

**REPORT OF THE TRUSTEES AND  
FINANCIAL STATEMENTS FOR THE YEAR ENDED 5 APRIL 2009  
FOR  
THEATRE RESOURCE LIMITED  
(Limited by guarantee)**

**Company Number : 2866315**

**Registered Charity Number : 1035444**

**Meyer Williams  
Queen Alexandra House  
2 Bluecoats Avenue  
Hertford  
Herts  
SG14 1PB**

**FRIDAY**



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**25/09/2009**

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**COMPANIES HOUSE**

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**

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**FOR THE YEAR ENDED 5 APRIL 2009**

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**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**COMPANY INFORMATION**  
**FOR THE YEAR ENDED 5 APRIL 2009**

<b>DIRECTORS/TRUSTEES:</b>	R Macaulay K Tait K Wright S Scambler S Gildroy (Chair) N Rampley J Bennett W Godfrey M Adams
<b>SECRETARY:</b>	Nicholas Rampley
<b>REGISTERED OFFICE:</b>	Great Stony Ongar Arts & Education Centre High Street Ongar Essex CM5 0AD
<b>REGISTERED NUMBER:</b>	2866315 (England and Wales)
<b>CHARITY NUMBER:</b>	1035444
<b>AUDITORS:</b>	Meyer Williams Queen Alexandra House 2 Bluecoats Avenue Hertford Herts. SG14 1PB REGISTERED AUDITORS
<b>BANKERS:</b>	National Westminster Bank plc 279 High Street Epping Essex CM16 4BT
<b>SOLICITORS:</b>	Holmes & Hills Trinity Street Halstead Essex CO9 1JE

**THEATRE RESOURCE LIMITED**  
(Limited by guarantee)

**TRUSTEES' REPORT**  
(For the purposes of the Charities Act 1993 and  
Directors' Report for the purposes of the Companies Act 2006)

The Trustees have pleasure in submitting their Annual Report and Financial Statements for the year ended 5<sup>th</sup> April 2009 which is detailed as follows.

**DIRECTORS/TRUSTEES**

The Trustees, who are also directors of the company, and acted throughout the period, except where indicated, are:

S Gildroy (Chair)  
R Macaulay  
K Tait  
K Wright  
S Scambler  
N Rampley  
A Bennett (from 10<sup>th</sup> June 2008)  
M Adams (from 9<sup>th</sup> December 2008)  
W Godfrey (from 9<sup>th</sup> December 2008)  
J Dann (resigned 9<sup>th</sup> September 2008)  
A Wafula-Strike (resigned 9<sup>th</sup> September 2008)  
R Little (resigned 27<sup>th</sup> September 2008)  
J Beddard (resigned 11<sup>th</sup> March 2009)

On resigning her position on the Board of Directors/Trustees, Ann Wafula-Strike took on an honorary non-constitutional position as a Patron of Theatre Resource. She joins Paddy Masefield in this role.

**CONSTITUTION**

Theatre Resource, company number 2866315, is a company limited by the guarantees of the members to a maximum of £1 each. The company is a registered charity, number 1035444. The company gained charitable status on 22<sup>nd</sup> March 1994.

**SPECIFIC INSTRUCTIONS**

There are no specific instructions relating to the operation of the charity, nor are there any specific investment powers.

**COMPANY OBJECTIVES**

The objective of Theatre Resource as stated in the Memorandum and Articles of Association is to 'advance education for the public benefit through the promotion of the arts, particularly but not exclusively for disabled and disadvantaged people'.

**GOVERNANCE**

In 2008-2009 the Charity comprised a Membership of 10 individuals committed to supporting the aspirations of the organisation. The constitution stipulates that Members are automatically elected to a Board of Directors/Trustees to run the affairs of the organisation. When an individual resigns their position on the Board of Directors/Trustees their membership of the organisation ceases. In 2008-2009 the Directors/Trustees were as detailed above.

The Trustees are responsible for formulating the strategy and policies for Theatre Resource as a whole and may meet at such times and regulate its meetings as it sees fit. It has appointed a Finance and General Purposes Committee for the purpose of exercising the day to day control of Theatre Resource and which, under the general supervision of the Board, exercises such powers and performs such duties in relation to the affairs of the Theatre Resource as are vested in or given to it by the Board. The Finance and General Purposes Committee comprises appointed members of the Board with the Chief Executive and other Senior Officers of Theatres Resource in attendance. It normally meets four times a year.

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**TRUSTEES' REPORT – Continued**

A Capital Committee oversees the capital development and comprises members of the Board with the Chief Executive and other Senior Officers of Theatres Resource and special advisors in attendance.

**TRUSTEES' RESPONSIBILITIES**

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 company and of its financial activities for that year. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue to operate

The Trustees are responsible for ensuring proper accounting records are kept which disclose with reasonable accuracy at any time, the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**RECRUITMENT, APPOINTMENT AND ELECTION OF TRUSTEES**

The Board identifies and regularly reviews the skills of existing Board Members and any needs of the Board which are not being met by the current membership.

Recruitment is through:

- Targeting individuals known to Theatre Resource
- Advertising for applicants through the media and other sources
- Utilising board 'banks', etc. maintained by support bodies

Recruitment is not limited to within the arts, education or social care field, but reflects the varied needs of the organisation, its creative and capital development. Whilst specific skills may be sought (for example in relation to regular skills audits undertaken by the Board) enthusiasm and vision may also be considered equally valuable.

The Board has established procedures for recruiting and appointing Board members, including initial identification of potential candidates, informal visits or discussions, formal application and interview, consideration by the full Board and, finally, election by a majority of votes.

