

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 2018

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

# The Red Ladder Theatre Company Ltd

## Contents

Reference and Administrative Details	1
Trustees' Report	2 to 9
Statement of Trustees' Responsibilities	10
Independent Examiner's Report	11
Statement of Financial Activities	12
Balance Sheet	13
Notes to the Financial Statements	14 to 21

# The Red Ladder Theatre Company Ltd

## Reference and Administrative Details

<b>Chair</b>	Tessa Gordziejko
<b>Trustees</b>	Tessa Gordziejko Martyn Potter Daniel Bye Benjamin Rothera Craig Jefferies Emma McDowell Javaad Alipoor Jamie Jones-Buchanan (appointed 7 December 2017)
<b>Secretary</b>	Christopher Lloyd
<b>Principal Office</b>	3 St Peter's Buildings York Street Leeds West Yorkshire LS9 8AJ  The charity is incorporated in England and Wales.
<b>Company Registration Number</b>	01258679
<b>Charity Registration Number</b>	1037653
<b>Solicitors</b>	Wrigleys Solicitors LLP 19 Cookridge Street Leeds LS2 3AG
<b>Independent Examiner</b>	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 and auditors' report of the charitable company for the year ended 31 March 2018.

### Trustees

Tessa Gordziejko

Martyn Potter

Daniel Bye

Benjamin Rothera

Craig Jefferies

Emma McDowell

Javaad Alipoor

Jamie Jones-Buchanan (appointed 7 December 2017)

### Objectives and activities

#### *Red Ladder's Mission*

To make theatre which:

- Unites communities across the UK in the face of severe austerity and societal inequalities
- Tells stories of human struggle

The overarching aims of the company will be reviewed annually throughout the 2018 – 2022 funding period, and for 2018/2019 have been specified as:

1. To harness internal artistic expertise and work with exceptional, innovative collaborators to create relevant, subversive theatre of outstanding quality.
2. To embed equality and diversity at the heart of all our work as a means to reach and represent diverse audiences of contemporary Britain.
3. To improve our understanding of different access requirements and prioritise access and inclusivity within our artistic programme wherever possible.
4. To effectively monitor and increase audience development throughout the funding period, adapting and recalibrating our strategy as required.
5. Maintain and strengthen our profile as a national touring theatre company through frequent and strategic studio tours and healthy, positive relationships with key presenting venues.
6. To nourish new work and create professional and artistic development opportunities for early-career artists or people pushing the boundaries of current theatre practices.
7. To continue to develop a clear and achievable fundraising model to maximise the impact and sustainability of our work.

These aims are the lenses through which we see our entire programme of work and all company activity for the year April 2018 – March 2019. They will guide the direction of the company over this time, and inform our trajectory throughout the NPO funding period and beyond.

# 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. Evaluation is a key element and is an integral part of the fabric of each project.

The Board of Trustees' skills, knowledge and experience spans Arts Marketing, Human Resources, Business, Arts Development, sport and charitable activity, local council and creativity within theatre which help shape, guide and information the direction and running of the company.

### *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 17 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**

##### *The Damned United*

After a highly successful run at the Edinburgh Fringe Festival in August 2017, the touring version of 'The Damned United' has continued its run of UK touring right across the 2017-2018 year and has been booked right into November 2018. Throughout this period it has continued to receive outstanding reviews and audience responses across social media (Twitter and Facebook). West Yorkshire Playhouse re-booked the show and it ran in The Courtyard Theatre in Spring 2018 before touring to community venues under the WYP banner with performances in South East and West Leeds in community centres. The show then went down to Plymouth Theatre Royal (the first time we have played the Drum Theatre there for 10 years), Bristol Tobacco Factory, Hereford Courtyard, and gigs in Worcester, Shrewsbury, Lincoln and Spalding. In short, the show has earned Red Ladder a high profile right across the industry and bought us the confidence of programmers across the UK. Additionally, 'The Damned United' has played on the Red Ladder Local touring circuit (originally termed The Northern Social Circuit) as part of our Strategic Touring Award - playing small spaces such as Belle Isle WMC and Hunslet and Castleford RL clubs.

