The project was funded by Derwent London and Discover Young Hackney. Combining artist-led masterclasses on key areas of skills, workshops in applying skills and one-to-one coaching, 10 young people improved their knowledge and confidence in how to develop a career in the arts. 86% of participants indicated an improved understanding of a career in the arts.

"After my one to one with Dani, I felt a lot more certain that I wanted to pursue the arts as a career and after the feedback today, I found out how to do so - the second I get home, I'm going to start applying. Throughout the week, my energy and enthusiasm grew, and now I am confident about how to pursue a career in the arts industry." - Creative Roots Participant, 2017.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

Twist by Chino Odimba

Twist by Chino Odimba is a newly commissioned adaptation of Oliver Twist by Charles Dickens. The play is a radical reimagining of the classic novel, transposing the story of Oliver's search for sanctuary to a contemporary refugee narrative. The play toured schools and venues from September to November 2017 for 10 weeks. The production toured 40 schools and 9 venues, reaching 7291 audience members combined. Alongside the production 17 workshops and 40 post-show discussions were delivered to 5364 young people. 81% of teachers rated the production as excellent (with 19% rating it as good) and 93% of student respondents indicated that they were more empathetic with refugees and displaced people.

"Wow! What an amazing piece of theatre, the fast paced delivery of a powerful message to all of us in our comfortable little lives, such a relevant play for our times on so many levels, it moved me and enraged me but I have come away somehow enriched, one of the best plays I have ever had the privilege to see". - Audience member, 2017.

The Brian Way Award

Theatre Centre re-modelled and launched The Brian Way Award which had been funded by a private donation from Amanda Way and David Binks. Responding to the artistic provocation of "Treaty", 76 writers submitted ideas for a new play to be commissioned by Theatre Centre. The recipient of the Award was Afsaneh Gray for her play treatment The Border. The play will be produced in 2019 for schools' touring.

Organisational Development

In August 2017, Theatre Centre was accepted onto the Arts Council England funded Boosting Resilience programme, led by the School of Social Entrepreneurs. This arm of the programme focused on Diversity and Entrepreneurship and was structured into 6 intensive Learning Blocks over the year. The Artistic Director represented Theatre Centre on the course with the aim of informing and supporting our development of Switched On - a portfolio of short PSHE focused (Personal, Social and Health Education) audio dramas with wrap-around learning resources and guidance.

Subsequent to the resignation of 2 staff during the year, the opportunity was taken to review the roles of Associate Producer and Executive Director. The Associate Producer post was renamed Participation Producer to reflect the aims of the company to involve and embed young people's participation across the programme, operation and governance of the organisation. The role was re-designed to have responsibility in creating opportunities for children's and young people's participation in these areas with oversight by the Artistic Director for impact at strategic level.

In November 2017 the Trustees committed to advertising for a full-time Executive Director position (the outgoing ED was engaged on a 0.6 FTE contract) in recognition of the required focus on fundraising development and potential of a renewed Arts Council England NPO agreement for 2018. Both the Participation Producer and Executive Director positions were filled by the end of March 2018.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

Fundraising

This year we began to see the results of our Arts Council England (ACE) Catalyst Evolve Grant, which provides 3 year investment into the company's fundraising capacity (training, consultancy and events) and a £52,500 match-fund commitment from income raised through individual donations across the period 2016-2019. In 2017/18 we raised £20,175 from individual giving and drew on match funding of £20,000 from ACE. We are delighted to have increased our individual donations income by 396% since 2016/17 through concentrated efforts, but note that our income from trusts and foundations was considerably lower in this year, raising just £7,500 of an ambitious £90,000 target. As a result of this considerable shift in our fundraising focus, we are reviewing fundraising targets set for forthcoming years to sit in line with our new strategic priorities, which include securing grants for long-term/strategic programmes and projects, social investment for entrepreneurial activities, partnership/co-production income and continued focus on individual giving.

Financial Review

Theatre Centre has maintained its public funding subsidy arrangement with Arts Council England (ACE) to continue as a National Portfolio Organisation (NPO) for 4 years 2018/19 to 2021/22 on the proviso that it meets the conditions set and agreed with ACE through the duration of the grant subsidy period. In addition to its ACE NPO subsidy, Theatre Centre's income is supplemented by the generation of funds through touring performances and workshops, the delivery of commissioned projects for corporate organisations (i.e. Standpoint for Linklaters plc), fundraising from trusts and foundations, and donations from individuals.

