

Charity Registration No. 1082267

Company Registration No. 4015695 (England and Wales)

DARK HORSE THEATRE

(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2017



**DARK
HORSE**

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)
LEGAL AND ADMINISTRATIVE INFORMATION**

Trustees

D A Calvert
V A Javin
S J Wynne
L E Jackson
P J Hunt

Business Director

Lynda Hornsby

Charity number

1082267

Company number

4015695

Registered office

Lawrence Batley Theatre
Queens Square
Huddersfield
West Yorkshire
HD1 2SP

Independent examiner

Brosnans
Birkby House
Birkby Lane
Brighouse
West Yorkshire
HD6 4JJ

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)
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**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**CHAIR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2017**

CHAIR'S REPORT

2016-17 proved to be another invigorating year for Dark Horse as the company entered new and adventurous territory.

Creatively, the year has seen a period of research and development at our base in the Lawrence Batley Theatre, with the actors devising original material for a future touring performance. Their commitment to artistic excellence has also shone through the training programmes as the actors continued to hone their professional expertise. Students on the F1 programme have also been rapidly advancing their skills, establishing themselves as a new generation of learning disabled performers.

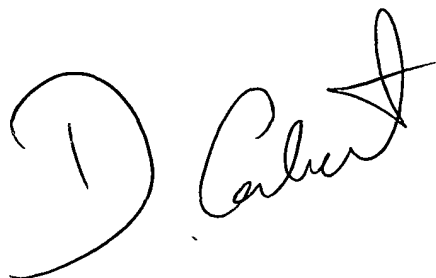
The company has also been busily pursuing new connections, building productive relationships with theatre venues, practitioners and trainers around the country. Through the establishment of an Audience Development and Outreach programme, we have also been making contact with future performers, spectators and participants. Hosting the Act Different symposium in Huddersfield also allowed the opportunity to develop inspiring conversations and promote best practice with all who share our commitment to professional theatre practice involving learning disabled actors.

The range of activities undertaken in this year have strengthened the company's artistic potential, opening new possibilities for the future and placing Dark Horse at the centre of national discussions about diversity and disability in the arts.

This is my first year as Chair, having succeeded the outgoing Chair Mike Smith. I would like to record my thanks to Mike for his wonderful contribution to Dark Horse over many years, along with the other trustees have shown tremendous support to the company. As ever, the positivity and enthusiasm of our staff team, led by Executive Director Lynda Hornsby, has been exceptional. And finally, thanks to the actors and students at the very heart of Dark Horse, who have worked tirelessly throughout the year to demonstrate the professionalism and sheer quality of theatre by learning disabled performers.

We very much look forward to continuing our adventures in the future.

Dave Calvert
Chair of Trustees

A handwritten signature in black ink, appearing to read 'Dave Calvert', written in a cursive style.

DARK HORSE THEATRE (LIMITED BY GUARANTEE)

TRUSTEES REPORT FOR THE YEAR ENDED 31 MARCH 2017

INTRODUCTION

Dark Horse theatre is a company with the ability to inspire change. It continues to be a leader in its field and has a reputation for innovation, excellence and for pushing boundaries. It gives equality of opportunity and shares its mission to ensure that more people with a learning disability are seen on screen and in theatres across the UK, building awareness and challenging perceptions.

In spite of the challenges faced by the arts, the company continues to evolve and thrive. As outlined in the annual report for 2015/16 achievements for that year included:

- The Conservatoire - an eighteen month long multi stranded project to aid sustainability post leaving ACE's National portfolio in April 2015. The project included working with a change agent, researching artistic and organisational options and working with new directors to produce short performance pieces and a symposium
- Studio A - a new initiative offering opportunities into the arts and actor training for adults with learning disabilities
- South Yorkshire Police advanced interview technique training inputs

In order to ensure the continuation of this progress towards the company's mission, key aims identified for dark horse in the year 2016/17 were to:

1. Maintain continuity and develop outputs through actor training offers and routes to leadership to adults with learning disabilities
2. Seek out opportunities to expand our work through partnerships and collaborative working
3. Research and manage a strategic programme of outreach to broaden our work and develop audience; and
4. Support the work programme with a plan for long term sustainability.