##### *The Shed Crew*

As outlined in the last report, with the support of Leeds City Council and a Grants for the Arts Award, Red Ladder mounted a stage version of the book 'Urban Grimshaw and The Shed Crew'. This production was probably the most socially engaged production in the history of the company. The real 'crew' came to see the show several times and absolutely loved it, but tragically it served as a tribute to the dead 'Urban' who had died only four months before and his friends and relatives came to the show as an outlet for their grief. The show was artistically challenging as an immersive piece in a non-theatre space - The Albion Electrics Warehouse, and this was an unmitigated success as a site responsive piece of theatre - the first in our history.

# The Red Ladder Theatre Company Ltd

## Trustees' Report

### *Playing the Joker*

A remount of 'Playing the Joker' (first made in 2014) with Leeds Rhino player Jamie Jones-Buchanan playing a role in the show, went out on tour in Spring 2018 and has gigged sporadically across the Red Ladder Local Strategic Touring circuit playing venues such as South Kirkby Grove Hall and Shaw Lane Sports Club in Barnsley. The most recent performance at Featherstone Rovers was a sell-out.

### *Wrong 'Un*

The one woman musical about a Suffragette entered its fifth year of touring with Kat Yore in the role touring alone with set, costume and lighting in the back of her car and playing rural touring venues across Lancashire and Yorkshire. The show is still very popular and has played several venues on the Red Ladder Local circuit - revisiting Hawksworth Wood and playing to a larger audience than the first time when it opened there in February 2017.

### *The Life and Soul*

The one man show performed by Richard Galloway continues to tour starting the year in a festival of theatre for social change in Londonderry and playing several community venues in both Loyalist and Republican communities as well as a sell-out performance in Derry Playhouse. Again this show continues to be very popular and is about to do a run of shows in Autumn.

### *Cornermen*

As outlined in the last report, Red Ladder supported new company 'Smoke and Oakum' with their play about the world of boxing promotions and the 'cornermen' and as well as touring nationally with our support and carrying the Red Ladder brand as co-producers, the play played several Red Ladder Local venues to great success - proving that, provided we curate the work carefully, we can sustain this circuit with the work of other companies.

### **Participation and Engagement**

The close relationship with Northern School of Contemporary Dance continued with Rod Dixon teaching a module for the sixth year in a row. As a consequence, Rod is now frequently asked to support the work of new dance theatre companies such as Sara Ribeiro Dance, Northern Rascals (Anna Holmes and Sam Ford) and a continuing relationship with The Graceful Collective.

### **Red Grit Training**

A full 8 session course of actor training was held at the Bridge Street Church in the city centre with a diverse group of adults attending the enjoying the course. This included an 'A' Level student who had requested a work experience week with the company but then stayed on to attend the evening classes.

### **Hawksworth HOPS**

Continuing the relationship begin in 2017, Chris O'Connor ran a series of creative writing sessions which produced a short script written by the participants, performed in front of two separate audiences and included a song written and supported by Red Ladder actor-musician Claire Marie Seddon (she performed in 'We're Not Going Back' in 2014/2015). One of the performances was filmed and the song was recorded. Subsequently, Alan Lyddiard of the Performance Ensemble for older performers has been in to HOPS to recruit members for his next project - a professional piece of theatre made with and for older people.

# The Red Ladder Theatre Company Ltd

## Trustees' Report

### b. Key developments for Red Ladder Theatre Company

The company successfully re-entered the Arts Council National Portfolio of regularly funded organisations and 2018 is the first year of a four year programme of funding. A strong requirement of this funding agreement is the delivery of the ACE Creative Case for Diversity and proving that as a company we are offering opportunities for artists of all protected characteristics.

### c. Collaborations & Partnerships

Rod Dixon has joined the board of directors of The Paper Birds Theatre Company and for 2018 has been Acting Chair.