**POLICY AND PROCEDURES FOR THE INDUCTION AND TRAINING OF TRUSTEES**

Theatre Resource is committed to full induction and ongoing training of Trustees. A comprehensive induction pack and standing orders are in place and are regularly updated to ensure compliance with company and charity law.

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**TRUSTEES' REPORT – Continued**

**ACHIEVEMENT OF OBJECTIVES**

Theatre Resource works to promote the creativity, culture and heritage of disabled people and socially-excluded groups for the benefit of all. In our work we seek to:

- Generate pathways within the arts
- Stimulate high-quality, diverse and experimental project work
- Provide lifelong learning, training and employment opportunities
- Create platforms for the exploration and representation of the cultures and neglected histories of excluded groups
- Initiate informed debate and influence policy-making
- Foster enabling environments
- Advance inclusiveness, accessibility and equality in the wider arts environment, and in the communities in which we live.

Theatre Resource manages a strategic programme of 'First Stage' outreach and centre-based projects, which bring together individuals, schools, community groups, social care providers and arts funding bodies. Longer-term 'Developmental Programmes' offer further opportunities to experience high quality cutting-edge arts practice and a comprehensive range of training and CPD (Continuing Professional Development) opportunities to support individuals in gaining employment in the arts, both with Theatre Resource and elsewhere. Employment and supported employment opportunities include workshop leading/teaching, touring professional arts product (e.g. theatre performances).

The charity's work takes place in a variety of venues in Essex, Hertfordshire, Cambridge, Norfolk, Suffolk, Bedfordshire and the Unitary of Peterborough, Luton, Southend-on-Sea and Thurrock and at its own fully-accessible premises in Chipping Ongar, Essex where the company works to develop the highest standards in accessible venue management. 2008/9 also saw projects being developed in London. Theatre Resource also undertakes regional and national projects, or projects of national significance, and works with a number of regional and national partners and consortia to deliver these.

**STRATEGIC PLANNING**

Theatre Resource continued to develop its Board of Trustees and staffing structure with new recruitment and an ongoing programme of training including facilitated retreats. A number of new Trustees were recruited from residential adult education, social housing and disability sectors. Board and staff worked together to further develop Theatre Resource's strategic plan (April 2008 to March 2013) which will be reviewed in September 2009. Work continued on the PQASSO quality assurance scheme with the organisation working towards Level 2.

After establishing two new full time posts of Project Worker and Community Artist, the company reviewed its senior management structure late in 2007-2008 for Board agreement and action in autumn 2008-2009. This included the creation of three new posts, Director of Administration and Resources, Head of Creative Education and Learning, and Head of Communication and Development. At the end of the year a new Capital Project Manager was appointed.

Developing and maintaining region-wide networks and consortia to work together to progress common arts and education aims continued to be a priority for the organisation. Theatre Resource continue to lead Creative Learning in Partnership (CLiP), a consortium of HE, FE and voluntary sector arts education providers across the region who have successfully tendered for funding from the Learning and Skills Council, etc.

A major strategic partnership has been developed with Anglia Ruskin University and East Thames Housing Association in support of the capital development. Both will result in the development of a practical hands-on partnership working to develop new services which will support Theatre Resource's beneficiaries.

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**TRUSTEES' REPORT – Continued**

**ORGANISATIONAL STRUCTURE**

Personnel

During the year, the Board employed the following staff team of professional artists, administrators and support workers: -

Director/Chief Executive	- Jeff Banks
Creative Director	- Anna Wallbank
Director of Administration and Resources	- Monique Deletant (from 11 <sup>th</sup> August 2008)
Head of Education and Learning	- Heather Stradling (from 12 <sup>th</sup> January 2009)
Capital Project Manager	- Paul Crayford (from 3 March 2009)
Project Worker	- Sonia Cakebread
Project Worker	- Lisa Maule
Community Artist	- Beatrice Owen
Marketing Officer	- Lindsay Berry (from 5 <sup>th</sup> January 2009)
Assistant Project Worker	- Jessica Foster
Administrator	- Karen Bush
Finance Officer	- Tony Granados (from 16 <sup>th</sup> September 2008)
Receptionist/Clerical Assistant	- Caroline Weeden
Director's PA/Support Worker	- Gillian Gardner
ICT Co-Ordinator	- Rob Smith
Caretaker/Handyman/Cleaner	- Anthony Barrett
Caretaker/Cleaner	- Ray Barrett
Cleaner	- Susan Baldry (from 30 <sup>th</sup> March 2009)
Handyman	- Jack Welchman

**CAPITAL PROJECT**

In 2008-2009 the organisation continued to work towards securing funds for its capital development plans to establish the National Centre for Disability Arts and Social Inclusion, expanding the arts centre base to include additional teaching spaces and learning spaces, a multi-purpose studio, 25 bedroom fully-accessible overnight-stay accommodation (for short residential courses) and supported housing (for longer-term students). The expanded centre will create significant new employment and supported-employment opportunities and the facilities also include a range of spaces dedicated to vocational training and supported employment. Continued discussions with East Thames Group, a Registered Social Landlord, have centred on a supported housing element that would be available to disabled and socially-excluded adults undertaking longer-term training at the arts centre.

In August 2008, Theatre Resource was awarded funding of £750,000 from the East of England Development Agency (EEDA) which enabled the organisation to acquire (in January 2009) a neighbouring property, part of which will be used in the development. This was an important milestone in achieving the project objectives.