Theatre Centre's income from self-generated sources amounted to 18% of total income in this year (vs. 36% in 2016/17), largely owing to the decrease in income from trusts and foundations.

Spend was reforecast during the year to reflect changes in delivered activity according to changes in anticipated income and Theatre Centre made a surplus for the year of £13,604 without affecting its funding contracts and commitments.

The balance sheet shows reserves totalling £406,379. Of this sum there are restricted funds of £30,267 and unrestricted funds of £376,112 carried forward to the balance sheet.

Reserves policy

The Trustees intend to maintain a designated operational reserves fund at a level which equates to approximately 6 months of trading activity in order to provide financial cover for contingent situations, such as shortfalls in income from productions, partnerships and workshops, or from unsuccessful fundraising activity. Currently, £326,500 of our unrestricted funds amount has been designated for specific purposes, the major sum of which (£214,500) is to ensure Theatre Centre has sufficient monies put aside for contingency costs as per the organisation's reserves policy.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

Risk Management

As an ongoing process, the Trustees have put in place systems to identify and mitigate any major risks that the organisation may be exposed to. For example, a Policies Review Schedule that is tabled annually at general meetings. In addition, any potential risks are monitored quarterly and reviewed annually. The areas of risk identified are covered by the following headings: Financial, Reputational, Moral/Charitable, Physical, Legal. The area/s considered to present the most risk to the company going forward are Financial (achieving targets for fundraised income through trusts and foundations and individual giving) and Reputational (inability to deliver on strategically placed projects, such as the Writelines/Writer Fellowship programme, if funding is not secured). The Trustees have considered how these risks compact with one another and have agreed on a 2018/19 annual budget and delivery targets that are manageable and which can be monitored throughout the year. Arts Council England has classified Theatre Centre's risk as minor.

Future plans and activities

A revival of The Muddy Choir for touring is planned for Autumn 2018. It will be a reworking of the 2014 production with the addition of live three-part singing throughout. It will tour to schools and venues in England and Wales.

#SpeakYourPeace is a digital festival of monologues on the theme of Peace and Protest which will be commissioned and produced to run alongside the tour of The Muddy Choir. Five writers will create new monologues that focus on different moments of Peace and Protest from WW1 onward. The festival will invite schools to participate with a scheme of lesson plans to facilitate young people's own creative writing on the theme. Young people will be invited to share their work and the best examples will be recorded and showcased alongside the professional work. The project is funded by The Little Butterfly Foundation.

Creative Roots will be repeated in partnership with Harrow Arts Centre and funded by The Little Butterfly Foundation. Young people from across the London Borough of Harrow will take part in an intensive summer school programme involving drama masterclasses led by a diverse group of professional artists. The project will aim to develop skills, confidence and open up pathways to becoming a professional artist.

Standpoint will take place again at Duke of Aldridge Academy (formerly Northumberland Park Community School) in Haringey. We will work with a cohort of Year 9 students on political speech making, culminating in a presentation at Linklaters LLP. It is funded by Linklaters as a three-year programme.

The Cupboard (working title) by Ross Dunsmore will be seed commissioned and a rehearsed reading staged for industry partners to solicit new partnerships to produce the play.

The Border by Afsaneh Gray will undergo its Research and Development phase.

The Residencies programme (working title) will be piloted in Primary schools. Artist teams will be deployed in a Primary school for a set window of time to explore and discuss how art can support school objectives and outcomes. With the support and partnership of Tangere Arts, we will pilot a Graduate Producer Scheme to attach to the programme to investigate how we might encourage more young professionals into producing theatre for schools.

The Writelines Fellowship is to be renamed the Theatre Centre Fellowship and is undergoing review.