OBJECTS

The objects of the charity are the promotion of education and training in music, theatre and the performing arts in particular enabling adults with learning disabilities to become independent and take control of their own lives, opening up opportunities for training and employment.

The trustees have complied with the duty under section 17 (5) of the Charities Act 2011 to have due regard to Charity Commission guidance on public benefit when deciding what activities should be undertaken by the charity.

STRUCTURE MANAGEMENT AND GOVERNANCE

The Charity is a company Limited by guarantee and is governed by its Memorandum and Articles of Association.

Board of Trustees

The trustees who are also the directors for the purpose of company law, and who served during the year were:-

| | |
|-------------|--------------|
| D A Calvert | Chair |
| L E Jackson | Deputy Chair |
| V A Javin | |
| S J Diamant | |
| P J Hunt | |

DARK HORSE THEATRE (LIMITED BY GUARANTEE)

TRUSTEES REPORT FOR THE YEAR ENDED 31 MARCH 2017

The board of trustees has seen some changes over this year with two trustees stepping down. There are five trustees including Chair David Calvert and Deputy Chair Lesley Jackson. The Trustees recruit new board members as necessary to fill skills gaps and although the Board remains very strong, with trustees having a plethora of relevant and valuable skills to assist the company and its forward momentum, the company will recruit at least one more trustee in the coming year. Meetings are held quarterly with the AGM in November. At each meeting a Dark Horse actor attends.

Patrons

George Costigan

As well as being a hugely successful stage, television and film actor, George is also an author. He rose to fame in 1986 as adulterous businessman Bob in the comedy film *Rita, Sue and Bob Too*. He has since starred in many television productions most recently *Happy Valley* and *Emmerdale*. Filmwork includes *Calendar Girls* and *Shirley Valentine*. In the theatre, he created the role of Mickey Johnstone in Willy Russell's *Blood Brothers*.

Susannah Harker

Susannah has had a highly successful career on both stage and screen. She starred alongside Clive Owen in *Chancer* and as Jane Bennett in the 1995 TV adaptation of *Jane Austen's Pride and Prejudice*. Most recently Susannah appeared in the BBC drama *Young James Herriott*. In 2012 she played the role of Sue in the acclaimed West End London production of Mike Leigh's *Abigail's Party*.

Stephen Tompkinson

Encouraged by his grandfather to act, since leaving Central School of Speech and Drama at the age of 23, Stephen has had an illustrious career, including *Ballykissangel*, *Drop the Dead Donkey* and the film *Brassed Off*. In recent years he's starred in successful TV series including *Wild at Heart* and *DCI Banks*, and West End hit *Spamalot* as King Arthur.

ACHIEVEMENTS AND PERFORMANCE

Foundation Actor Training (F1)



Funded by Igen Trust for 2 years, this project started in September 2016 providing opportunities for up to 12 adults with learning disabilities to train in the performing arts for 2 days each week. In year one we employed an Acting Tutor, a Rehearsal Room Assistant and an Outreach Development Coordinator. The students also worked with a skills specialist, Movement Director and input into the Creative Minds conference in Manchester, which was attended by 150 people. One of the F1 students opened the day and all delivered a workshop. The students performed at the end of year showing to an audience of family and friends.

DARK HORSE THEATRE (LIMITED BY GUARANTEE)

TRUSTEES REPORT FOR THE YEAR ENDED 31 MARCH 2017

You Have Been Watching (R&D)



With funding from Grants for the Arts Lucy Campbell was commissioned to work with the company of 8 actors with a learning disability (Downs Syndrome) to develop, write and direct a new show *You Have Been Watching*. With R&D between November 2016 and September 2017, the show will then rehearse for 3 weeks before opening at home venue Lawrence Batley Theatre, followed by a pilot tour to The Civic, Barnsley, CAST and finally Stephen Joseph Theatre, Scarborough. Along with Dance Artist Vanessa Grasse, the creative team of 7 will include a Designer, Sound Designer, Lighting Designer, Dramaturg, Company Stage Manager, Stagehand and ASM. There is a further opportunity for a new role Audience and Outreach Development Coordinator. Dark Horse is producing the show and managing every aspect.