After two highly successful runs of 'The Damned United' (2016 and 2018) our relations with Leeds Playhouse are very positive and they are supporting us with box office and marketing for 'Mother Courage'. They also supported us for the 2017 production of 'The Shed Crew' and as a Hub venue for the Red Ladder Local shows they help promote all the venues in our Leeds regional venues such as Hunslet Rugby League club and Belle Isle WMC. James Brining the Artistic Director has expressed an interest in working with us again in the future. Our 2019 touring production of new play 'Glory' by local writer Nick Ahad is a co-production with The Dukes Theatre in Lancaster.

Leeds University and Bristol University have submitted a joint application to SHRC to commission Red Ladder to make a piece of theatre about poverty on contemporary Britain - if they are successful in this funding bid they will fully fund the production to be made late 2020 early 2021.

There is a new artists' space in Kirkstall Road, Leeds called Open Source Arts and they have asked us to be partners on several ventures. From February to July 2018 Rod Dixon ran a weekly professional class for trained actors and dancers across the region. In May 2018 we ran a jointly organised open mic evening for refugees and asylum seekers working with Leeds Asylum Seekers Network.

Leeds City College Performing Arts courses have become regular partners. Their final showcase production of Sweeney Todd was presented in The Albion Electrics Warehouse. A party of students have booked to see our next production of 'Mother Courage'.

### Financial review

In the year ended 31 March 2018 the company had a net deficit after depreciation of £116,496 (2017: deficit of £57,942) which, added to the fund balance brought forward of £127,502 giving fund balances carried forward of £11,006.

As has been mentioned in section (b) above, for the next four years, the company will receive direct funding from Arts Council England for its operations via its National Portfolio funding strand - both for core costs and artistic activity. This will support the business of the company across all its activities.

This follows a three year period where the company were without core funding and the Trustees endorsed the decision to utilise the company's reserves for artistic and core activity. This was to fulfil the commitment of the Trustees to further the Mission Statement with high quality productions on a scale that befitted a company of Red Ladder's standing and uphold the long tradition of bold, ethical work and not just to wind the company down with a series of small scale pieces.

It was acknowledged that the quality of financial reporting allowed the Trustees to monitor the financial situation and strategy accurately and expediently thus mitigating the risk of the reduction of the company's reserves over that three year period.

This saw a reduction in reserves from £170,592 as at 1 April 2015 to £11,006 at 31 March 2018.

Whilst the level of reserves at 31 March 2018 is below the reserve policy of three months trading commitments (circa £26,000) the Trustees are confident that, under the new funding regime, the company can steadily acquire sufficient reserves to achieve the stated level by 31 March 2019.

# The Red Ladder Theatre Company Ltd

## Trustees' Report

### *Principal funding sources*

Principal funding was received from Arts Council England, England via Grants for The Arts awards and Strategic touring funds, Leeds City Council core funding and Leeds Inspired strategic funding and earned income. In addition sponsorship income had increased during the year and the Ladderistas individual giving campaign had superseded Save Red Ladder with some success.

A summary of funding is set out in notes 3 and 4 to the financial statements.

### *Policy on reserves*

A reserves policy has been established by the Management Committee in order to ensure 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 trading equates to, approximately £26,000, and this is updated on a monthly basis and is calculated on a rolling annual time line.

At 31st March 2018, the reserves were below the targeted figure above. However, with the confirmation of the Arts Council England funding for the next four years as from 1 April 2018, the trustees are satisfied with the balance as at 31st March 2018.

The trustees are conscious that the agreed levels of reserves need to be protected and ongoing budgets will reflect this ambition.

Additional fundraising and increased individual giving initiatives will be mounted to replenish sustainable unrestricted funds as well as prudent budgeting of core costs and artistic output.

### **Plans for future periods**

#### *'Mother Courage and Her Children'*

We are about to go into rehearsal of Brecht's classic play with the production opening on September 28th and running to October 20th . The show will be immersive and promenade with the audience moving about the space following the action and this year the basement of the Albion Electrics Warehouse is the site for the production. Pauline McLynn ('Father Ted', 'Eastenders', 'Shameless') plays the lead and a cast of 8 other high calibre actors and actor-musicians supports her. Boff Whalley (long time collaborator) composes and Beccy Owen is Musical Director. A chorus of 24 local people including three refugees has been auditioned and will join us in two teams through the rehearsal and the run.