Switched On will continue its testing in schools and existing assets re-designed with a view to commercial exploration and development.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

Structure, governance and management

Theatre Centre is a company limited by guarantee governed by its Memorandum and Articles of Association dated 16 March 2016. It is registered as a charity with the Charity Commission, registration number 210262. As at 31 March 2018 there were 5 member-trustees, each of whom are agreed to contribute up to £1 in the event of the charity winding up. On 26 September 2018, 7 new member-trustees were appointed by the sitting board of members following a public advert and targeted campaign based on a skills and diversity audit. The Charity is, at the time of writing, administered by a board of 12 member-trustees and a company secretary, with a Chair and Vice-Chair being periodically elected. A selection of sub-committees will be formed to strategically support the company/charity across specific areas of operation (i.e. Finance, & Fundraising, Communications, Development/Enterprise).

The day-to-day activities of Theatre Centre are managed by the Artistic Director/CEO (FT), Executive Director (FT), Participation Producer (FT), Programme and Administration Coordinator (FT), Marketing Officer (FT) and Finance Manager (freelance, 0.1 FTE). Remuneration for all staff, employed and freelance, is discussed and agreed annually by the board of trustees at the point of agreeing the annual budget for the forthcoming year.

Statement of trustees' responsibilities

The trustees (who are also directors of Theatre Centre Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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.

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the charitable company's auditor is unaware; and
- the trustees, having made enquiries of fellow directors and the charitable company's auditor that they ought to have individually taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Theatre Centre Limited

(Limited by Guarantee)

Trustees' Report

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Small company exemptions

This report is prepared in accordance with the provisions of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 30 November 2018 and signed on its behalf by:

A handwritten signature in black ink that reads "Alexandra Perricone". The signature is written in a cursive, flowing style.

Alexandra Perricone
Chair of the Board of Trustees

Independent Auditors' Report to the Members of Theatre Centre Limited

We have audited the financial statements of Theatre Centre Limited for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes numbered 1 to 18. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the Statement of Trustees' Responsibilities set out on pages 8 and 9, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practices;
- have been prepared in accordance with the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Independent Auditors' Report to the Members of Theatre Centre Limited

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and take advantage of the small companies exemption from the requirement to prepare a strategic report.



Mr Kevin Beale (Senior Statutory Auditor)
For and on behalf of Breckman & Company Ltd
Chartered Certified Accountants and
Statutory Auditor

49 South Molton Street
London W1K 5LH

30 November 2018

Theatre Centre Limited

(Limited by Guarantee)

**Statement of Financial Activities (including Income and Expenditure Account)
for the year ended 31 March 2018**

	Notes	Unrestricted funds £	Restricted funds £	2018 Total £	Unrestricted funds £	Restricted funds £	2017 Total £
Income and endowments from:	2						
Donations and legacies - page 13		280,175	-	280,175	245,088	-	245,088
Charitable activities							
Theatre income - pages 13 - 14		40,104	7,500	47,604	46,036	59,196	105,232
Investments - page 14		2,997	-	2,997	3,489	-	3,489
Other - page 14	3	11,233	-	11,233	8,550	-	8,550
Total		334,509	7,500	342,009	303,163	59,196	362,359
Expenditure on:							
Charitable activities:							
Production and operation costs - page 15		302,002	26,403	328,405	278,224	73,247	351,471
Total		302,002	26,403	328,405	278,224	73,247	351,471
Net income/(expenditure)/ net movement in funds:	4	32,507	(18,903)	13,604	24,939	(14,051)	10,888
Reconciliation of funds:							
Total funds brought forward		343,605	49,170	392,775	318,666	63,221	381,887
Total funds carried forward	14, 15	376,112	30,267	406,379	343,605	49,170	392,775

The notes on pages 19 to 29 form an integral part of these financial statements.

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

Theatre Centre Limited
(Limited by Guarantee)
Year ended 31 March 2018

	2018	2017
	£	£
Income from donations and legacies		
Grants		
Arts Council England	240,000	240,000
Catalyst Evolve	20,000	-
	<u>260,000</u>	<u>240,000</u>
Donations		
Other	20,175	5,088
	<u>280,175</u>	<u>245,088</u>
Income from charitable activities		
Theatre income (unrestricted)		
Performances/workshops	40,096	45,610
Other income	8	426
	<u>40,104</u>	<u>46,036</u>

Theatre Centre Limited

(Limited by Guarantee)