RADA

Continuing our drive to encourage more inclusive working Dark Horse partnered with Vanessa Brooks as part of the *Separate Doors* series of events and research opportunities. 4 actors with learning disabilities and 2 non learning disabled actors worked at RADA on a 3 day residency exploring inclusive practice and the 'silent method' with 4 directors and tutors at RADA, plus 2 assistant directors. On the final day there was a showing of the work to an invited audience of 25 industry professionals (directors, writers, producers and casting directors).

Symposium



As the finale to the *Conservatoire* project Dark Horse hosted a symposium held at Lawrence Batley Theatre, 50 people attended on the day. The Dark Horse company performed *Each Day I Live* (written and directed by Emma Hill). There was a choice of 3 physical workshops for attendees to observe or participate in all led by the actors and 5 breakout sessions in the afternoon discussing the challenges of marketing work featuring actors with learning disabilities, venue engagement, actor representation and value and excellence.



DARK HORSE THEATRE (LIMITED BY GUARANTEE)

TRUSTEES REPORT FOR THE YEAR ENDED 31 MARCH 2017

Other work included:-

- The company filmed the trailer for You Have Been Watching
- 6 company actors attended casting days
- Actors delivered workshops including a series of 12 at MENCAP, also at Hubbub and Ravenshall School
- Attended Theatre 2016, ITC and No Boundaries conferences
- Actors delivered 2 skills workshops for tutors
- 5 actors worked on the R&D partnership project A Man With Downs Syndrome Talks About Love and Tells a Story with New Wolsey Theatre, York Theatre Royal and The Lowry
- 2 actors delivered 5 South Yorkshire Police training days plus consultancy on communication techniques

Some of our work in progress and future projects

- You Have Been Watching pilot tour (Autumn 2017)
- Young Company – Ignite (starting September 2017)
- Foundation Actor Training year 2
- Partnership production - A Man With Downs Syndrome Talks About Love and Tells a Story



FUNDING AND FINANCIALS

Managing a mixed income model is something that Dark Horse has successfully achieved for a number of years, continuing to sustain the work of this exceptional company. In 2016/17 this was achieved with Grants for the Arts from Arts Council England (ACE) giving valuable project and some core funding. A grant from Kirklees Council (KMC) as part of their Creative Partners programme also contributed to core activity and gave a small amount of funds to R&D a potential Young Company. A further significant grant from Igen Trust supported a new actor training course and the company is grateful for the additional support from the Champriss Charitable Foundation. Fees and earned income from ticket sales, partnership projects and workshops fees as well as a small amount from individual giving make up the remainder of the income for the year.

It was agreed by the Board of Trustees that £16k of last years funds carried forward would be allocated to fundraising activities. This was not all spent, but it does mean that unrestricted reserves decreased by £5,758 to £90,386 in this financial year.

In challenging financial times it was another stable year for the financial management of the company. The trustees are delighted to have been able to again build the core artistic aspirations whilst maintaining reserves, with plans for further developments in the future.

Total income for the year was £89,541 along with brought forward reserves of £95,644 this giving access to £ 185,185 of funding for 2016/17. Total expenditure for the year was £118,847 leaving a reserve balance of £90,386 with which to commence 2017/18.

DARK HORSE THEATRE (LIMITED BY GUARANTEE)

TRUSTEES REPORT FOR THE YEAR ENDED 31 MARCH 2017

Core and project grants have come from the following sources and the trustees thank everyone who funds our projects for their support:

- Arts Council England
- Kirklees Metropolitan Council
- Igen Trust

Earned income, sponsorship and donations, for which the trustees are extremely grateful, came from a variety of sources including:

- Fees
- Ticket sales
- South Yorkshire Police
- Champniss Charitable Trust
- Individual giving (you know who you are and we thank you)
- Event and workshop fees

Dark Horse would also like to thank Lawrence Batley Theatre whose room hire charges give support in kind and remain in line with other resident companies in the building.