Continued public consultation was undertaken during 2008-2009 including further engagement with the young people and adults who engage in our services (who have been the key drivers in developing the project from the outset) and further meetings with stakeholders, community groups and local community leaders took place. Planning applications were submitted in August 2008 and full planning approval awarded on 3<sup>rd</sup> December 2008 (coincidentally also international day of disabled people). We were proud that the applications received unanimous support at both the District and Town Council Planning Committees – a testament to the lengthy consultation and community engagement activities which had been undertaken.

Theatre Resource went out to full tender in November 2008 utilising the formal 'framework' procedures established by its project partner East Thames Group and in line with the agreed capital strategy. Following detailed tender analysis and interviews, Hill Partnerships of Waltham Abbey, Essex were selected as the preferred contractor. Pre-commencement contracts were in preparation at the very end of 2008/9.

Capital Appeal Fundraising consultants continue to work towards securing the completion funding to go alongside money already pledged by Futurebuilders England, EEDA, Essex County Council and others.

**THEATRE RESOURCE LIMITED**  
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**TRUSTEES' REPORT – Continued**

## **SIGNIFICANT CHANGES IN ACTIVITIES**

There have been no significant changes in the charity's activities during the year.

## **FINANCIAL ACTIVITIES**

All income received by the organisation was committed to achieving its charitable objectives.

During the year a total of £81,114 was granted by revenue funders (including Arts Council England East, Essex County Council Arts Development, and Epping Forest District Council) towards the core work of the organisation in Essex, Hertfordshire and the eastern region.

Theatre Resource's own fundraising and income generation activities in respect of its programme of arts in health, arts in social care and disability-related arts raised an additional £852,181 during the year. Major project funding partners included the Learning and Skills Council, European Social Fund (via co-financers East of England Development Agency (EEDA), Hertfordshire LSC, Essex and Hertfordshire Community Foundations), Connexions, Children's Fund Essex and Arts Council England, East (Creative Partnerships programme).

The total raised from hiring facilities at Theatre Resource's arts and education centre in Chipping Ongar was £22,973. The income and expenditure account also show an amount of £21,550 which is the notional 'in kind' rent contribution from the Great Stony School Trust.

Salary and wage expenses for both project and core/building staff (including social security costs) accounted for £306,927 of all expenditure. The direct external costs of undertaking the charity's project work, i.e. external artists' fees, venue hire, transport and access/facilitation, amounted to £134,738.

Building operation, excluding salaries, cost £35,200. Included within the accounts is provision for a full commercial rent of £22,000 (which is offset by an 'in kind' contribution from the landlords, the Great Stony School Trust, counted as building income).

## **RESTRICTED FUNDS**

During the year 2008/09, funds were received towards the capital development project from Futurebuilders, Essex County Council and EEDA totalling £842,868 and were utilised in development expenditure arising in the year. This expenditure included the purchase of an adjacent property and various planning, design and other costs associated with the development. The capital element of these costs has been included in tangible fixed assets.

In addition, during the year the charity received funding for the purchase of computer equipment from Essex County Council. The capital element of the grant received is being released to the unrestricted general fund over a four year period in line with the depreciation policy of the assets which were capitalised.

## **UNRESTRICTED RESERVES**

Unrestricted funds are needed for the following purposes:

- (a) to provide funds, which can be designated to specific projects to enable these projects to be undertaken at short notice
- (b) to cover administration, fund-raising, staff and support costs without which the charity could not function
- (c) to enable the charity to benefit from fundraising opportunities where a proportion of 'partnership funding' is required which cannot be raised from elsewhere

The directors/trustees consider it prudent that unrestricted reserves should be sufficient:

- (d) to avoid the necessity of releasing fixed assets held for the charity's use
- (e) to cover four months' administration, fundraising, staff and support costs

Unrestricted reserves currently stand at £234,478 and are therefore above that range by £87,126. The reserves policy and the level of reserves is monitored and reviewed by the directors / trustees regularly and may be called upon as and when necessary for the uses identified above (a, b or c) or to meet other unforeseen circumstances.



**THEATRE RESOURCE LIMITED**  
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**TRUSTEES' REPORT – Continued**

**DESIGNATED FUNDS**

Capital Repairs and Renewals Fund

Theatre Resource holds a COIF (Charities Official Investment Fund) Charities Fixed Interest Fund with CCLA Investment Management Ltd., the purpose of which is to cover ongoing capital repairs and renewals of Theatre Resource's premises. It is anticipated that up to 40% of this fund be drawn upon every five years for periodic cyclical repairs / maintenance as necessary (above and beyond annual maintenance) with a higher proportion of up to 70% being drawn upon at 15 yearly intervals for major works during the term of the lease. After eight years the fund balance is £32,448.

**PROJECT WORK**

Throughout 2008/09 Theatre Resource continued to strive for excellence in its artistic output, education training and participation activities. It has been a fruitful year with the creation of a series of new work and programmes. Theatre Resource has also concentrated its efforts on the development and refinement of many of its ongoing projects. An outline of some aspects of the project portfolio is given below.

The year began with a revival of our production of 'The Conquest of the South Pole' by Manfred Karge (originally toured nationally in 07/08). As a result of the very high standard of the performance, this piece was restaged and featured for a week at the Oval House Theatre in London as part of their 08/09 programme.

Theatre Resource has continued its work with disabled and disadvantaged young people. A diverse range of artistic activities were delivered included taster art workshops and residential art and drama weekends producing high quality DVDs, animations, artwork and performance pieces.