Year ended 31 March 2018

	2018	2017
	£	£
Income from charitable activities (continued)		
Project specific funding (restricted)		
Grants		
Arts Council England - Catalyst: Evolve	-	27,500
Garfield Weston Foundation	-	5,000
John Lyon's Charity	-	4,500
Big Lottery Fund	-	9,696
Newcomen Collett Foundation	-	1,000
School of Social Entrepreneurs	4,000	-
Bedfordshire and Devon Community	3,000	-
Baron Devenport's Charity	500	-
Derwent London Community Fund	-	5,000
Discover Young Hackney	-	2,000
Santander Discovery Grant	-	1,500
The Leche Trust	-	2,000
Charlotte Bonham-Carter Charitable Trust	-	1,000
	<u>7,500</u>	<u>59,196</u>
Investment income		
Bank Interest	<u>2,997</u>	<u>3,489</u>
Other		
Theatre tax relief (TTR)	<u>11,233</u>	<u>8,550</u>

Theatre Centre Limited
(Limited by Guarantee)
Year ended 31 March 2018

	2018 £	2017 £
Expenditure on charitable activities		
Production/project costs		
Production costs	13,910	19,070
Salaries/social security costs	14,674	30,129
Fees	67,098	70,878
Award costs	500	-
Royalties/writers fees	3,330	17,864
Touring allowances/subsistence	12,304	8,162
Travel/transport	6,563	8,757
Marketing	13,994	8,924
	<hr/> 132,373	<hr/> 163,784
 Support costs - pages 16 - 17	 184,606	 173,697
 Governance costs - pages 16 - 17	 11,426	 13,990
	<hr/> <u>328,405</u>	<hr/> <u>351,471</u>

Theatre Centre Limited
(Limited by Guarantee)
Year ended 31 March 2018

	2018		2017	
	£	£	£	£
Support and governance costs				
Support costs				
Office overheads				
Office rent/storage	19,295		20,591	
Rates	814		697	
Light/heat	723		736	
Telephone/fax/internet	1,315		(192)	
Insurance	1,676		1,639	
Repairs/renewals/cleaning	528		516	
Computer/equipment maintenance	5,640		4,927	
Depreciation of production/office equipment	716		716	
Depreciation of computer equipment	3,306		3,306	
		34,013		32,936
Administration costs				
Salaries/social security costs	129,747		120,430	
Staff pension costs	5,056		4,425	
Staff training	448		1,575	
Staff welfare	459		462	
Staff recruitment	2,868		1,454	
Accommodation/subsistence	22		445	
Travel/transport	464		744	
Printing/postage/stationery	550		304	
Tickets	69		238	
Subscriptions/memberships	1,569		1,378	
Sundries	257		448	
		141,509		131,903
Professional/financial				
Fundraising/consultancy fees	8,950		8,700	
Bank charges	134		158	
		9,084		8,858
Carried forward		184,606		173,697

Theatre Centre Limited
(Limited by Guarantee)
Year ended 31 March 2018

	2018		2017	
	£	£	£	£
Support and governance costs (continued)				
Brought forward		184,606		173,697
Governance costs				
Board expenses	152		346	
Legal/professional	826		2,116	
Bookkeeping	3,748		4,428	
Accountancy/consultancy	2,700		2,850	
Audit	4,000		4,000	
Charity SORP/FRS 102 amendments	-		250	
		11,426		13,990
		<u>196,032</u>		<u>187,687</u>

Theatre Centre Limited

(Limited by Guarantee)

Balance Sheet
31 March 2018

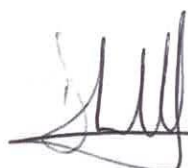
	Notes	2018		2017	
		£	£	£	£
Fixed assets					
Tangible assets	9		1		4,023
Current assets					
Debtors	10	38,861		38,391	
Cash at bank and in hand		389,525		368,244	
		<u>428,386</u>		<u>406,635</u>	
Liabilities					
Creditors: amounts falling due within one year	11	(22,008)		(17,883)	
Net current assets			<u>406,378</u>		<u>388,752</u>
Total assets less current liabilities			<u>406,379</u>		<u>392,775</u>
The funds of the charity:					
Unrestricted funds	14				
- General fund			49,612		274,605
- Designated funds			326,500		69,000
			<u>376,112</u>		<u>343,605</u>
Restricted funds	15		30,267		49,170
Total charity funds			<u>406,379</u>		<u>392,775</u>

The trustees have prepared these accounts in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The financial statements were approved by the Board of Trustees on 30 November 2018 and signed on its behalf by



Alexandra Perricone
Chair of the Board of Trustees



David Luff
Trustee

The notes on pages 19 to 29 form an integral part of these financial statements.