STAFFING

In addition to the 3 full time staff members and the continued valuable work of the volunteer finance assistant, Dark Horse has benefited from the inputs of many freelance and project workers, highly skilled professionals from theatre and the business worlds. Many are for fixed term opportunities in a variety of roles, often people in their early careers who develop their skills and expand experience, including a director for the new production *You Have Been Watching*, acting tutors, assistants, skills specialists, creative teams, stage managers, lighting designers, and cameramen to name just some.

RESERVES POLICY AND REVIEW

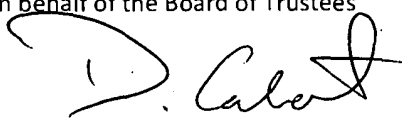
At the year end the level of reserves has decreased slightly, made up of £90,386 of unrestricted funds.

The trustees aim to hold sufficient unrestricted reserves to cover at least six months of unrestricted expenditure. This is to cover working capital requirements and to enable the company to continue its charitable activities during short term funding gaps. Due to the considerable reduction in our core funding and a year of consolidation the reserves are currently above that level and the trustees have agreed that these should be reduced to some extent to reflect that. Over 2017/18 and 2018/19 the trustees will commit a proportion of reserves and invest in fundraising activity as match and also administration assistance to help facilitate a more intense fundraising strategy particularly towards Trusts and Foundations, ultimately enabling the company to sustain itself for the future. Sound planning and monitoring should ensure that the company continues to be resilient and that an appropriate level of reserves is maintained.

This report has been prepared in accordance with the special provisions relating to small companies with part 15 of the Companies Act 2006.

Approved on behalf of the Board of Trustees

D Calvert
21 December 2017



**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the charity will continue in business

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

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**INDEPENDENT EXAMINER'S REPORT
TO THE TRUSTEES OF DARK HORSE THEATRE**

I report on the accounts of the charitable company for the year ended 31 March 2017, which are set out on pages 9 to 17.

Responsibilities and basis of report

As the charity's trustees (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").

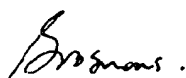
Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act. As the company is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

Independent examiner's statement

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

- 1) accounting records were not kept in respect of the 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 (FRS102)).

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.



L R Brain FCA
Brosnans
Chartered Accountants
Birkby House
Birkby Lane
Brighouse
HD6 4JJ

21 December 2017

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2017**

| | Notes | Unrestricted funds £ | Restricted funds £ | 2017 total funds £ | 2016 total funds £ |
|--|----------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| Income | | | | | |
| Donations | 2 | 289 | - | 289 | 298 |
| Charitable activities | 3 | 61,165 | 28,087 | 89,252 | 138,460 |
| Other | 4 | - | - | - | - |
| Total | | <u>61,454</u> | <u>28,087</u> | <u>89,541</u> | <u>138,758</u> |
| Expenditure | | | | | |
| Charitable activities | 5 | <u>62,640</u> | <u>56,207</u> | <u>118,847</u> | <u>93,336</u> |
| Total | | <u>62,640</u> | <u>56,207</u> | <u>118,847</u> | <u>93,336</u> |
| Net income/(expenditure) and net movement in funds for the year | | (1,186) | (28,120) | (29,306) | 45,422 |
| Transfers | | <u>(4,072)</u> | <u>4,072</u> | <u>-</u> | <u>-</u> |
| | | (5,258) | (24,048) | (29,306) | 45,422 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | <u>95,644</u> | <u>24,048</u> | <u>119,692</u> | <u>74,270</u> |
| Total funds carried forward | | <u>90,386</u> | <u>-</u> | <u>90,386</u> | <u>119,692</u> |

The fund analysis for the year ended 31 March 2016 is detailed in note 20.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

All income and expenditure derives from continuing activities. There are no gains or losses other than those shown above.

