

**Black Bird/Red Rose Productions
Trustees Report and Financial Statements
Year to 31st March 2019**

Charity number: 1068789
Company number: 3312261



Black Bird/Red Rose Productions Trustees' Annual Report Year to 31st March 2019

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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:	Unit G, Vallis Mills Trading Estate, Robins Lane, Frome BA11 3DT

Trustees 2018-19

Megan Farrow (Chair)
Elizabeth Mischler (resigned 12th July 2018)
Paula Hammond
Iain Harvey
Sian Redwood (resigned 31st August 2018)
Jeremy Newton
Zoe Crick-Tucker (resigned 1st May 2019)

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 Manager, 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. The charity's premises, BlackBirdRedRose Studios, benefit other arts and community organisations who use them for rehearsals, filming and other activities.

Achievements and Performance

The Company's focus for 2018/19 was the second leg of the tour of *Macbeth*, a new and original full-length dance theatre production conceived and choreographed by Mark Bruce, designed by Phil Eddolls, Guy Hoare and Dorothee Brodrück, with a

cast of nine dancers. The second leg of the tour played to houses in Blackpool, Exeter, Salisbury and Milton Keynes. At the four venues, over a total of four weeks, the show performed 9 times to 1,721 people.

Highlights for 2018-19 included:

- Two Critics' Circle National Dance Awards nominations for Jonathan Goddard and Eleanor Duval for their roles of Macbeth and Lady Macbeth.
- The production of an education package to accompany *Macbeth*, available as a free download from our website.
- A treatment for the next full-length production, *Return to Heaven*, produced ahead of schedule allowing an early R&D photoshoot and trailer involving the full cast of six dancers, the production team and five creative collaborators.
- Our apprentice dancer for Macbeth, Carina Howard, being cast as a full company dancer in *Return to Heaven* illustrating the effectiveness of our talent pipeline.
- The development of two partnerships to support the creation of *Return to Heaven*. The first with Wiltshire Creative will deliver 11 days of in-kind set-building workshop provision. The second, with DanceEast, Ipswich, will deliver a week of in-kind theatre hire during our 2020 tour to allow us to film the production.
- Attracting two new venues for our 2020 tour – New Theatre Royal, Portsmouth and Lighthouse, Poole.
- Mark has completed over 4 weeks in R&D for projects at BlackBirdRedRose Studios supporting further development of his artistic practice particularly in a digital context.
- Mark's album of original music *Girl in a Graveyard* was released by Mute Song in January 2019.
- Mark has choreographed, filmed and edited music videos accompanying 4 tracks from his album. Mark has also produced a video to the track *Beaulampkins* by Martin Simpson as an additional digital asset during this period.
- We have continued to offer opportunities for a diverse range of artists, creatives and practitioners from a broad spectrum of backgrounds and nationalities during 2018-19; 42% of the dancers Mark worked with for both live and digital projects came from outside the United Kingdom; from areas as ethnically diverse as South Africa, Catalonia, and Swaziland.
- In June 2018 Mark was a judge for the Du Boisson Young Dancers Academy Choreographic competition in London.
- 2018/19 was the first year of the charity's second Arts Council NPO grant. We were also granted an Arts Council Catalyst grant of £30,000 to increase the organisation's skills and knowledge to fundraise (covering 2018/19 and 2019/20).
- Fundraising successes included a £10k grant from the Foyle Foundation and a £10k grant from Cockayne – Grants for the Arts and the London Community Foundation both towards the development of *Return to Heaven* together with an unrestricted individual donation of £2.5k via the Gloriette Trust.
- Core funding was received from the John Ellerman Foundation as the second year of a 3-year core grant of £36,500 p.a.
- We have developed our sustainability targets and were delighted to report a 22% reduction in our carbon footprint for the *Macbeth* tour in comparison with a similar size tour for *The Odyssey*, two years previously. We continue to strive to make our activities and studio as sustainable and energy efficient as possible.

