

Company Registration Number 05050868

Registered Charity Number 1117029

**NO SIZE FITS ALL PRODUCTIONS LTD
TRADING AS UNLIMITED THEATRE**
(A COMPANY LIMITED BY GUARANTEE)

REPORT AND ACCOUNTS
For the year ending 31 March 2023



**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
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TRUSTEES' REPORT
*For the year ended 31 March 2023***

The Trustees, who are also Directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2023.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity Name	No Size Fits All Productions Limited
Charity registration number	1117029
Company registration number	05050868
Registered office	Yorkshire Dance, 3 St Peter's Square, Leeds LS9 8AH

Trustees

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of No Size Fits All Productions Limited during the period and to the date of signing this report are as follows:

Caroline Hollick	Resigned 30 May 2023
Philippa Hough	Appointed 26 April 2022
Nicola Miles-Wildin	
David Nicholson	
Peter Robinson	
Tania Mahmoud	

Company Secretary	Sarah Webb
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Independent Examiner	Mr P O'Hara FCA, 4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG
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CHAIR'S STATEMENT

The Board of Trustees present this report as an accurate representation of the company's activities and work. It has been common at this point to comment on the challenging context for the company, and, this year, the challenge is an existential one following the impact of being cut from Arts Council England's National Portfolio. Despite this, however, Unlimited has remained supremely productive, compassionate, and fundamentally upbeat.

The past year has been dominated by the Arts Council England (ACE) 2023-26 Investment Programme process. The company worked hard to produce a very strong application which built on the previous successful applications since the inception of the National Portfolio. We were proud that we were making the case not just for outstanding artistic output and audience engagement, but also for artist development; providing a unique opportunity for our five new Core Artists to get the space and support they needed to take their work to new places.

That we were not successful with the application came as a surprise and disappointment. Whilst we recognise the challenges ACE faced in distributing inadequate funds to a larger number of applicants, we were left feeling that the relationship built between ourselves and ACE ended abruptly and without any reasonable explanation. It is to the immense credit of the company that the response was professional and considered, helped in no small part by a long history of prudent financial management. The last few months for the company and Trustees have been difficult and I am immensely proud of the way that all of us have faced into this difficulty to find a way of transitioning that completely fits with the ethos of the company.

Amidst all this the Core Artists have continued to produce imaginative, relevant and engaging work for a wide variety of audiences. From the fabulous collaboration with Upswing on Ancient Futures to the continued R&D work on Anansi The Spider, In Good Time and Panic Stations!, we have demonstrated the value of dedicated development time. It has been a privilege to see these works evolve through the year. The company has also developed innovative work at short notice and with limited resource, for example with Tyrrell creating Mancave for Latitude Festival and Ali running the woodlands workshop for the University of Leeds' Be Curious Festival. The Space Shed also continues to have a huge impact wherever it appears, creating a unique connection between arts and science. In addition to the artistic production, the Trustees have valued the contribution from the Core Artists in Board meetings and company discussions where they have brought passion and new perspectives.

Much of the success artistically is down to the core company who run the organisation on a regular basis. Given the uncertainty created by ACE's decision, it is testament to our employees individually and collectively who have worked tirelessly to deliver on commitments and manage the process of transitioning the company to a post-core-funding future. Every member of the company has stepped up in difficult situations and the Board is delighted that Assistant Producer Javairya has – through her knowledge and experience gained at Unlimited – secured a producing role at Leeds Playhouse. We wish her all the best. The Trustees would also like to thank Holly Close, who provided freelance communications support.

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CHAIR'S STATEMENT (CONTINUED)

Unlimited is a fantastically well-run company down in large part to J as Chief Executive and Sarah as Executive Director. The care and attention that goes into the preparation of every activity is hugely valued by the Board. That this diligence has endured beyond any adherence to ACE requirements shows how rooted it is in the Unlimited way. We are supported by an experienced group of Trustees, joined this year by Pippa Hough who brings with her experience of both the science community and grant-giving organisations.