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**BALANCE SHEET
AS AT 31 MARCH 2017**

| | Notes | 2017 £ | £ | 2016 £ | £ |
|---|-------|-----------|--------|-----------|--------|
| Fixed assets | | | | | |
| Tangible assets | 11 | | - | | 951 |
| Current assets | | | | | |
| Debtors | 12 | 6,918 | | 32,977 | |
| Cash at bank and in hand | | 152,964 | | 49,294 | |
| Total current assets | | 159,882 | | 82,271 | |
| Creditors: amounts falling due within one year | 13 | (69,496) | | (8,952) | |
| Net current assets | | | 90,386 | | 73,319 |
| Total assets less current liabilities | | | 90,386 | | 74,270 |
| The funds of the charity | 17 | | | | |
| Unrestricted income funds | 19 | | 90,386 | | 74,270 |
| Restricted income funds | 18 | | - | | - |
| Total charity funds | | | 90,386 | | 74,270 |

For the financial period ended 31 March 2017, the charitable company was entitled to exemption from an audit under section 477 of the Companies Act 2006. The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Act.

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

The accounts have been approved by the board of trustees and authorised for issue on 21 December 2017 and are signed on its behalf by:


D A Calvert
Chair

Company Registration No. 4015695

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

1 Accounting policies

1.1 Basis of preparation

These financial statements are prepared on the historic cost basis of accounts in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities" FRS102 version (effective 2015) and with the requirements of the Companies Act 2006. The financial statements cover a twelve month period and have been prepared in Sterling.

1.2 Income recognition

Donations and grants

Income from donations and grants, including capital grants, is included in income when it is considered more likely than not that the charity will receive the resources, except as follows:

- 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.
- when donors impose conditions, which have to be fulfilled (other than the provision of a report) before the charity becomes entitled to use such income, the income is deferred and not included until pre-conditions for use have been met.
- income tax recoverable on donations is included in the same period in which the donations are included as incoming resources.

Charitable activities

Income from theatre admission fees and fees for theatre workshops is included in the period in which the relevant activity takes place.

1.3 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of irrecoverable VAT.

Certain expenditure is attributable to more than one activity and is apportioned across cost categories on the basis of the time spent on those activities.

1.4 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Plant and machinery - 3 years straight line

Items of equipment are capitalised where the individual purchase price exceeds £500.

1.5 Fund accounting

Unrestricted funds represent funds held for the general purposes of the charity at the trustees discretion.

Restricted funds represent funds which can only be used for particular purposes within the objects of the charity. Restrictions arise where the donor specifies or where the funds raised are for a particular restricted purpose.

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

| 2 | Income from donations | Unrestricted funds £ | Restricted funds £ | 2017 total £ | 2016 total £ |
|----------|--|-------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| | Donations and gifts | 289 | - | 289 | 298 |
| | | | | | |
| 3 | Income from charitable activities | Unrestricted funds £ | Restricted funds £ | 2017 total £ | 2016 total £ |
| | Actor training | 34,864 | - | 34,864 | 26,410 |
| | External workshops | 4,630 | - | 4,630 | 7,834 |
| | Production income | - | - | - | 3,481 |
| | Other income from charitable activities | 8,171 | - | 8,171 | 105 |
| | Grants receivable for charitable activities | - | 28,087 | 28,087 | 90,130 |
| | Grants receivable for core activities | 13,500 | - | 13,500 | 10,500 |
| | | 61,165 | 28,087 | 89,252 | 138,460 |
| | | | | | |
| | Grants receivable for charitable activities | Unrestricted funds £ | Restricted funds £ | 2017 total £ | 2016 total £ |
| | Arts Council England | - | 17,282 | 17,282 | 68,314 |
| | One Community Fund | - | 500 | 500 | - |
| | Igen Trust | - | 10,305 | 10,305 | 21,816 |
| | | - | 28,087 | 28,087 | 90,130 |
| | | | | | |
| | Grants receivable for core activities | Unrestricted funds £ | Restricted funds £ | 2017 total £ | 2016 total £ |
| | Kirklees Metropolitan Council | 13,000 | - | 13,000 | 10,000 |
| | The Champriss Charitable Trust | 500 | - | 500 | 500 |
| | | 13,500 | - | 13,500 | 10,500 |
| | | | | | |
| 4 | Other income | | | 2017 £ | 2016 £ |
| | Corporation tax reclaim | | | - | - |