We have also had the opportunity to develop projects which have resulted in the creation of new work, including a range of education and learning initiatives with young people at risk or who are not in education, training or employment (NEET). This strand of our work is supported through various funders, in particular, the Learning and Skills Council. In January 2009 we appointed a Head of Creative Education and Learning to lead on the development and rolling out of our unique pedagogy, exploring the interplay between the 'intrinsic' and 'instrumental' value of the arts (i.e. creating high-quality arts practice which also has value as an tool for educational, personal, social or community development).

Our use of the arts to consult with these young people is an integral part of Theatre Resource's ability to strengthen its communication and relationship with them and in 08/09 Theatre Resource formed a youth forum, this meets regularly to input into building development, art activities and programme structures.

We have continued to support our 'emerging artists' through training, employment and supported employment and this year we have employed two more former project beneficiaries as members of our staff team.

Our work continued to spread into new areas and regions, in particular, East London.

On-going project continued including: ArtSpace our drop-in for those with Mental Health Needs; The Biz, our training scheme for people with learning disabilities (that concluded this year with an exhibition based on identity and personal and future aspirations); The ICT drop-in has gone to strength to strength with funding to upgrade all our computers including two new Apple Macintosh computers with cutting edge digital media software. This was accompanied by outreach project work with disabled adults and those known to health, social care and probation services.

Our 'Creative Learning in Partnership' consortium (CLiP) continued to operate across the eastern region including extensive partnership work with Momentum Arts, Inspire, Creative Arts East, Suffolk Artlink and Signals, Anglia Ruskin University, Colchester Institute and City College Norwich, completing contracts on Skills for Jobs and NEET activities. Theatre Resource successfully won new contracts for work in Essex, Hertfordshire and Cambridgeshire.

We also devoted considerable time scoping and developing a major two million pound application to the East of England Development Agency for Legacy Trust and European Social Fund monies for an Olympic inspired programme. We were successful and the programme was launched at the very end the financial year. Delivery will commence next year, (see future plans).

**THEATRE RESOURCE LIMITED**  
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**TRUSTEES' REPORT – Continued**

During 2008/9 Theatre Resource employed 18 staff on its permanent payroll, including 9 permanent staff with disabilities, and supported further 68 freelance and casual artists including 31 artists with disabilities. We believe we are one of the larger, if not the largest, employers of disabled artists in the UK.

**OTHER ACTIVITIES AT THEATRE RESOURCE'S ARTS CENTRE BASE**

Throughout 2008 – 2009 Theatre Resource continued to offer a wide range of classes at its arts centre which enabled local arts groups, education providers and a variety of other organisations to run activities such as arts, pottery and meditation. The music school and early year's music classes continued to be well attended. Indian dance classes became a feature and the music school continued to be popular. A number of local community groups such as Ongar Flower Club and the Alzheimer's Carers Support group continued to use the centre. Training sessions were run by Essex County Council amongst others.

Two performances were promoted jointly with Ongar Town Council through the Essex on Tour scheme, hosted and supported by Essex County Council and with additional support from Epping Forest District Council.

Regular drop-in sessions continue to be run on Wednesdays and Saturdays in the ICT Workshop, a UK Online Centre, where visitors can be supported to learn basic computer skills, including internet access, or gain an insight into digital arts techniques.

**PROJECT PARTNERS 2008/2009**

Action in Mental Health, Loughton	Family Mosaic
Anglia Ruskin University	Frantic Assembly
Arena Theatre Wolverhampton	The Garage, Norwich
Arts Council England, East	Hertfordshire County Council - Children Schools and Families service; Adult Care Services and Libraries and Information Services
Basildon District Council - Sustainable Community Services	Hertfordshire Connexions
Basildon & Southend Positive Futures	Holton Lee
Basildon Mind	Inspire
Braintree Foyer	Leverton Hall
Brentwood Mind	Little Gypps
Charles Harper House	Learning and Skills Council
City College Norwich	Luton Borough Council Arts Development, Youth Offending Teams, Orchard Centre PRU.
Colchester Arts Centre	Momentum Arts
Colchester Institute	Norfolk County Council
Colchester Museums	Ongar Town Council
Connexions EST	Orpheus Centre
Connexions - Luton	Oval Theatre - London
Creative Arts East	Rainer Foundation
Creative Partnerships Thames Gateway and Tendring	Rise at Rethink Southend
DAIP – Diversity Arts Incubation Programme	Rumsey House, Rochford
East 15 Acting School (University of Essex)	SNAP – Social Needs Awareness Project – Luton
East of England Development Agency	SAVS Southend
Epping Forest District Council - Epping Forest Arts and Epping Forest District Museum	Screen East
Essex Coalition of Disabled People	Signals Media Arts
Essex Community Foundation	Stevenage PCT
Essex County Council Arts Development	Southend on Sea Borough Council – Children, Schools and Families
Essex County Council Social Care Services - Children and Family Services; Community Care Services; Learning Disability, Library Services, Leaving and Aftercare Teams, Traveller Education Services	Suffolk Artlink
Essexdance	Thurrock Children Schools and Families service
Essex Forum for Support Groups	Thurrock MIND
Essex Mental Health Joint Commissioning Team	UKOnline / UFI
Essex Parent Partnership Service	Voluntary Sector Training
Essex RAD	Wellfield Court Supported Housing
Essex Youth Service	Youth Plus, Ongar

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**TRUSTEES' REPORT – Continued**

## **FUTURE PLANS**

Theatre Resource's long held plans are coming to fruition in 2009-2010 with the new capital build project starting at the arts centre at Great Stony. It is anticipated that building will commence in October 2009, thereby creating a new National Centre for Disability Arts and Social Inclusion to open in 2011. Programmes and activities will continue throughout the capital build project ensuring that disabled young people and adults do not miss out on the activities provided by Theatre Resource.