We know the future of Unlimited will be radically different. Without ACE funding the existing production model isn't sustainable to the quality and professionalism we are used to. The process of working out how to adapt to this new reality has been challenging but also hugely rewarding. The capacity and imagination of all involved has been wonderful. As we look forward to a unFINALE event in September our focus is on how we can sustain the legacy of Unlimited as a pioneer of ambitious, socially engaged and innovative art. We are excited by the potential to continue the charity's ethos into supporting other artists and projects.

When I joined the Trustees of Unlimited ten years ago the company was working out how to transport £10,000 in one-pound coins around the country. I knew then that I was joining a company that abounded with audacious optimism. This different way of seeing the world, the ambition to change things for the better, and the care and love that goes into everything that everyone in Unlimited does is a privilege to be a part of. Long may it continue.



David Nicholson
Chair of Unlimited Theatre June 2023

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STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Documents

No Size Fits All Productions Limited is a charitable company limited by guarantee, incorporated on 20 February 2004, registered in England and Wales under company number 05050868 and governed by its memorandum and articles of association. The charity was registered with the Charity Commission on 28 November 2006 under charity number 1117029.

The Directors of the company are also Trustees of the charity.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

Charitable Purpose, Aims & Objectives

No Size Fits All Productions Limited's charitable objects are to advance the arts for the public benefit through the promotion of, in particular, but not exclusively, the art of drama.

We are committed to pushing marginalized voices centre-stage and exploring how personal experience can illuminate a wider debate. We produce and tour intelligent, new theatre that is funny, subversive and optimistic. Our aims are underpinned with a programme of education and outreach work that widens participation while empowering and developing the creative potential of those who participate.

The strategies employed to achieve the charity's aims and objectives are to:

- Make, present and tour live performances of inspiring new stories throughout the United Kingdom and internationally
- Seek, create and develop opportunities to also tell these stories in other forms, particularly via the internet, so as to maximise opportunities for audiences to access and experience these stories
- Offer opportunities for emerging and established artists to develop skills and expertise through training and practical production and creative activity
- Reach and offer access to children, students and individuals who might be excluded or have fewer opportunities to engage in artistic and creative opportunities through economic or other practical barriers

Structure and Governance

The charity currently has a Board of 5 non-executive Trustees.

The Board meets a minimum of four times per year.

Detailed written Board reports and an agenda are prepared and circulated in advance of meetings.

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STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)

Recruitment and Appointment of Board of Trustees

The Trustees of the charity have the authority to appoint new Trustees either to fill a casual vacancy or as additional Board members.

Trustees are elected to the Board based on discussions and recommendations offered by Trustees and outside advisors to the organisation, as well as through a range of advertising channels.

Any Trustee appointed by the Board will retain their office only until the next Annual General Meeting but will then be eligible for re-election.

Trustee Induction and Training

New Trustees are given information including a range of resources and publications to support their understanding of the charity's activities, including the latest annual report and accounts, a full role description and information on current and past productions.

They also have the opportunity to see productions and are kept informed on an ongoing basis around developments in both the theatre and wider charity sectors.

Organisational Structure

The Board delegates day-to-day management of the charity to a management team headed by Chief Executive & Core Artist, J Spooner. In addition, there is currently an Executive Producer and Executive Director. The company is led artistically by J and five fellow Core Artists. Other project-specific roles of producers, project managers and creative teams are contracted on a freelance basis, as required.

Pay Policy for Senior Staff

The salaries and remuneration of senior management are agreed by the Trustees and set with reference to budgets and by comparison with industry standards.

Risk Management

The Trustees of the charity regularly review the major governance, operational and financial risks which the charity faces as part of its annual business planning process and confirm that systems have been established to mitigate these risks.

No Size Fits All Productions Limited has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- quarterly update of the Risk Register approved by the Trustees
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

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STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)

Risk Management (Cont.)

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place, enshrined in a Financial Control Policy.