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

1. Accounting policies

1.1. Basis of preparing the financial statements

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)), and the Companies Act 2006.

The charity 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 note(s).

1.2. Incoming resources

All incoming resources are included in the Statement of Financial Activities when:

- the charity is legally entitled to the funds
- any performance conditions attached to the income have been met or are fully within the control of the charity
- there is sufficient certainty that receipt of the income is considered probable
- the amount can be reliably measured

- Donations and legacies

Grants/donations are recognised in incoming resources in the year in which they are receivable, except as follows:

- when donors specify that grants/donations given to the charity must be used in future accounting periods, the income is deferred until those periods
- when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use are met.

- Charitable activities

Theatrical income - income from box office, performance fees and sundry other theatrical income is included in incoming resources in the period in which the relevant show takes place.

Project specific funding - when donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

- Investment income

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

1.3. Expenditure

All expenditure is included on an accruals basis inclusive of any VAT which cannot be recovered and is recognised when:

- there is a legal or constructive obligation to make a payment
- it is probable that settlement will be required
- the amount of the obligation can be measured reliably

- Charitable activities

Production costs - costs incurred in the production and running of productions toured in the year.

- Support costs

The administrative and overhead costs associated with running the office from which the company operates as well as governance costs. Support costs are wholly attributable to theatre production costs.

- Governance costs

Costs associated with the constitutional and statutory requirements of the charity.

1.4. Leasing

Rentals payable under operating leases are charged to the income and expenditure account on a straight line basis over the lease term.

1.5. Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are recognised as expenditure when due.

1.6. Tangible fixed assets and depreciation

Individual fixed assets costing £500 or more are capitalised at cost.

Depreciation is provided at annual rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Production/office equipment	-	33% on cost
Computer equipment	-	33% on cost

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

1.7. Fund accounting

Funds held by the charity are either:

- Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.
- Designated funds - these are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.
- Restricted funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.8. Debtors

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

1.9. Cash at bank and in hand

Cash at bank and 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.

1.10. Creditors and provisions

Creditors and provisions 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.11. Financial Instruments

The charity only has financial assets and financial 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 (with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method).

2. Incoming resources

The total incoming resources for the year have been derived from the principal activity undertaken wholly in the UK.

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

3. Other income

	2018	2017
	£	£
Theatre Tax Relief (TTR)	11,233	8,550

4. Net income/(expenditure) for the year is stated after charging:

	2018	2017
	£	£
Depreciation of tangible fixed assets	4,022	4,022
Auditors' remuneration		
- external audit	4,000	4,000
- other services	2,700	3,100

5. Trustees' emoluments and reimbursed expenses

The trustees received no remuneration during the year (2017 - £ nil).

The aggregated amount reimbursed to trustees during the year was £ nil (2017 - £ nil).

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

6. Staff costs and numbers	2018	2017
	£	£
Staff costs		
Salaries and wages	134,044	139,408
Social security costs	10,377	11,151
Pension costs	5,056	4,425
	<u>149,477</u>	<u>154,984</u>

No employee earned £60,000 or more during the year (2017 - nil).

The key management personnel of the charity comprise the Trustees and the Senior Management Team. The total employee benefits of the key management personnel of the charity were £45,900 (2017: £45,000).

Staff numbers

The average numbers of employees (including casual and part time staff) during the year was made up as follows:

	2018	2017
	Number	Number
Support	4	3
Production	1	1
	<u>5</u>	<u>4</u>

7. Pension costs

The company operates a defined contribution pension scheme in respect of its employees. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £5,056 (2017 - £4,425).