- We hosted the Frome Business Breakfast in July 2018 with a theme of development of young people's careers. Participants included members of the town council, educational institutions and local business. Eleanor Duval gave a presentation on MBC's talent development programme.
- Summer School 2018 ran with 15 students, including two half scholarship places.
- In July 2018 we piloted our Junior Intensive Summer School at BBRR Studios for 14 local dance students aged 13-18.
- Reached a total of 708 young people through regular Tri-Art contemporary classes, a week long workshop for MÓTUS in Milton Keynes and CAT teaching in Swindon. We also welcomed a dance student on an observation day on tour in Milton Keynes. Three Tri-Art students are progressing into vocational training within the arts.
- We have embarked on a new partnership with bridge organisation, RIO, to develop our Arts Award offering.
- Offered professional company class and workshop opportunities on tour; Mark discussed his style and method during the tour with post-show talks in Milton Keynes and Exeter reaching audiences of 120.
- BBRR Studios was offered gratis to a young cast member in August 2018 to extend his own independent practice.
- Welcomed Tri-Art's weekly dance classes to BlackBird/RedRose Studios. Other studio hirers included Little Bulb Theatre Company and Jane Mason.

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

Our next major full-length touring production, *Return to Heaven* will commence rehearsals in November 2019. The tour will run from January to May 2020. Summer School will run in 2019 for students from vocational schools and recent graduates. The development of our new bursary programme will deliver our commitment to ensuring that no talented dancers are unable to take part due to financial barriers.

We will develop our commitment to support the well-being of the local community by offering bespoke Silver Swan ballet classes for the over-55's.

Our fundraising focus will include further improvements to BlackBirdRedRose Studios in order to support the creation of digital assets. We will be inviting the public to visit during an Open Studio event in Frome Festival to cultivate and encourage engagement with the charities' performance and education work.

Financial Review

During the year, the charity recorded a surplus of £105,098 due to the biennial cycle of the charities' activities. The significant touring activity planned for 2019-20 will result in an operating deficit which will be funded by the 2018-19 surplus.

The trustees' long-term budgeting ensures that the charity plans for such peaks and troughs and we are satisfied that the charity remains a going concern.

Reserves Policy

It is the Company's policy that unrestricted funds that have not been designated for a specific use should be maintained at levels that:

- ensure the activities of BlackBirdRedRose Productions could continue during a period of unforeseen difficulty and in-between funding periods, to allow for sufficient monies to enable further application for funds to support new activity.
- ensure that all costs associated with winding up all or part of the organisation's activity including redundancy, legal and accountancy costs and the time to expiry of leases on property and office equipment are covered.
- ensure that the organisation is not put at risk of trading insolvent.

The Company aims to hold 3 months' operating costs in reserves. We define operating costs as expected contractual and governance expenditure, therefore the reserves target based on 2019 expenditure figures is £40,000. As at 31 March 2019, unrestricted reserves are £126,903, so the trustees consider their reserves target to be met. The Trustees will review the level of unrestricted funds required to support these objectives on an annual basis. Accumulation of reserves is generally achieved by the generation of surplus at the end of the accounting year. This policy will be reviewed annually or when circumstances or the operation of the policy require it.

Statement of responsibilities of the trustees

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. 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 Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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

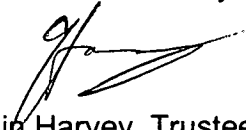
Independent examiners

Godfrey Wilson Limited were re-appointed as independent examiners to the charitable company during the year and have expressed their willingness to continue in that capacity.

Approved by the trustees on 26th September 2019 and signed on their behalf by



Megan Farrow, Trustee



Iain Harvey, Trustee

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

I report to the trustees on my examination of the accounts of Black Bird/Red Rose Productions (the charitable company) for the year ended 31st March 2019, which are set out on pages 9 to 20.

Respective responsibilities of trustees and examiner

As the trustees of the charitable company (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 charitable company 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 the charitable company'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

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the charitable company 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.

Alison Godfrey 1 OCTOBER 2019

Alison Godfrey FCA

Member of the ICAEW

For and on behalf of:

Godfrey Wilson Limited

Chartered accountants and statutory auditors

5th Floor Mariner House,

62 Prince Street,

Bristol,

BS1 4QD

Black Bird/Red Rose Productions
Statement of Financial Activities
(incorporating Income & Expenditure Account)
Year to 31st March 2019