Our project team will continue its excellent programme of work with further residential and non-residential workshops for young people at risk of exclusion from education and workshops for disabled and non disabled young people wishing to access the arts. This will include short-break residential in partnership with Thurrock Borough Council for their young people and families in need.

This year will also see the commencement of our regional Team East for Skills programme. This three year programme works across the region, with a consortium of arts, sport and voluntary organisations; Creative Arts East, Momentum Arts, COVER, The Princes Trust, Anglia Ruskin University, Volunteers East and the National Skills Academy for Sport and Active Leisure. Over the next three years 1300 participants will be involved in arts-led programmes where they will gain new skills, become more engaged with their communities, improve their well-being and move closer to and in many cases into the job market.

A range of opportunities at Level 2/3 will be offered through Learning and Skills Council commissioning through Theatre Resource and the CLiP consortium, bringing a wider selection of arts activities for young people at risk of social exclusion than was previously possible. Our Youth Forum will also increase its activity continuing to input into company development and set up and run their own programme.

Artistic excellence will be at the forefront of programming and producing work, with research and development for the new production in 2009-2010. Theatre Resource will also renew and develop its collaboration with artists, writers, designers etc. Furthermore we will continue to provide continuous professional development opportunities for our artists to maintain and increase their creative skills.

## **RISK MANAGEMENT**

The Trustees have considered and continue to consider the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate those risks.

## **STATEMENT AS TO DISCLOSURE OF INFORMATION**

So far as the Trustees are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each trustee has taken all the steps that he ought to have taken as a Trustee and Director in order to make himself aware of any relevant audit information and to establish that the auditors are aware of that information.

## **PUBLIC BENEFIT AND SOCIAL AUDIT**

Theatre Resource is committed to producing work of public and social benefit and is continually monitoring and assessing its values, social, educational, artistic, environmental, community and economic objectives and impact. Trustees and Staff take responsibility for reporting fully on their work, a process which includes consulting with key stakeholders and client groups. Trustees and Staff are also committed to measuring how well they achieve their overall objectives and live up to their values in an holistic way.

Theatre Resource continues to explore the inclusion of an element of 'social audit' in future annual reports. Social auditing is "the process whereby an organisation can account for its social performance, report on and improve that performance. It assesses the social impact and ethical behaviour of an organization in relation to its aims and those of its stakeholders" (New Economics Foundation). The key to this is that the 'audit' is undertaken by an independent assessor who signs off an annual report which is included in the main annual accounts. Information on our performance in respect of all the key outcomes will be recorded in our annual accounts through this 'social audit' process.

**THEATRE RESOURCE LIMITED**  
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**TRUSTEES' REPORT – Continued**

In line with its social responsibility, during 2009-10, Theatre Resource intends to implement, review or update the following policies: Environmental Health Policy, Risk Management Policy, Equal Opportunities Policy, Children and Vulnerable Adults Policy and a Quality Assurance policy.

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 on public benefit and fee charging. Whilst Theatre Resource principally undertakes work funded by grants and commissions from funding agencies, occasionally fees are charged to individual beneficiaries to help cover operating costs. Where fees are charged, in setting the level of fees, charges and concessions, the trustees always give careful consideration to accessibility of activities for those on low incomes and living on benefits.

**AUDITORS**

The auditors, Meyer Williams, will be proposed for re-appointment at the forthcoming Annual General Meeting

**SIGNED ON BEHALF OF THE TRUSTEES**

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S Gidroy - Chair

.....  
Dated: 15/09/09

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF  
THEATRE RESOURCE LIMITED  
(Limited by guarantee)**

We have audited the financial statements of Theatre Resource Limited for the year ended 5 April 2009 on pages 12 to 20. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the charity's members, as a body, in accordance Section 43 of the Charities Act 1993 and with regulations made under Section 44 of that Act. 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**

The trustees (who are also the directors of Theatre Resource Limited for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law, United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 1993 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with regulations made under section 44 of that Act.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are prepared in accordance with the Companies Act 2006. We also report to you if, in our opinion, the Trustees' Annual Report is not consistent with those financial statements, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with the accounting records and returns, or if we have not received all of the information and explanations we require for our audit.

We read other information contained in the Trustees' Annual Report, and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

**BASIS OF AUDIT OPINION**

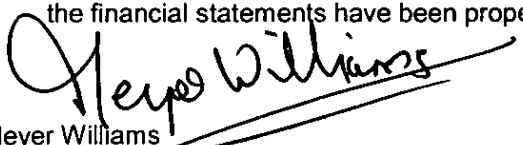
We conducted our audit in accordance with International Standards on Auditing (UK and Ireland), issued by the Auditing Practices Board. An audit includes an examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the trustees in the preparation of the financial statements and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**Opinion**

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the charity's affairs as at 5 April 2009 and of its incoming resources and application of resources, including its income and expenditure for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 2006.