8. Corporation Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Theatre Centre Limited

(Limited by Guarantee)

Notes to the Financial Statements
for the year ended 31 March 2018

9. Fixed assets - tangible assets

	Production/ office equipment £	Motor vehicles £	Computer equipment £	Total £
Cost				
1 April 2017	14,524	27,700	18,019	60,243
Disposals	2,579	-	-	2,579
31 March 2018	17,103	27,700	18,019	62,822
Depreciation				
1 April 2017	13,807	27,700	14,713	56,220
Disposals	2,579	-	-	2,579
Charge for year	716	-	3,306	4,022
31 March 2018	17,102	27,700	18,019	62,821
Net book values				
31 March 2018	1	-	-	1
31 March 2017	717	-	3,306	4,023

10. Debtors

	2018 £	2017 £
Trade debtors	2,000	4,200
Other debtors	3,333	3,816
Prepayments/accrued income	33,528	30,375
	38,861	38,391

11. Creditors: amounts falling due
within one year

	2018 £	2017 £
Trade creditors	3,556	4,384
Other taxation/social security	3,006	4,121
Other creditors	708	408
Accruals	9,913	8,970
Deferred income (note 12)	4,825	-
	22,008	17,883

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

12. Deferred income	£
Balance at 1 April 2017	-
Amount deferred in the year	4,825
Balance at 31 March 2018	<u>4,825</u>

Deferred income represents fees received in advance.

13. Limited by guarantee

The company is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2018 there were 6 members.

14. Unrestricted funds	Brought forward	Incoming resources	Outgoing resources	Transfers	Carried forward
	£	£	£	£	£
General fund	24,605	334,509	(289,002)	(20,500)	49,612
Designated funds:					
Operational fund	250,000	-	-	(35,500)	214,500
Premises fund	4,000	-	(4,000)	-	-
Website Upgrade fund	10,000	-	-	-	10,000
ICT Upgrading fund	2,000	-	-	-	2,000
Production Equipment fund	10,000	-	(4,000)	-	6,000
Vehicle Replacement fund	38,000	-	-	-	38,000
Rebrand Costs	5,000	-	(5,000)	-	-
Writers' Fellowships Programme & Residencies Project	-	-	-	51,000	51,000
Creative Roots	-	-	-	5,000	5,000
	<u>343,605</u>	<u>334,509</u>	<u>(302,002)</u>	<u>-</u>	<u>376,112</u>

Operational fund

The operational fund is to cover six months trading activity in the event of any unforeseen direct charitable and administrative costs.

Theatre Centre Limited

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2018

Premises fund

The premises fund is used to cover refurbishment of building.

Website Upgrade fund

To cover upgrade costs of website.

ICT Upgrading fund

To cover upgrade costs of ICT Equipment.

Production Equipment fund

To cover costs of new production equipment.

Vehicle Replacement fund

To cover costs of new touring van.

Rebrand Costs

To cover costs of rebranding the company and its marketing.

Writers' Fellowships Programme & Residencies Project

The Writers' Fellowships programme aims to diversify and the writers' pool for children and young people's theatre in the UK. It is outlined in the company's NPO application as a pivotal project to help achieve 'Goal 1: Excellence' by working with industry partners to identify and approach 5 achieved and/or established playwrights who have never written for young audiences before. Across 12-18 month the programme we will support the writers to work directly with teachers, schools, young people and other children and young people's theatre makers to explore the differences and opportunities presented by writing for young audiences. There are many planned outcomes from the project that would go on to set the agenda and deliver content for the remaining years of Theatre Centre's NPO programme 2019-2022, making it a pivotal programme for achieving our NPO commitments and supporting our Business Plan objectives across the same period.

The Residencies project is a small scale pilot to investigate the impact of school-life on the creative process of a writer or theatre-maker. Almost the reverse of the Writer Fellowships, we want to ensure that schools (teachers and students in particular) have a voice in theatre made for their settings and that artists are fully immersed in a school to find a deeper connection between their ideas and the needs/wants of the school on a day-to-day level. This would be a pilot project for 2 schools, 2 artists and 1 emerging young people's theatre producer. Again, the project is cited in our NPO application and would deliver outcomes across the remaining years of the NPO agreement 2019-2022. Longer term, we see this project as one requiring social investment and would use the pilot to provide us with essential evaluative data and insight with which we could approach funding partners.