# The Red Ladder Theatre Company Ltd

## Trustees' Report

### *'Glory' by Nick Ahad*

In January 2019 Red Ladder and The Dukes Theatre Lancaster with support from Tamasha Theatre enter into a co-producing partnership to make a new touring show entitled 'Glory' which is a post-Brexit comedy set in the world of professional wrestling.

### **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.

#### *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 financial control procedure 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 members' booklet - CC3 or equivalent

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 a qualified body.

# The Red Ladder Theatre Company Ltd

## Trustees' Report

### *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 nine part time freelancers covering marketing, Press and PR; social media, producing, fundraising and Strategic Touring project management (x 2), Audience Development and Evaluation.

### *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.

### *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.

### *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 immense pleasure and pride that Jamie Jones-Buchanan accepted the offer to join the board as a Trustee. This brings the number of Trustees to eight and provides an extremely experienced, motivated and passionate group of members.

In October 2017 an artistic session was run in Hebden Bridge with board members and staff alike to look at the artistic plans and visions for the four years of the new ACE funding regime. The group used the 'Traffic Light System' as part of the defined Balanced Score Card approach to assess quality, suitability, diversity and risk of forthcoming projects.

The day was a huge success and will be repeated.

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

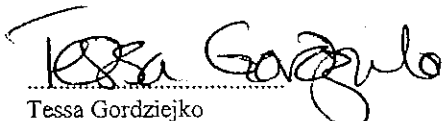
#### Chair's statement

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. The board is made up of a range of highly skilled and knowledgeable members drawn from within the theatre industry but also from commerce, human resources, sport and local government.

Over the past year, Red Ladder has delivered an astoundingly diverse and engaged programme of theatre projects which have extended and consolidated its reach to new audiences, particularly those who have little or no access to theatre. It has strengthened its position within the independent theatre sector with new partnerships, and by supporting and collaborating with emerging artists who are creating work which meets Red Ladder's artistic aims of promoting justice and provoking social change. The company has continued to build support from Arts Council England reflected by its inclusion in the National Portfolio of regularly supported organisations for upcoming planning cycle 2018-2022. Red Ladder has managed its resources to minimise risk and invested its charitable funds to maximise the impact of its mission and charitable objects. Effective governance and the appropriate involvement of the Board of Trustees in the development of artistic policy have been further developed over the year.

The company has continued to benefit from the artistic and executive leadership of Rod Dixon and Chris Lloyd who have steered Red Ladder successfully through a challenging financial period, whilst continuing to grow ambition, profile and quality. A committed and highly competent body of freelance staff have supported them in this. I extend my personal thanks to all staff, fellow trustees, partners and supporters in helping maintain momentum and excellence for Red Ladder for another year.

The annual report was approved by the trustees of the charity on 3 December 2018 and signed on its behalf by:

  
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 3 December 2018 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 to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2018 which are set out on pages 12 to 21.

#### Respective responsibilities of trustees and examiner

As the charity's trustees of The Red Ladder Theatre Company Ltd (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').