		Restricted funds 2019	Unrestricted funds 2019	Total funds 2019	Total funds 2018
	Notes	£	£	£	£
Income:					
Donations	[3]	-	2,500	2,500	1,060
Charitable activities	[4]	42,000	311,228	353,228	343,177
Other trading	[5]	-	3,060	3,060	565
Total Income		42,000	316,788	358,788	344,802
Expenditure:					
<i>Costs of raising funds:</i>					
Fundraising consultant's fee		-	1,465	1,465	-
<i>Charitable activities:</i>					
Touring and educational activity	[6]	17,227	234,998	252,225	357,134
Total Expenditure		17,227	236,463	253,690	357,134
Net Income / (Expenditure)		24,773	80,325	105,098	(12,332)
Transfers between funds	[12]	-	-	-	-
Net Movement in Funds		24,773	80,325	105,098	(12,332)
Total funds brought forward		-	46,578	46,578	58,910
Total funds carried forward		24,773	126,903	151,676	46,578

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12 to the accounts.

Black Bird/Red Rose Productions

Balance Sheet

As at 31st March 2019

	Notes	2019 £	2018 £
Fixed Assets	[8]	<u>19,489</u>	<u>25,986</u>
Current Assets			
Debtors and prepayments	[9]	51,222	60,355
Cash at bank and on hand		85,319	19,129
		<u>136,541</u>	<u>79,484</u>
Current Liabilities			
Creditors and accruals	[10]	4,354	58,892
Net Current Assets		<u>132,187</u>	<u>20,592</u>
Net Assets		<u>151,676</u>	<u>46,578</u>

The funds of the charity:

Unrestricted funds:

General funds	[12]	126,903	46,578
Restricted funds	[12]	24,773	-
Designated funds	[12]	-	-
		<u>151,676</u>	<u>46,578</u>

The directors are satisfied that the company is entitled to exemption from the provisions of the Companies Act 2006 (the Act) relating to the audit of the financial statements for the year by virtue of section 477(2), and that no member or members have requested an audit pursuant to section 476 of the Act.

The directors acknowledge their responsibilities for:

(i) ensuring that the Company keeps proper accounting records which comply with section 386 of the Act; and

(ii) preparing financial statements which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

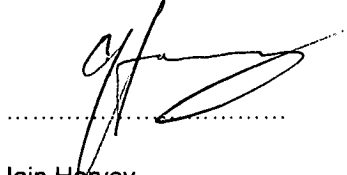
These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Black Bird/Red Rose Productions
Balance Sheet
As at 31st March 2019

Approved by the Board of Trustees on 26th September 2019
and signed on its behalf by

A handwritten signature in black ink, appearing to be 'M Farrow', written over a horizontal dotted line.

Megan Farrow
Trustee

A handwritten signature in black ink, appearing to be 'Iain Harvey', written over a horizontal dotted line.

Iain Harvey
Trustee

Black Bird/Red Rose Productions

Notes to the Accounts

Year to 31st March 2019

[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), 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) Preparation of the accounts on a going concern basis

The charity is in the first of four 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.

(c) 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 10).

(d) 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.

(e) 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.

(f) 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.

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

(g) 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.

(h) 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.

(i) 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.

(j) 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.

(k) Debtors

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

(l) 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.

(m) 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.

(n) 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.

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

(o) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are described below.

Depreciation

As described in note 1j to the financial statements, depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

[2] Prior period comparatives: statement of financial activities

	Restricted funds 2018 £	Unrestricted funds 2018 £	Total funds 2018 £
Income:			
Donations	-	1,060	1,060
Charitable activities	50,000	293,177	343,177
Other trading	-	565	565
Total Income	50,000	294,802	344,802
Expenditure:			
<i>Charitable activities:</i>			
Touring and educational activity	9,833	347,301	357,134
Total Expenditure	9,833	347,301	357,134
Net Income / (Expenditure)	40,167	(52,499)	(12,332)
Transfers between funds	(40,167)	40,167	-
Net Movement in Funds	-	(12,332)	(12,332)

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

	2019	2018
	£	£
[3] <u>Income from donations</u>		
Corporate sponsorship	-	750
Individual donations	2,500	310
	<hr/>	<hr/>
	2,500	1,060

All income from donations is unrestricted in the current and prior year.