  
Meyer Williams

Chartered Accountants and Statutory Auditors  
Queen Alexandra House  
2 Bluecoats Avenue  
Hertford  
Herts.  
SG14 1PB

Dated: 18/09/09

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**(Including an Income and Expenditure account and**  
**Statement of Total Recognised Gains and Losses)**  
**FOR THE YEAR ENDED 5 APRIL 2009**

	<u>Note</u>	<u>Unrestricted General Funds</u> £	<u>Designated Funds</u> £	<u>Restricted Funds</u> £	<u>Total Funds 2009</u> £	<u>Total Funds 2008</u> £
<b>INCOMING RESOURCES</b>						
<b>Incoming resources from charitable activities:</b>						
Project income	2	-	-	852,181	<b>852,181</b>	484,309
Revenue funding	3	81,114	-	-	<b>81,114</b>	78,991
Income from grants	4	-	-	842,868	<b>842,868</b>	7,877
Building income		47,888	-	-	<b>47,888</b>	50,082
<b>Incoming resources from generated funds:</b>						
Investment income	5	10,102	-	-	<b>10,102</b>	4,462
<b>Other incoming resources:</b>						
Insurance claim		7,266	-	-	<b>7,266</b>	-
Sundry income		919	-	-	<b>919</b>	1,618
<b>Total Incoming Resources</b>		<u>147,289</u>	<u>-</u>	<u>1,695,049</u>	<u><b>1,842,338</b></u>	<u>627,339</u>
<b>RESOURCES EXPENDED</b>						
Activities for generating funds		14,299	-	-	<b>14,299</b>	4,073
Charitable activities		61,061	-	864,814	<b>925,875</b>	578,963
Governance costs		23,116	-	-	<b>23,116</b>	21,062
<b>Total Resources Expended</b>	6	<u>98,476</u>	<u>-</u>	<u>864,814</u>	<u><b>963,290</b></u>	<u>604,098</u>
<b>Net incoming resources for the year before transfers and Net Income for the year</b>	7	48,813	-	830,235	<b>879,048</b>	23,241
Addition to Designated fund		(4,422)	4,422	-	-	-
Transfer between funds		11,533	-	(11,533)	-	-
<b>Net incoming resources before recognised gains and losses</b>		<u>55,924</u>	<u>4,422</u>	<u>818,702</u>	<u><b>879,048</b></u>	<u>23,241</u>
<b>Other recognised gains and losses</b>						
Unrealised gain on investments		-	2,134	-	<b>2,134</b>	1,592
Realised gain on investments		-	-	-	-	285
<b>Net Movement in Funds</b>		<u>55,924</u>	<u>6,556</u>	<u>818,702</u>	<u><b>881,182</b></u>	<u>25,118</u>
Total funds brought forward as at 6 April 2008		178,554	25,892	10,889	<b>215,335</b>	190,217
<b>Total funds carried Forward as at 5 April 2009</b>		<u>234,478</u>	<u>32,448</u>	<u>829,591</u>	<u><b>1,096,517</b></u>	<u>215,335</u>

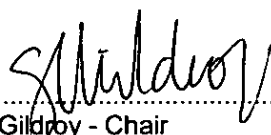
The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

The notes on pages 14 to 20 form part of these financial statements

**THEATRE RESOURCE LIMITED**  
(Limited by guarantee)  
**BALANCE SHEET AS AT**  
**5 APRIL 2009**

		<u>5.4.09</u>		<u>5.4.08</u>	
	Notes	£	£	£	£
<b>FIXED ASSETS:</b>					
Tangible assets	10		865,922		13,156
<b>CURRENT ASSETS:</b>					
Debtors	11	179,088		82,862	
Investments	12	32,448		25,892	
Cash at bank		<u>473,736</u>		<u>836,919</u>	
		685,272		945,673	
<b>CREDITORS:</b> Amounts falling due within one year	13	<u>454,677</u>		<u>743,494</u>	
<b>NET CURRENT ASSETS:</b>			<u>230,595</u>		<u>202,179</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES:</b>			<u>£1,096,517</u>		<u>£215,335</u>
<b>RESERVES:</b>					
Restricted funds	18		829,591		10,889
Designated funds - Capital repairs and renewals fund	19		32,448		25,892
General fund - unrestricted			<u>234,478</u>		<u>178,554</u>
<b>TOTAL CHARITY FUNDS:</b>	20		<u>£1,096,517</u>		<u>£215,335</u>

**ON BEHALF OF THE TRUSTEES:**

  
.....  
S Gildroy - Chair

Approved by the Trustees on .....

15/09/09

The notes on pages 14 to 20 form part of these financial statements

**THEATRE RESOURCE LIMITED**  
(Limited by guarantee)  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**1. ACCOUNTING POLICIES**

**Basis of accounting**

The financial statements are prepared under the historical cost convention with the exception of current asset investments which are included at market value. The financial statements have been prepared in accordance with the Companies Act 2006, the Statement of Recommended Practice: Accounting and Reporting by charities issued in March 2005 and applicable UK accounting standards. The principal accounting policies adopted in the preparation of the financial statements are set out below:

**Financial Reporting Standard Number 1**

Exemption has been taken from preparing a cash flow statement on the grounds that the company qualifies as a small company.

**Tangible fixed assets**

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

Depreciation is provided at the following annual rates in order to write off the cost of each asset over its estimated useful life.

Freehold land and buildings	- see below
Assets in the course of construction	- see below
Fixtures and fittings	- 25% on cost

No depreciation is provided on Freehold land and buildings. This policy represents a departure from the rules set out in the Companies Act 2006 which requires all fixed assets to be depreciated over their expected useful lives. The property is maintained to such a standard that its residual value is not less than its cost and the trustees consider that systematic annual depreciation would be inappropriate.

Expenditure of a capital nature on the planning, design and construction of the Great Stony site is initially identified in the financial statements as 'Assets in the course of construction'. On completion these assets will be transferred to Leasehold land and buildings.

**Limited by Guarantee**

The company is limited without share capital. In the event of the company being wound up, each member is liable to contribute to the payment of debts and liabilities of the company as may be required, not exceeding £1.

**Investments**

Investments are stated at market value. Unrecognised gains and losses on the investment asset are recognised in the Statement of Financial Activities.

