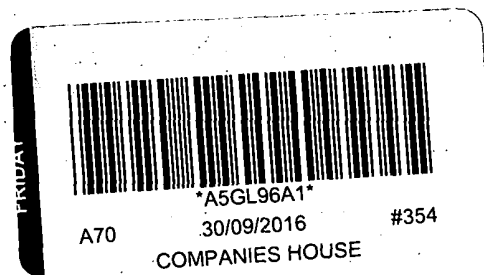


**Black Bird/Red Rose Productions
Trustees Report and Financial Statements
Year to 31st March 2016**

Charity number: 1068789
Company number: 3312261



Black Bird/Red Rose Productions Trustees' Annual Report Year to 31st March 2016

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Reference and Administrative Information

Charity name:	Black Bird/Red Rose Productions, trading as the Mark Bruce Company
Charity registration number:	1068789
Company registration number:	3312261
Registered Office and Operational Address:	St John's Cottage, Church Steps, Frome, Somerset BA11 1PL

Trustees 2015-16

Megan Farrow (Chair)
Elizabeth Mischler
Paula Hammond
Iain Harvey
Shirin Foroutan
Sian Redwood
Jeremy Newton

No trustees have resigned or been appointed since 31st March 2015.

Structure, Governance and Management

The organisation is a charitable company limited by guarantee, incorporated on 4th February 1997 and registered as a charity on 24th March 1998. Its governing document is the Memorandum and Articles of Association dated 4th February 1997.

The Trustees of the charity are also Directors of the company for the purposes of company law. During the year the Trustees delegated the day to day operation of the company to the Company Administrator, Anne Hipperson.

Recruitment and Appointment of Trustees

All trustees are nominated by existing trustees, and elected by a simple majority vote at the AGM or other Trustees' Meetings. Trustees are invited to join the Board because they have something to contribute to the management of the organisation. When considering filling vacancies for the Board, the trustees aim to achieve a balance of professional skills, artistic knowledge and interests, and a cross section of age, gender, social/educational and cultural background.

Objects and Activities

Charitable Objects

The company is established to advance public education in the dramatic and visual arts, particularly by:

- (i) the production and performance of dance, ballet and similar choreographic arts;
- (ii) the promotion of the arts of dance, choreography, music, drama, mime, singing, literature, painting and film and video through the promotion of workshops and other educational training and
- (iii) the establishment of a multi-cultural theatre company.

Public Benefit

The company delivers public benefit by delivering its mission to create, perform and educate, in an original style of dance theatre that engages and communicates with a wide audience - rooted in a crafted and original choreographic language and incorporating other art forms and practices including music, design, theatre, film and new media. The Trustees have had regard to the Charity Commission's guidance on public benefit and endeavour to implement them in all the charity's work.

The majority of the charity's activity comprises the performance of dance theatre productions. In conjunction with this, the charity provides educational activities in the form of dance theatre workshops, particularly for young people.

Achievements and Performance

The Company's main focus for 2015/16 was the creation, production and touring of "The Odyssey", a new and original full length dance theatre production conceived and choreographed by Mark Bruce, designed by Phil Eddols, Guy Hoare, Dorothee Brodrück and Chris Samuels, with a cast of eleven.

After an R&D period and then eight weeks of rehearsal the production premiered at the Merlin Theatre (Frome) before transferring to Bristol and London. (Further touring will take place in 2016/17). At these three venues, over a total of six weeks, the show performed to a 74% capacity.

Highlights included:

- First year of NPO status/funding from Arts Council England
- Established new independent structure for the Company with an administrative base in Frome.
- Mark Bruce paid full time Artistic Director retainer for first time.
- Engaged a full-time Administrator.

- Designed and launched a new website.
- The Odyssey undertook 4 weeks of R&D, eight weeks of rehearsal and opened on 4 Feb 2016 at The Merlin Theatre, Frome.
- The Odyssey performed to 4315 people in three venues.
- Maintained and developed our partnership with The Merlin Theatre and also with Wilton's Music Hall, who invested £5,000 in commissioning the production as well as a substantial guarantee for our London performances.
- Continued our relationship with Northern School of Contemporary Dance through engaging two new apprentices, Lia Ujcic and Natalie Dodd, for The Odyssey.
- Launched our first Mark Bruce Company Summer School with 15 participants taking part in an intensive one-week course in Frome during July 2015.
- Continued providing regular contemporary classes for local dance students as well as offering bespoke workshops for other educational establishments, eg the Open University.
- Offered professional company class opportunities and work experience placements during the Odyssey.