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

#### Independent examiner's statement

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

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

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



.....  
Ian Walker FCA FCCA  
Chartered Accountants

Heworth House  
Melrosegate  
Heworth  
York  
YO31 0RP

3 December 2018

## The Red Ladder Theatre Company Ltd

### Statement of Financial Activities for the Year Ended 31 March 2018 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Total 2018 £
<b>Income and Endowments from:</b>				
Donations and legacies	3	152,900	-	152,900
Charitable activities	4	35,825	-	35,825
Investment income	5	25	-	25
<b>Total Income</b>		<b>188,750</b>	-	<b>188,750</b>
<b>Expenditure on:</b>				
Charitable activities	6	(305,246)	-	(305,246)
<b>Total Expenditure</b>		<b>(305,246)</b>	-	<b>(305,246)</b>
<b>Net expenditure</b>		<b>(116,496)</b>	-	<b>(116,496)</b>
<b>Net movement in funds</b>		<b>(116,496)</b>	-	<b>(116,496)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward		127,502	-	127,502
Total funds carried forward	16	11,006	-	11,006
		<b>Note</b>	<b>Unrestricted funds £</b>	<b>Total 2017 £</b>
<b>Income and Endowments from:</b>				
Donations and legacies		3	105,440	105,440
Charitable activities		4	48,357	48,357
Investment income		5	166	166
<b>Total income</b>			<b>153,963</b>	<b>153,963</b>
<b>Expenditure on:</b>				
Charitable activities		6	(206,905)	(206,905)
<b>Total expenditure</b>			<b>(206,905)</b>	<b>(206,905)</b>
<b>Net expenditure</b>			<b>(52,942)</b>	<b>(52,942)</b>
<b>Net movement in funds</b>			<b>(52,942)</b>	<b>(52,942)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward			180,444	180,444
Total funds carried forward	16		127,502	127,502

All of the charity's activities derive from continuing operations during the above two periods.  
The funds breakdown for 2017 is shown in note 16.

**The Red Ladder Theatre Company Ltd**

**(Registration number: 01258679)  
Balance Sheet as at 31 March 2018**

	Note	2018 £	2017 £
<b>Fixed assets</b>			
Tangible assets	12	5,846	4,169
<b>Current assets</b>			
Stocks	13	1,630	13,876
Debtors	14	12,000	12,285
Cash at bank and in hand		<u>64,539</u>	<u>191,760</u>
		78,169	217,921
<b>Creditors: Amounts falling due within one year</b>	15	<u>(73,009)</u>	<u>(94,588)</u>
<b>Net current assets</b>		<u>5,160</u>	<u>123,333</u>
<b>Net assets</b>		<u>11,006</u>	<u>127,502</u>
<b>Funds of the charity:</b>			
<b>Unrestricted income funds</b>			
Unrestricted funds		<u>11,006</u>	<u>127,502</u>
<b>Total funds</b>	16	<u>11,006</u>	<u>127,502</u>

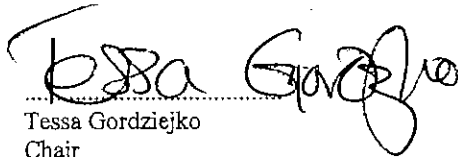
For the financial year ending 31 March 2018 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

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 3 December 2018 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 2018

### 1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, 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.

The address of its registered office is:

3 St Peter's Buildings

York Street

Leeds

West Yorkshire

LS9 8AJ

These financial statements were authorised for issue by the trustees on 3 December 2018.

### 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). They also comply with the Companies Act 2006 and Charities Act 2011.

#### 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.



## **The Red Ladder Theatre Company Ltd**

### **Notes to the Financial Statements for the Year Ended 31 March 2018**

#### ***Donations and legacies***

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

#### **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.

#### ***Gift aid***

Incoming resources from tax reclaims are included in the Statement of Financial Activities at the same time as the gift to which they relate.

#### **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.

# The Red Ladder Theatre Company Ltd

## Notes to the Financial Statements for the Year Ended 31 March 2018

### **Taxation**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010<sup>1</sup> 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.

### **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:

<b>Asset class</b>	<b>Depreciation method and rate</b>
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.

## The Red Ladder Theatre Company Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2018

#### 3 Income from donations and legacies

	Unrestricted funds		Total 2017 £
	General £	Total 2018 £	
Donations and legacies;			
Donations from individuals	9,193	9,193	24,624
Grants, including capital grants;			
Government grants	5,700	5,700	5,700
Grants - Arts funding bodies	124,775	124,775	58,232
Theatre Tax Relief	13,232	13,232	16,884
	<u>152,900</u>	<u>152,900</u>	<u>105,440</u>

#### 4 Income from charitable activities

	Unrestricted funds		Total 2017 £
	General £	Total 2018 £	
Wrong 'Un	1,506	1,506	850
The Damned United	23,495	23,495	34,603
Leeds Lads	-	-	12,904
The Shed Crew	8,031	8,031	-
The Life & Soul	2,262	2,262	-
Other productions	531	531	-
	<u>35,825</u>	<u>35,825</u>	<u>48,357</u>