**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 funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

*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 a particular restricted purpose.

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



**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**1. ACCOUNTING POLICIES continued...**

**Resources expended**

Expenditure is recognised on an accruals basis as a liability is incurred, and irrecoverable VAT is included with the items of expense to which it relates:

- Charitable activities includes expenditure comprising 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.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

**Incoming resources**

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations, grants and funds received for specific projects and subject to specific wishes of the donors are credited to the relevant restricted fund. When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods. The capital element of grants received towards the cost of acquiring fixed assets are released to the unrestricted reserves over a four year period in line with the depreciation policy of the fixed assets capitalised. Other income received for the general purpose of the company is credited to the general fund.
- Investment income is included when receivable.

**Realised gains and losses**

All gains and losses are taken to the statement of financial activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and opening market value (purchase date if later). Unrealised gains and losses are calculated as the difference between the market value at the year end and opening market value (or purchase date if later).

**2. SOURCES OF MATERIAL PROJECT INCOME**

	Unrestricted Funds £	Restricted Funds £	Total 2009 £	Total 2008 £
Project grants	-	761,126	761,126	432,730
Fees from organisations	-	86,609	86,609	46,319
Fees from participants	-	4,446	4,446	5,260
	<u>-</u>	<u>852,181</u>	<u>852,181</u>	<u>484,309</u>

**3. SOURCES OF MATERIAL REVENUE FUNDING**

	Unrestricted Funds £	Restricted Funds £	Total 2009 £	Total 2008 £
ECC Arts Development	19,144	-	19,144	18,641
Arts Council England, East	57,551	-	57,551	56,039
Epping Forest D C	4,419	-	4,419	4,311
	<u>81,114</u>	<u>-</u>	<u>81,114</u>	<u>78,991</u>

**THEATRE RESOURCE LIMITED**  
(Limited by guarantee)  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**4. SOURCES OF MATERIAL GRANTS**

	Unrestricted Funds £	Restricted Funds £	Total 2009 £	Total 2008 £
Future Builders	-	42,868	42,868	-
Essex CC	-	50,000	50,000	7,877
EEDA	-	750,000	750,000	-
	<u>-</u>	<u>842,868</u>	<u>842,868</u>	<u>7,877</u>

**5. INVESTMENT INCOME**

	5.4.09 £	5.4.08 £
Deposit account interest	<u>10,102</u>	<u>4,462</u>

**6. TOTAL RESOURCES EXPENDED**

	Activities for generating funds 2009 £	Charitable activities 2009 £	Governance costs 2009 £	Total 2009 £	Total 2008 £
<b>Costs directly allocated to activities</b>					
Project expenses	-	521,234	-	521,234	204,148
Project staff costs	-	134,738	-	134,738	117,284
Capital appeal	14,299	-	-	14,299	4,073
Depreciation	-	6,732	-	6,732	7,340
Core marketing	-	5,073	-	5,073	6,077
Bad debts	-	1,730	-	1,730	-
Auditors remuneration	-	-	6,494	6,494	4,671
Legal and professional fees	-	2,299	-	2,299	590
Recruitment costs	-	7,715	-	7,715	4,415
Insurance	-	2,132	-	2,132	1,147
<b>Support costs allocated to activities</b>					
Salaries and NI	-	155,599	16,590	172,189	175,558
Premises costs	-	66,648	-	66,648	64,735
Office services and supplies	-	10,080	-	10,080	7,376
Other costs	-	11,895	32	11,927	6,684
	<u>14,299</u>	<u>925,875</u>	<u>23,116</u>	<u>963,290</u>	<u>604,098</u>

Premises costs incorporate a notional charge of £21,550 in respect of rent. This has been brought in to reflect the difference between the true commercial rent due for the premises, as advised by Mass & Co. – Chartered Surveyors, the sum of £22,000, and the amount physically paid - £450pa. to The Great Stony School Trust as stated in a 99 year lease dated 11 August 1999. The additional charge has been reflected as a donation within Building income.

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**7. NET INCOMING RESOURCES**

The net incoming resources is stated after charging:

	<b>5.4.09</b>	5.4.08
	£	£
Depreciation - owned assets	<b>6,732</b>	7,340
Auditors' remuneration - audit services	<b>6,494</b>	4,671
- non audit services	<b><u>115</u></b>	<u>-</u>

**8. TAXATION**

The company's activities fall under the exemption given by the Inland Revenue to charities, consequently no liability to UK Corporation tax has arisen on the ordinary activities of the company, neither for the year ended 5 April 2009 nor for the year ended 5 April 2008.

**9. STAFF COSTS**

	<b>5.4.09</b>	5.4.08
	£	£
The cost of employing staff which are included within Charitable activities on Note 5 were:		
Wages and salaries	<b>282,129</b>	269,008
Social security costs	<b>24,798</b>	23,834
	<b><u>306,927</u></b>	<u>292,842</u>

The average monthly number of employees during the year was as follows:

	<b>5.4.09</b>	5.4.08
Administration and project workers	<b>17</b>	18

No employee's emoluments exceeded £60,000 during the year.