The charity's work inspires audiences with its multi-disciplinary contemporary portrayal of the classical themes of human existence. The work undertakes to open the magical world of the subconscious in a way that reflects but transcends, and therefore enriches, our everyday lives. It delivers the wider benefit to society of enriching the cultural landscape whilst also providing high quality dance education opportunities to a wide range of participants.

Future plans

In July 2016 the Company will be running its second week long intensive Summer School in Frome for students from vocational schools and recent graduates as part of its ongoing educational commitments.

The next financial year will see the Company continue to enhance Mark Bruce's creation of new work by supporting extensive research and development into a major new project.

2016/17 will also see the Company continue to develop its organisational structure through supporting new personnel in the areas of Education and Fundraising.

Financial Review

During the year, expenditure closely matched income, resulting in a small surplus. Reduced touring activity during the year resulted in a reduction in income from performances compared to the previous year, but the overall income was higher due to increased grant funding. The Trustees are satisfied that the charity remains a going concern.

Reserves Policy

To provide for any future unexpected shortfalls, the Trustees agreed that the company reserves should remain at 3% of Black Bird/Red Rose's annual turnover. The Trustees will review the level of unrestricted funds required to support the company's objectives on an annual basis. General reserves at 31 March 2016 were £13,921, therefore £9,047 of this has been set aside as a Contingency Reserve, representing 3% of annual turnover as per the Reserves Policy.

Statement of Responsibilities of the Trustees

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the applicable Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards and statements of recommended practice 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 charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006.

The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees confirm that to the best of their knowledge there is no information relevant to the Independent Examination of which the Examiners are unaware.

The trustees also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant financial information and that this information has been communicated to the Examiners.


Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at 31st March 2016 was 7 (2015 - 7).

The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Independent examiners

Godfrey Wilson Ltd were appointed as the charitable company's independent examiners during the year and have expressed their willingness to act in that capacity.

Approved by the trustees on 13th September 2016 and signed on their behalf by:

.....  Sian Redwood, Trustee

.....  Megan Farrow, Trustee

Independent examiner's report to the trustees of BlackBird/Red Rose Productions

I report on the accounts of the company for the year ended 31st March 2016 which are set out on pages 7 to 13.

Respective responsibilities of trustees and examiner

The trustees (who are also directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the ICAEW.

Having satisfied myself that the charity is not subject to an audit in accordance with Part 16 of the Companies Act 2006, and is eligible for independent examination, it is my responsibility to:

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

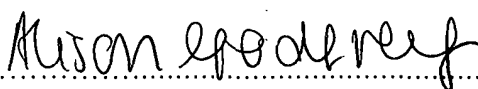
Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- 1 which gives me reasonable cause to believe that, in any material respect, the requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006 and section 130 of the Charities Act; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the accounting requirements of the Charities Acthave not been met; or
- 2 to which, in my opinion, attention should be drawn to enable a proper understanding of the accounts to be reached.



29 SEPTEMBER 2016.

Alison Godfrey FCA (Member of the ICAEW)
For and on behalf of Godfrey Wilson Limited
Chartered Accountants and Statutory Auditors
Zone 10 Bath Road Studios, 470 Bath Road
Bristol,
BS4 3HG

Black Bird/Red Rose Productions
Statement of Financial Activities
(incorporating Income & Expenditure Account)
Year to 31st March 2016

		Total funds 2016 (All unrestricted)	Restricted funds 2015 Restated	Unrestricted funds 2015 Restated	Total funds 2015 Restated
	Notes	£	£	£	£
Income:					
Donations	[2]	7,750	1,486	-	1,486
Charitable activities	[3]	293,795	265,360	768	266,128
Investments		14	-	60	60
Total Income		301,559	266,846	828	267,674
Expenditure:					
<i>Costs of raising funds:</i>					
Fundraising consultant's fee		350	450	700	1,150
<i>Charitable activities:</i>					
Touring and educational activity	[4]	296,331	261,021	5,376	266,397
Total Expenditure		296,681	261,471	6,076	267,547
Net Income / (Expenditure)		4,878	5,375	(5,248)	127
Transfers between funds	[9]	-	(5,375)	5,375	-
Net Movement in Funds		4,878	-	127	127
Total funds brought forward		11,376	-	11,249	11,249
Total funds carried forward		<u>16,253</u>	<u>-</u>	<u>11,376</u>	<u>11,376</u>