#### 5 Investment income

	Unrestricted funds		Total 2017 £
	General £	Total 2018 £	
Interest receivable and similar income;			
Interest receivable on bank deposits	25	25	166
	<u>25</u>	<u>25</u>	<u>166</u>

## The Red Ladder Theatre Company Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2018

#### 6 Expenditure on charitable activities

	Unrestricted funds		Total 2017 £
	General £	Total 2018 £	
CORE	111,575	111,575	109,878
Participation	26	26	356
Wrong Un	1,270	1,270	4,926
Mother Courage	536	536	-
Save Red Ladder	285	285	2,819
The Damned United	87,737	87,737	27,012
Playing The Joker	6,750	6,750	-
Cormermen	809	809	-
The Shed Crew	75,622	75,622	-
Leeds Lads	-	-	53,137
Northern Touring Circuit	16,348	16,348	5,748
The Life and Soul	4,288	4,288	698
	<u>305,246</u>	<u>305,246</u>	<u>204,574</u>

Included within CORE in the expenditure analysed above, there are also governance costs of £1,700 (2017 - £1,650) 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 £
	General £	Total 2018 £	
Independent examiner fees			
Examination of the financial statements	1,700	1,700	1,650
	<u>1,700</u>	<u>1,700</u>	<u>1,650</u>

## The Red Ladder Theatre Company Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2018

#### 8 Net incoming/outgoing resources

Net outgoing resources for the year include:

	2018	2017
	£	£
Depreciation of fixed assets	<u>1,833</u>	<u>1,784</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:

	2018	2017
	£	£
<b>Staff costs during the year were:</b>		
Wages and salaries	70,836	68,237
Social security costs	4,522	4,171
Pension costs	<u>6,076</u>	<u>7,041</u>
	<u>81,434</u>	<u>79,449</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:

	2018	2017
	No	No
Production	<u>2</u>	<u>2</u>

2 (2017 - 2) of the above employees participated in the Defined Contribution Pension Schemes.

Contributions to the employee pension schemes for the year totalled £6,076 (2017 - £7,041).

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 £70,836 (2017 - £68,237).

## The Red Ladder Theatre Company Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2018

#### 11 Taxation

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

#### 12 Tangible fixed assets

	Furniture and equipment £	Motor vehicles £	Total £
<b>Cost</b>			
At 1 April 2017	216,415	-	216,415
Additions	2,709	800	3,509
Disposals	<u>(70,395)</u>	<u>-</u>	<u>(70,395)</u>
At 31 March 2018	<u>148,729</u>	<u>800</u>	<u>149,529</u>
<b>Depreciation</b>			
At 1 April 2017	212,246	-	212,246
Charge for the year	1,672	160	1,832
Eliminated on disposals	<u>(70,395)</u>	<u>-</u>	<u>(70,395)</u>
At 31 March 2018	<u>143,523</u>	<u>160</u>	<u>143,683</u>
<b>Net book value</b>			
At 31 March 2018	<u>5,206</u>	<u>640</u>	<u>5,846</u>
At 31 March 2017	<u>4,169</u>	<u>-</u>	<u>4,169</u>

#### 13 Stock

	2018 £	2017 £
Work in progress	<u>1,630</u>	<u>13,876</u>

#### 14 Debtors

	2018 £	2017 £
Trade debtors	445	-
Prepayments	2,514	2,072
Other debtors	<u>9,041</u>	<u>10,213</u>
	<u>12,000</u>	<u>12,285</u>

## The Red Ladder Theatre Company Ltd

### Notes to the Financial Statements for the Year Ended 31 March 2018

#### 15 Creditors: amounts falling due within one year

	2018 £	2017 £
Trade creditors	7,098	2,316
Other taxation and social security	1,975	1,988
Other creditors	63,936	90,284
	73,009	94,588