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

| 5 | Analysis of expenditure on charitable activities | Unrestricted funds | Restricted funds | 2017 total | 2016 total |
|----------|---|---------------------------|-------------------------|-------------------|-------------------|
| | | £ | £ | £ | £ |
| | Activities undertaken directly: | | | | |
| | Production costs | - | 89 | 89 | 2,559 |
| | Workshop costs | 41 | 958 | 999 | 663 |
| | Publicity | 579 | 1,244 | 1,823 | 1,381 |
| | Travel and accomodation | 2,468 | 600 | 3,068 | 2,283 |
| | Staff costs (see note 9) | 46,845 | 36,861 | 83,706 | 69,505 |
| | | <u>49,933</u> | <u>39,752</u> | <u>89,685</u> | <u>75,728</u> |
| | Other costs: | | | | |
| | Depreciation | 300 | - | 300 | 651 |
| | Support costs (see note 6) | 11,007 | 16,455 | 27,462 | 15,742 |
| | Governance costs (see note 7) | 1,400 | - | 1,400 | 1,215 |
| | | <u>62,640</u> | <u>56,207</u> | <u>118,847</u> | <u>93,336</u> |
| 6 | Support costs | Unrestricted funds | Restricted funds | 2017 total | 2016 total |
| | | £ | £ | £ | £ |
| | Rent | 7,163 | 10,040 | 17,203 | 12,118 |
| | Insurance | 865 | - | 865 | 1,301 |
| | Printing, postage and stationery | 300 | 11 | 311 | 366 |
| | IT | 706 | - | 706 | 507 |
| | Telephone | 393 | - | 393 | 392 |
| | Organisational development | 827 | 6,404 | 7,231 | - |
| | Other costs | 753 | - | 753 | 395 |
| | | <u>11,007</u> | <u>16,455</u> | <u>27,462</u> | <u>15,079</u> |
| 7 | Governance costs | Unrestricted funds | Restricted funds | 2017 total | 2016 total |
| | | £ | £ | £ | £ |
| | Independent examination and accountancy services | 1,400 | - | 1,400 | 1,215 |

8 Staff numbers

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

| | 2017 | 2016 |
|---------------------|-------------|-------------|
| | £ | £ |
| Number of employees | <u>3</u> | <u>3</u> |

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

| 9 Analysis of staff costs and trustee remuneration expenses | Unrestricted funds | Restricted funds | 2017 total | 2016 total |
|--|---------------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| Wages and salaries | 42,564 | 19,657 | 62,221 | 49,062 |
| Social security costs | 2,234 | 76 | 2,310 | 2,148 |
| Pension costs | 272 | - | 272 | - |
| Staff training and development | 85 | 628 | 713 | - |
| Freelance staff | 1,690 | 16,500 | 18,190 | 18,295 |
| | <u>46,845</u> | <u>36,861</u> | <u>83,706</u> | <u>69,505</u> |

No employees had emoluments in excess of £60,000 (2016: Nil).

The charity trustees were not paid, nor did they receive any other benefits from employment with the charity in the year (2016: £Nil). No charity trustee received payment for professional or other services supplied to the charity (2016: £Nil). No trustee received reimbursement for expenses (2016: £Nil).

10 Corporation taxation

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

11 Tangible fixed assets

| | Plant and machinery |
|---------------------------------|----------------------------|
| | £ |
| Cost | |
| At 1 April 2016 & 31 March 2017 | <u>2,439</u> |
| Depreciation | |
| At 1 April 2016 | 2,139 |
| Charge for the year | <u>300</u> |
| At 31 March 2017 | <u>2,439</u> |
| Net book value | |
| At 31 March 2017 | <u>-</u> |
| At 31 March 2016 | <u>300</u> |

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

| 12 Debtors | 2017 £ | 2016 £ |
|--------------------------------|-------------------|-------------------|
| Trade debtors | 4,000 | 2,910 |
| Other debtors | 2,918 | 1,858 |
| Prepayments and accrued income | - | 1,459 |
| | <u>6,918</u> | <u>6,227</u> |

| 13 Creditors | 2017 £ | 2016 £ |
|------------------------------------|-------------------|-------------------|
| Trade creditors | 7,682 | 5,046 |
| Taxation and social security costs | 766 | 1,281 |
| Other creditors and accruals | 1,275 | 1,570 |
| Deferred income (see note 14) | 59,773 | 167 |
| | <u>69,496</u> | <u>8,064</u> |