Black Bird/Red Rose Productions
Balance Sheet
As at 31st March 2016

	Notes	2016 £	2015 £
Fixed Assets	[6]	<u>1,037</u>	<u>333</u>
Current Assets			
Debtors and prepayments	[7]	3,300	4,624
Cash at bank and on hand		24,781	20,293
		<u>28,081</u>	<u>24,917</u>
Current Liabilities			
Creditors and accruals	[8]	12,865	13,874
Net Current Assets		<u>15,216</u>	<u>11,043</u>
Net Assets		<u>16,253</u>	<u>11,376</u>

The funds of the charity:

Unrestricted funds:

General funds	[9]	7,206	3,346
Designated funds	[9]	9,047	8,030
		<u>16,253</u>	<u>11,376</u>

The company is exempt from the requirements relating to preparing audited accounts in accordance with Section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

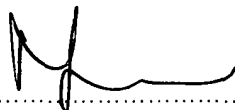
The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

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

Approved by the Board of Trustees on 13th September 2016
and signed on its behalf by



Sian Redwood
Trustee



Megan Farrow
Trustee

Black Bird/Red Rose Productions

Notes to the Accounts

Year to 31st March 2016

[1] Principal Accounting Policies

The principal accounting policies adopted in the preparation of the financial statements are set out below.

(a) Basis of preparation

The financial statements have been prepared in accordance with the 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), as amended by Update Bulletin 1 issued on 2nd February 2016, the Charities Act 2011 and the Companies Act 2006.

Black Bird / Red Rose Productions meets the definition of a public benefit entity under FRS 102.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

(b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required. At the date of transition, no restatements were required, other than those necessary to reallocate 2014-15 figures to the SORP 2015 headings, where those differ from the previous SORP.

(c) Preparation of the accounts on a going concern basis

The charity is in the first of three years' NPO funding from the Arts Council, supporting all the planned activities. Therefore the trustees are satisfied that the charity is a going concern on an ongoing basis.

(d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of activities is deferred until the criteria for income recognition have been met (see Note 8).

(e) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity is probable and that economic benefit can be measured reliably. There were no such donations during the year in question. In accordance with the Charities SORP (FRS 102), the general volunteer time of trustees and volunteers is not recognised with any monetary value.

(f) Interest receivable

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

(g) Fund Accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds set aside by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(h) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. All expenditure is expressed exclusive of VAT, except for irrecoverable VAT which is charged as a cost against the activity for which the expenditure was incurred. Expenditure is classified under the following activity headings:

[i] Costs of raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] 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.

[iii] Other expenditure represents those items not falling into any other heading. There were no such costs during the year in question.

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2016

(i) Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. These include office costs, finance, personnel, payroll and governance costs which support the charity's charitable activities.

(j) Taxation

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

(k) Fixed Assets

Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method. Individual items costing less than £500 are not treated as fixed assets.

(l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

(m) Cash at bank and in hand

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

(n) Creditors

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

(o) Financial instruments

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

	2016	2015
	£	£
[2] <u>Income from donations</u>		Restated
Corporate sponsorship	2,500	986
Individual donations	5,250	500
	-----	-----
	7,750	1,486
	2016	2015
	£	£
[3] <u>Income from charitable activities</u>		Restated
Performance fees and sales	50,514	76,254
Educational activity	8,280	2,462
Arts Council England grant	235,000	187,412
	-----	-----
	293,795	266,128

The charitable company receives government grants, defined as funding from the Arts Council, to support the charity's touring and educational activity. The total value of such grants in the period ending 31 March 2016 was £235,000 (2015: £187,412). There are no unfulfilled conditions or contingencies attaching to these grants in 2015/16.