#### 16 Funds

	Balance at 1 April 2017 £	Incoming resources £	Resources expended £	Balance at 31 March 2018 £
<b>Unrestricted funds</b>				
General	127,502	188,750	(305,246)	11,006
	127,502	188,750	(305,246)	11,006
	180,444	153,963	(206,905)	127,502
	180,444	153,963	(206,905)	127,502

## The Red Ladder Theatre Company Ltd

### Detailed Statement of Financial Activities for the Year Ended 31 March 2018

	2018	2018	
	Unrestricted funds		Total 2017
	General £	Total £	£
<b>Income and Endowments from:</b>			
Donations and legacies (analysed below)	152,900	152,900	105,440
Charitable activities (analysed below)	35,825	35,825	48,357
Investment income (analysed below)	25	25	166
	188,750	188,750	153,963
<b>Expenditure on:</b>			
Charitable activities (analysed below)	(305,246)	(305,246)	(206,905)
Total expenditure	(305,246)	(305,246)	(206,905)
Net expenditure	(116,496)	(116,496)	(52,942)
Net movement in funds	(116,496)	(116,496)	(52,942)
<b>Reconciliation of funds</b>			
Total funds brought forward	127,502	127,502	180,444
Total funds carried forward	11,006	11,006	127,502



## The Red Ladder Theatre Company Ltd

### Detailed Statement of Financial Activities for the Year Ended 31 March 2018

	<u>2018</u>	<u>2018</u>	<b>Total 2017 £</b>
	<b>Unrestricted funds</b>		
	<b>General £</b>	<b>Total £</b>	
<i>Donations and legacies</i>			
Appeals and donations	9,193	9,193	24,624
Theatre Tax Relief	13,232	13,232	16,884
UK Government grants	5,700	5,700	5,700
Grants - other agencies	124,775	124,775	58,232
	<u>152,900</u>	<u>152,900</u>	<u>105,440</u>

	<u>2018</u>	<u>2018</u>	<b>Total 2017 £</b>
	<b>Unrestricted funds</b>		
	<b>General £</b>	<b>Total £</b>	
<i>Charitable activities</i>			
Performance Income	35,825	35,825	48,357
	<u>35,825</u>	<u>35,825</u>	<u>48,357</u>

	<u>2018</u>	<u>2018</u>	<b>Total 2017 £</b>
	<b>Unrestricted funds</b>		
	<b>General £</b>	<b>Total £</b>	
<i>Investment income</i>			
Interest on cash deposits	25	25	166
	<u>25</u>	<u>25</u>	<u>166</u>

## The Red Ladder Theatre Company Ltd

### Detailed Statement of Financial Activities for the Year Ended 31 March 2018

	<u>2018</u>	<u>2018</u>	
	Unrestricted funds		Total
	General £	Total £	2017 £
<i>Charitable activities</i>			
Performing fees	4,293	4,293	21,644
Sets, props and costumes	28,505	28,505	12,935
Venue and rehearsal room hire	3,409	3,409	6,279
Lighting, sound and music	17,701	17,701	3,399
Marketing / Publicity	37,400	37,400	19,285
Writer's fee / Commissions	85,208	85,208	25,831
Accommodation	6,255	6,255	479
Motor expenses	1,130	1,130	-
Company travel	7,785	7,785	3,375
Sundry expenses	857	857	1,073
Wages and salaries	70,836	70,836	68,237
Staff NIC (Employers)	4,522	4,522	4,171
Staff pensions	6,076	6,076	7,041
Rent and rates	4,175	4,175	4,201
Insurance	1,486	1,486	1,443
Repairs and maintenance	248	248	857
Telephone and fax	1,843	1,843	1,685
Computer software and maintenance costs	3,946	3,946	4,527
Printing, postage and stationery	349	349	543
Trade subscriptions	885	885	690
Sundry expenses	288	288	406
Motor expenses	506	506	1,527
Travel and subsistence	731	731	1,863
Staff entertaining	-	-	1,268
Consultancy fees	13,255	13,255	10,687
Bank charges	24	24	24
Depreciation of fixtures and fittings	1,833	1,833	1,785
Independent examiner's fee	1,700	1,700	1,650
	<u>305,246</u>	<u>305,246</u>	<u>206,905</u>