Other key outcomes of the pilot would include:

- Profile-raising for the company across artistic, funder and education networks
- The development of new strategic relationships with 1-2 schools
- The creation of a new project that Theatre Centre could go on to develop/produce

Theatre Centre Limited

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2018

Creative Roots

The 17/18 donation from individual donor, Lawrence Stolzenberg, is being designated to the Creative Roots project. This is based on conversations with Lawrence Stolzenberg, having pitched a number of projects that met his interests as a philanthropic donor. Creative Roots was 'agreed' as Mr Stolzenberg is interested in developing the skills and knowledge of young people to further their opportunities in employment or training. Based on these conversations, we are keen to honour Mr Stolzenberg's interests in Theatre Centre by committing his funds to the Creative Roots project in 2018.

15. Restricted funds	Brought forward	Incoming resources	Outgoing resources	Carried forward
	£	£	£	£
Creative Roots	5,096	-	(2,473)	2,623
Adrienne Benham Award	920	-	(500)	420
Home Project	9,035	-	(7,323)	1,712
Catalyst Evolve	18,040	-	(9,397)	8,643
Twist	-	500	(500)	-
Muddy Choir	-	3,000	-	3,000
Switched On (PSHE Drama Debates)	7,257	-	(5,210)	2,047
Level Playing	8,822	-	(1,000)	7,822
School for Social Entrepreneurs	-	4,000	-	4,000
	<u>49,170</u>	<u>7,500</u>	<u>(26,403)</u>	<u>30,267</u>

Creative Roots

Workshops and mentoring for 13-19 year olds to learn new drama skills, build confidence and open doors to a creative career. Funds have been committed to another week of activity in partnership with Harrow Arts Centre July 2018.

Adrienne Benham Award

This is a donation made in honour of Adrienne Benham, previous administrator for Belgrade Theatre TIE company, for 'excellent' writers to discover theatre for young audiences through Research and Development.

Home Project

A week-long series of drama workshops for 13-19 year olds that took place in the May/June half term 2017 at Theatre Royal Stratford East, resulting in a shared performance to friends, family and industry. Awards for All has agreed for remaining funds to support ongoing activities with similar outcomes in 2018/19.

Theatre Centre Limited

(Limited by Guarantee)

Notes to the Financial Statements for the year ended 31 March 2018

Catalyst Evolve

Strategic funding of £75,000 from Arts Council England available over a 3 year period to develop philanthropic giving in the arts and culture sector. £22,500 is available for organisational development, the remainder as match funding for individual donations and sponsorship received at a ratio of 1:1.

Twist

A new play for secondary school audiences; a radical reimagining of the Dickens' classic novel, highlighting the 21st century refugee crisis. Touring took place during Autumn 2017.

Muddy Choir

A play highlighting young soldiers of the First World War, being re-toured to secondary schools and venues in 2018 to mark the Armistice centenary.

Switched On (PSHE Drama Debates)

A portfolio of short PSHE (Personal, Social and Health Education) themed audio dramas, which act as a stimulus to structured, dynamic teaching of the subject, benefitting students and teachers. Initial development of the project was supported by a Stepping Stones grant, and further development is being supported through School for Social Entrepreneurs consultancy programme.

Level Playing

A research project that took place in primary schools, developing the new/pilot production of Little Boxes, which will tour 2017/8 or 2018/19 subject to further funding.

School for Social Entrepreneurs

A package of support for the executive team to develop its entrepreneurial skills and approach to increasing income from business approaches through consultancy, mentoring and training. The cash fund will contribute to the development of a new website for Theatre Centre in 2018 with the functionality and design to be a 'shop front' and sales platform for products such as Switched On.

16. Analysis of net assets between funds

	General funds £	Designated funds £	Restricted funds £	Total £
Fund balances at 31 March 2018 are represented by:				
Tangible fixed assets	1	-	-	1
Net current assets	49,611	326,500	30,267	406,378
	<u>49,612</u>	<u>326,500</u>	<u>30,267</u>	<u>406,379</u>

Theatre Centre Limited

(Limited by Guarantee)

**Notes to the Financial Statements
for the year ended 31 March 2018**

17. Financial commitments

At 31 March 2018 the company had total future commitments under non-cancellable operating leases as follows:

	2018	2017
	£	£
Within one year	4,550	9,686
Between one and five years	997	-
	<u>5,547</u>	<u>9,686</u>

18. Related party transactions

During the year the company had no related party transactions that require disclosure.