	Restricted funds	Unrestricted funds	2019 Total
	£	£	£
[4] <u>Income from charitable activities</u>			
Performance fees and sales	-	25,609	25,609
Educational activity	-	11,351	11,351
Apprentice scheme	-	1,258	1,258
Arts Council England grant	27,000	200,000	227,000
Trusts and foundations	15,000	36,500	51,500
Theatre Tax Relief	-	36,510	36,510
	<hr/>	<hr/>	<hr/>
	42,000	311,228	353,228

<u>Prior year comparative</u>	Restricted funds	Unrestricted funds	2018 Total
	£	£	£
Performance fees and sales	-	49,542	49,542
Educational activity	-	4,601	4,601
Apprentice scheme	-	2,534	2,534
Arts Council England grant	-	200,000	200,000
Trusts and foundations	50,000	36,500	86,500
	<hr/>	<hr/>	<hr/>
	50,000	293,177	343,177

The charitable company receives government grants, defined as funding from Arts Council England, to support the charity's touring and educational activity. The total value of such grants in the period ending 31 March 2019 was £227,000 (2018: £200,000). There are no unfulfilled conditions or contingencies attaching to these grants in 2018/19.

	2019	2018
	£	£
[5] <u>Income from other trading activities</u>		
Studio hire	3,060	565
	<hr/>	<hr/>
	3,060	565

All income from other trading activities is unrestricted in the current and prior year.

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

[6] Analysis of expenditure on charitable activities

	Production and touring £	Educational activities £	Support costs £	Governance costs £	Total 2019 £
Fees	116,989	7,502	-	-	124,491
Sets, props, costumes etc	15,049	248	-	-	15,297
Travel and subsistence	22,612	2,841	1,872	-	27,325
Premises costs	-	127	24,854	-	24,981
Marketing & publicity	4,520	165	-	-	4,685
Administration fees	-	-	135	-	135
Administration salaries	17,712	3,126	6,398	-	27,236
Apprentice scheme	-	160	-	-	160
General office costs	-	-	6,316	-	6,316
Organisational development	-	-	13,633	-	13,633
Legal & professional fees	-	-	669	-	669
Independent Examiner's fee	-	-	-	800	800
Depreciation	-	-	6,497	-	6,497
	176,882	14,169	60,374	800	252,225
Allocation of support costs	51,998	9,176	(60,374)	(800)	-
	228,880	23,345	-	-	252,225

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 staff time attributable to each activity:

Production and touring	85%
Educational activities	15%

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

[6] Analysis of expenditure on charitable activities

Prior year comparative

	Production and touring £	Educational activities £	Support costs £	Governance costs £	Total 2018 £
Fees	175,200	3,290	-	-	178,490
Sets, props, costumes etc	56,239	-	-	-	56,239
Travel and subsistence	32,716	694	3,023	-	36,433
Premises costs	36	-	22,820	-	22,856
Marketing & publicity	15,717	-	-	-	15,717
Administration salaries	17,712	3,126	2,315	-	23,153
Apprentice scheme	760	120	-	-	880
General office costs	-	-	6,907	-	6,907
Organisational development	-	-	314	-	314
Legal & professional fees	-	-	6,734	-	6,734
Independent Examiner's fee	-	-	-	750	750
Depreciation	-	-	8,662	-	8,662
	298,380	7,230	50,775	750	357,134
Allocation of support costs	43,796	7,729	(50,775)	(750)	-
	342,175	14,958	-	-	357,134

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

	Production and touring £	Educational activities £	Total 2019 £	Total 2018 £
Costs	(176,882)	(14,169)	(191,051)	(305,609)
Earned income	26,867	11,351	38,218	54,143
Direct grants and donations	-	-	-	3,594
Net cost funded from other income	(150,015)	(2,818)	(152,833)	(247,872)

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

[8] <u>Tangible Fixed Assets</u>	Improvements		Total
	Equipment	to property	
<u>Cost</u>	£	£	£
Opening balance	1,840	33,870	35,710
Additions during the year	-	-	-
	-----	-----	-----
	1,840	33,870	35,710
<u>Depreciation</u>			
Opening balance	1,257	8,467	9,724
Charge for the year	146	6,351	6,497
	-----	-----	-----
	1,403	14,818	16,221
	-----	-----	-----
Net Book Value at 31/03/19:	437	19,052	19,489
Net Book Value at 31/03/18:	583	25,403	25,986
[9] <u>Debtors and prepayments</u>	2019	2018	
	£	£	
Trade debtors	2,737	18,285	
Accrued income	-	23,516	
Theatre Tax Relief due	36,510	-	
Prepayments	4,510	14,054	
Rent deposit	4,500	4,500	
VAT refund due	2,965	-	
	-----	-----	
	51,222	60,355	
[10] <u>Creditors</u>	2019	2018	
	£	£	
Amounts due within 12 months:			
Trade creditors	1,139	1,658	
Accruals	1,100	6,313	
Prepaid income	2,115	600	
Private loan	-	50,000	
VAT due	-	321	
	-----	-----	
	4,354	58,892	

Prepaid income consists of deposits for the 2019 Summer School invoiced before 31/03/2019.