Black Bird/Red Rose Productions
Notes to the Accounts (continued)
Year to 31st March 2016

[4] Analysis of expenditure on charitable activities

	Production and touring £	Educational activities £	Support costs	Governance costs	Total 2016 £	Total 2015 £ Restated
Fees	112,315	3,955	-	-	116,270	159,391
Sets, props, costumes etc	101,346	1,101	-	-	102,447	20,069
Travel	17,383	715	-	-	18,099	26,173
Accommodation	20,296	770	-	-	21,066	17,729
Marketing & publicity	8,091	19	-	-	8,111	3,452
Administration fees	-	-	-	-	-	30,095
Administration salaries	13,730	2,251	1,406	370	17,756	-
Apprentice scheme	-	1,159	-	-	1,159	-
General office costs	-	-	8,029	-	8,029	9,027
Organisational development	-	-	199	-	199	-
Corporate publicity	-	-	2,349	-	2,349	-
Independent Examiner's fee	-	-	-	500	500	350
Depreciation	-	-	346	-	346	111
	273,162	9,970	12,329	870	296,331	266,397
Allocation of support costs	11,340	1,859	(12,329)	(870)	-	-
	284,502	11,829	-	-	296,331	266,397

The charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. The support costs and governance costs are then apportioned between the two charitable activities undertaken during the year. Support and governance costs are apportioned to these activities based on the proportion of earned income attributable to each activity.

[5] Summary analysis of expenditure and related income for charitable activities

	Production and touring £	Educational activities £	Total 2016 £
Costs	(273,162)	(9,970)	(283,133)
Earned income	50,514	8,280	58,795
Direct grants and donations	7,750	-	7,750
Net cost funded from other income	(214,898)	(1,690)	(216,588)

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2016

[6] <u>Tangible Fixed Assets</u>	Equipment		
<u>Cost</u>	£		
Opening balance	790		
Additions during the year	1,050		

	1,840		
<u>Depreciation</u>			
Opening balance	457		
Charge for the year	346		

	803		

Net Book Value at 31/03/16:	1,037		
Net Book Value at 31/03/15:	333		
[7] <u>Debtors and prepayments</u>	2016	2015	
	£	£	
Trade debtors	3,300	2,967	
VAT refund due	-	1,657	
	-----	-----	
	3,300	4,624	
[8] <u>Creditors</u>	2016	2015	
Amounts due within 12 months:	£	£	
Trade creditors	10,794	13,874	
Prepaid income	600	-	
VAT due	1,471	-	
	-----	-----	
	12,865	13,874	

Prepaid income consists of deposits for the 2016 Summer School invoiced before 31st March 2016.

[9] <u>Movements in funds</u>	Balance at 31/03/2015	Income	Expenditure	Transfers between funds	Balance at 31/03/2016
<u>Unrestricted Funds:</u>					
Designated Funds:					
Contingency Reserve	8,030	-	-	1,017	9,047
General Funds	3,346	301,559	(296,681)	(1,017)	7,206
	-----	-----	-----	-----	-----
Total Unrestricted Funds:	11,376	301,559	(296,681)	-	16,253
	-----	-----	-----	-----	-----
Total Funds:	11,376	301,559	(296,681)	-	16,253

The Contingency Fund is to provide for running costs in the event of loss of income, in line with the charity's Reserves Policy.

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2016

[10] Payments to trustees and related party transactions

No trustees received remuneration during the year (2015 nil).

Five trustees received payments totalling £748 during the year (2014 £354 to two trustees). These were reimbursements of travel expenses incurred on behalf of the charity during the fulfilment of its charitable objects.

There were no other related party transactions during the year.

[11] Staff costs

	2016	2015
	£	£
Salaries	17,756	

The charity employed one full time member of staff from 18th May 2015 only (2015 nil). The average number of employees during the year was 0.87 (2015 nil), full time equivalent 0.87 (2015 nil).

No employee earned over £60,000 per annum during the year.

There were no Employer's National Insurance or Pension Contributions during the year (2015 nil).

The key management personnel of the charity comprise the trustees, artistic director and executive producer. The total employee benefits paid to the key management personnel during the year was £nil (2015 - nil). The total freelance fees paid to key management personnel during the year was £54,499 (2015 - £23,673).