**THEATRE RESOURCE LIMITED**  
(Limited by guarantee)  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**10. TANGIBLE FIXED ASSETS**

	<u>Freehold land and buildings</u>	<u>Assets in the course of construction</u>	<u>Fixtures, fittings and equipment</u>	<u>Total</u>
	£	£	£	£
<b>COST:</b>				
At 6 April 2008	-	-	147,477	147,477
Additions	<u>510,789</u>	<u>319,574</u>	<u>29,135</u>	<u>859,498</u>
At 5 April 2009	<u>510,789</u>	<u>319,574</u>	<u>176,612</u>	<u>1,006,975</u>
<b>DEPRECIATION:</b>				
At 6 April 2008	-	-	134,321	134,321
Charge for year	<u>-</u>	<u>-</u>	<u>6,732</u>	<u>6,732</u>
At 5 April 2009	<u>-</u>	<u>-</u>	<u>141,053</u>	<u>141,053</u>
<b>NET BOOK VALUE:</b>				
At 5 April 2009	<u>510,789</u>	<u>319,574</u>	<u>35,559</u>	<u>865,922</u>
At 5 April 2008	<u>-</u>	<u>-</u>	<u>13,156</u>	<u>13,156</u>

All the above assets are used for charitable purposes.

**11. DEBTORS: AMOUNTS FALLING  
DUE WITHIN ONE YEAR**

	5.4.09	5.4.08
	£	£
Trade debtors	25,358	82,862
Other debtors	514	-
Prepayments and accrued income	<u>153,216</u>	<u>-</u>
	<u>£179,088</u>	<u>£82,862</u>

**12. CURRENT ASSET INVESTMENTS**

	5.4.09	5.4.08
	£	£
COIF fixed interest fund:		
At 6 <sup>th</sup> April 2008	25,892	31,506
Additions	4,422	-
Disposals	-	(7,491)
Net unrealised gain	<u>2,134</u>	<u>1,877</u>
At 5 <sup>th</sup> April 2009	<u>£32,448</u>	<u>£25,892</u>

Current asset investments are stated at market value and held to provide a return to the charity.

**THEATRE RESOURCE LIMITED**  
(Limited by guarantee)  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	5.4.09	5.4.08
	£	£
Trade creditors	22,180	24,821
Social security and other taxes	9,506	7,767
Other creditors	5,349	-
Deferred income (note 14)	222,674	673,542
Accruals	<u>194,968</u>	<u>37,364</u>
	<u><b>£454,677</b></u>	<u><b>£743,494</b></u>

**14. DEFERRED INCOME**

	5.4.09	5.4.08
	£	£
At 6 <sup>th</sup> April 2008	673,542	26,786
Amount released to incoming resources	(610,561)	(19,786)
Amount deferred in the year	<u>159,693</u>	<u>666,542</u>
At 5 <sup>th</sup> April 2009	<u><b>£222,674</b></u>	<u><b>£673,542</b></u>

Deferred income is comprised of grants received in advance which the donor has specified must be used in future accounting periods.

**15. CONTINGENT LIABILITIES**

As a pre-condition of the EEDA funding (note 4) Theatre Resource initiated a legal charge over its freehold property as security in the event that the charity fails to meet the agreed requirements.

**16. RELATED PARTY DISCLOSURES**

No trustee received any remuneration from the company in the current or previous year. In the year four (2008: two) trustees received reimbursement of expenditure incurred in respect of the charities activities amounting to £437 (2008: £528).

At the year end J Banks, Chief Executive Officer, owed the charity £164 for personal expenses paid.

The Great Stony School Trust as mentioned in Note 6 is a registered charity and two of its trustees are also on the board of trustees in this charity.

**17. RECONCILIATION OF MOVEMENTS IN FUNDS**

	5.4.09	5.4.08
	£	£
Surplus for the financial year	879,048	23,241
Unrealised gains on investments	<u>2,134</u>	<u>1,877</u>
<b>NET ADDITION TO FUNDS</b>	<b>881,182</b>	<b>25,118</b>
Opening funds	<u>215,335</u>	<u>190,217</u>
<b>CLOSING FUNDS</b>	<u><b>£1,096,517</b></u>	<u><b>£215,335</b></u>

**THEATRE RESOURCE LIMITED**  
**(Limited by guarantee)**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 5 APRIL 2009**

**18. RESTRICTED FUNDS**

	Balance at 6.4.08 £	Movement in funds Incoming Resources £	Resources Expended £	Transfers	Balance at 5.4.09 £
Project work	-	836,733	(836,733)	-	-
Capital Development Project	-	842,868	(28,081)	-	814,787
Neighbourhood Drop In	-	15,448	-	(644)	14,804
Capital Refurbishment fund	7,386	-	-	(7,386)	-
Regional Arts lottery Programme	1,171	-	-	(1,171)	-
Essex CC Community Initiatives	2,332	-	-	(2,332)	-
	<u>10,889</u>	<u>1,695,049</u>	<u>(864,814)</u>	<u>(11,533)</u>	<u>829,591</u>

The Capital element of grants received is being released to the unrestricted general funds over a four year period in line with the depreciation policy of the assets which were capitalised and is included within the transfer between funds.

**19. UNRESTRICTED DESIGNATED FUNDS**

	Balance at 6.4.08 £	New designations £	Utilised/ Released £	Balance at 5.4.09 £
Capital repairs and renewal fund	<u>25,892</u>	<u>6,556</u>	<u>-</u>	<u>32,448</u>

The Capital repairs and renewal fund was created to provide for future anticipated major building costs.

**20. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Tangible Fixed Assets £	Current Asset Investments £	Net Current Assets £	Cash at Bank £	Total £
Restricted funds	830,363	-	(251,992)	251,220	829,591
Designated funds	-	32,448	-	-	32,448
General funds	35,559	-	(23,597)	222,516	234,478
	<u>865,922</u>	<u>32,448</u>	<u>(275,589)</u>	<u>473,736</u>	<u>1,096,517</u>

**21. ULTIMATE CONTROLLING PARTY**

The company had no ultimate controlling party during the current or previous year.