[11] Analysis of net assets between funds

	Restricted funds	Unrestricted funds	Total funds
	£	£	2019
			£
Tangible fixed assets	-	19,489	19,489
Current assets	24,773	111,768	136,541
Current liabilities	-	(4,354)	(4,354)
	-----	-----	-----
Net assets at 31 March 2019	24,773	126,903	151,676

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

[11] Analysis of net assets between funds

<u>Prior period comparative</u>	Restricted funds £	Unrestricted funds £	Total funds 2018 £
Tangible fixed assets	-	25,986	25,986
Current assets	-	79,484	79,484
Current liabilities	-	(58,892)	(58,892)
Net assets at 31 March 2018	-	46,578	46,578

[12] Movements in funds

	Balance at 31/03/2018	Income	Expenditure	Transfers between funds	Balance at 31/03/2019
<u>Restricted Funds:</u>					
ACE Catalyst Fund	-	27,000	(12,227)	-	14,773
Cockayne	-	5,000	(5,000)	-	-
Foyle Foundation	-	10,000	-	-	10,000
Total Restricted Funds:	-	42,000	(17,227)	-	24,773
<u>Unrestricted Funds:</u>					
General Funds	46,578	316,788	(236,463)	-	126,903
Total Unrestricted Funds:	46,578	316,788	(236,463)	-	126,903
Total Funds:	46,578	358,788	(253,690)	-	151,676

The ACE Catalyst Fund is to support the charity's fundraising capability.

The Cockayne and Foyle Foundation funds are towards specific costs of the Return to Heaven project.

<u>Prior year comparative</u>	Balance at 31/03/2017	Income	Expenditure	Transfers between funds	Balance at 31/03/2018
<u>Restricted Funds:</u>					
The Linbury Trust	-	50,000	(9,833)	(40,167)	-
	-	50,000	(9,833)	(40,167)	-
<u>Unrestricted Funds:</u>					
<u>Designated Funds:</u>					
Contingency Reserve	6,968	-	-	(6,968)	-
2018 Touring Fund	40,000	-	-	(40,000)	-
Total Designated Funds:	46,968	-	-	(46,968)	-
General Funds	11,942	294,802	(347,301)	87,135	46,578
Total Unrestricted Funds:	58,910	294,802	(347,301)	40,167	46,578
Total Funds:	58,910	344,802	(357,134)	-	46,578

Black Bird/Red Rose Productions

Notes to the Accounts (continued)

Year to 31st March 2019

[13] Payments to trustees and related party transactions

No trustees received remuneration during the year (2018 nil).

Two trustees received payments totalling £189 during the year (2018 £384 to two trustees).

These were all reimbursements of travel costs incurred on behalf of the charity during the fulfilment of its charitable objects.

There were no other related party transactions during the year.

[14] <u>Staff costs</u>	2019	2018
	£	£
Salaries	27,236	23,153

The charity employed one full time member of staff for the whole year (2018 1).

The average number of employees during the year was 1 (2018 1), full time equivalent 1 (2018 1).

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

Employer's National Insurance contributions during the year totalled £nil (2018 nil).

There were no Employer Pension Contributions during the year (2018 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 (2018 - nil). The total freelance fees paid to key management personnel during the year was £65,630 (2018 - £62,800).

[15] Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2019	2018
	£	£
Amount falling due:		
Within 1 year	18,000	18,000
Within 1 - 5 years	42,750	60,750
	<hr/>	<hr/>
	60,750	78,750

[16] Financial instruments

	2019	2018
	£	£
Financial assets measured at amortised cost	129,066	65,430
Financial liabilities measured at amortised cost	(2,239)	(57,971)

Financial assets measured at amortised cost comprise cash, trade debtors, accrued income and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, accruals and other creditors.