14 Deferred Income

Deferred income relates to grants received where the work was delivered post year end.

| | Deferred Income £ |
|-----------------------------|----------------------------------|
| Balance at 1 April 2016 | 167 |
| Amount released in the year | (167) |
| Amount deferred in year | 59,773 |
| Balance at 31 March 2017 | <u>59,773</u> |

15 Commitments under operating leases

The premises in the Lawrence Batley Theatre are occupied on an annual tenancy with no future commitment.

16 Related party transactions

There is a close relationship with the Lawrence Batley Theatre. Included in these financial statements are administration and rent for the use of the Theatre of £16,690 (2016: £15,722). Included in creditors is £766 (2016: £1,723) due to the Lawrence Batley Theatre.

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

17 Analysis of charitable funds

| | Unrestricted funds £ | Restricted funds £ | Total funds £ |
|---|----------------------------|--------------------------|---------------------|
| Fund balances at 31 March 2017 as represented by: | | | |
| Tangible fixed assets | - | - | - |
| Net current assets | 159,882 | - | 159,882 |
| Creditors due within one year | (69,496) | - | (69,496) |
| | <u>90,386</u> | <u>-</u> | <u>90,386</u> |

18 Restricted funds

| | At 1 April 2016 £ | Income £ | Expenditure £ | Transfers between funds £ | At 31 March 2017 £ |
|---|----------------------------|---------------|------------------|------------------------------------|-----------------------------|
| Arts Council England - Conservatoire | 19,268 | 7,590 | (27,109) | 251 | - |
| Arts Council England - You Have Been Watching | - | 9,692 | (13,148) | 3,456 | - |
| One Community Fund | - | 500 | (567) | 67 | - |
| Igen Trust - F1 | 4,780 | 10,305 | (15,383) | 298 | - |
| | <u>24,048</u> | <u>28,087</u> | <u>(56,207)</u> | <u>4,072</u> | <u>-</u> |

The Arts Council England Conservatoire fund consists of Grants for the Arts money, which is to be used to support The Conservatoire for the period to September 2017.

The Igen Trust funds are to be used to support F1 for the period to July 2017.

The Arts Council England You Have Been Watching fund consists funding received for the tour in September & October 2017.

The One Community fund was funding for fitness equipment.

19 Unrestricted funds

| | At 1 April 2016 £ | Incoming resources £ | Outgoing resources £ | Transfers between funds £ | At 31 March 2017 £ |
|------------------|----------------------------|----------------------------|----------------------------|------------------------------------|-----------------------------|
| General funds | 79,644 | 61,454 | (62,640) | 8,904 | 87,362 |
| Designated funds | 16,000 | - | - | (8,904) | 7,096 |
| | <u>95,644</u> | <u>61,454</u> | <u>(62,640)</u> | <u>-</u> | <u>94,458</u> |

The designated funds have been set aside by the Board to cover organisational development work. This will be used in part to finance fundraising work during 2017/18.

**DARK HORSE THEATRE
(LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2017**

20 Statement of financial activities for year ended 31 March 2016

| | Unrestricted funds £ | Restricted funds £ | 2016 total funds £ |
|--|-------------------------------------|-----------------------------------|---------------------------------------|
| Income | | | |
| Donations | 298 | - | 298 |
| Charitable activities | 48,330 | 90,130 | 138,460 |
| Other | - | - | - |
| Total | 48,628 | 90,130 | 138,758 |
| Expenditure | | | |
| Charitable activities | 27,254 | 66,082 | 93,336 |
| Total | 27,254 | 66,082 | 93,336 |
| Net income/(expenditure) and net movement in funds for the year | 21,374 | 24,048 | 45,422 |
| Reconciliation of funds | | | |
| Total funds brought forward | 74,270 | - | 74,270 |
| Total funds carried forward | 95,644 | 24,048 | 119,692 |