The Trustees consider the key specific risks facing the charity at this time and the mitigating actions taken to be as follows:

Winding down of producing functions and transition to grant-making model

- The wind down schedule for producing functions is being led by the Chief Executive and Executive Director, with oversight from the Chair. Regular progress updates are given for circulation to the Board of Trustees
- The Trustees are undertaking a collaborative exploration of scenarios for grant-making, building a scheme suited to the charity's financial position and reflective of its charitable objectives
- The Trustees and Executive team are working with Counterculture Partnership LLP to manage the transition and establish an impactful grant-making scheme

Embedding a sustainable grant-making model

- Agreed designation of reserves allows a future allocation of funds to a legacy grant pot
- The Trustees intend to structure the grant-making process to allow sufficient exploration time and confirmation of additional income sources which will sustain the grant-making model year-on-year
- Charity costs will be significantly minimised to maximise funds available for grants

The Trustees also manage the general financial risks arising by ensuring that:

- Prudent budgets have been set for the next financial year
- The charity maintains a low cost base adapted to the new grant-making model
- Management accounts, including a revised projected out-turn for the year, cash flow forecast and a Balance Sheet, are provided to the Trustees on a quarterly basis
- Contingency plans are in place for the actions which would be taken if income appears unlikely to reach its target
- Reserves policies have been adopted which provide an appropriate amount of uncommitted reserves which will always enable the charity to meet all its liabilities even if income targets are not achieved
- Potential income streams are diverse and include cross-sector funders

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STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)

Reserves Policy

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

In light of the winding down of producing functions and transition to a grant-making model, the Trustees have agreed a Reserves Policy across 2023/24 which adapts periodically as financial resources are used and liabilities minimised. This is a level of Unrestricted Reserves to ensure the charity has sufficient financial resources to meet various liabilities which would crystallise if it were unable to continue operating. The Trustees have calculated this based upon the equivalent of 3 months of operational/wind down costs at the time of closure.

The optimum level of reserves to be held throughout 2023/24:

- Q1: £79,500
- Q2: £76,750
- Q3: £60,600
- Q4: £7,850

Beyond 2023/24 under the new grant-making model, the optimum level of Reserves to be held is predicted to be £7,300.

The charity's total unrestricted Reserves at 31 March 2023 are £138,967. The Trustees agreed in 2020/21 to transfer £40,000 into a designated reserve to enable the development of future projects which strongly meet the charity's objectives. In 2022/23, £4,795 of designated reserves were spent. The Trustees have decided to top up the remaining designated reserves to a total of £50,000 to be used specifically for the finale programme which will happen in September 2023.

The charity's 'free' unrestricted Reserves at 31 March 2023, defined as non-designated unrestricted funds, net of the value of Fixed Assets, are therefore £81,626, thereby providing a modest amount of additional contingency.

This policy will be reviewed by the Trustees on a quarterly basis as part of the charity's budget re-forecasting processes. Beyond 2023/24, it will be reviewed on an annual basis.

Grant Making Policy

The charity does not currently engage in grant-making activity but is planning a change in its operating model to become a grant-giving charity in 2024.

The Contribution of Volunteers

The charity does not currently make significant use of volunteers within its productions or to support its activities but engaged 2 volunteers in the year at its Space Shed shows.

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STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)

Public Benefit

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission guidance on public benefit.

Current activity in 2023 focuses upon high quality theatre performances, delivered in a wide range of settings – from theatres to open air spaces, field festivals and digital space.

The work is aimed at both adult and family audiences, exploring subjects which connect the public to contemporary issues and concerns, particularly around science, technology and the future. The charity also remains committed to delivering and supporting work for children and young people and engages with groups of children, both within mainstream education and without, many of whom have little access to the arts.

ACHIEVEMENTS AND PERFORMANCE

Financial Review

The out-turn for the year is an unrestricted surplus of £472 (2022: Surplus £7,814). The surplus will be added to Unrestricted Reserves, leaving a balance on Unrestricted Funds, including Designated Funds, at 31 March 2023 of £138,967.

Summary of the main achievements of the charity during the year

2022/23 has been both exciting and challenging for the charity. It marked the first full financial year for the new artistic leadership model, consisting of six Core Artists - Chief Executive J Spooner and five brilliant artistic leaders of the future. Supported by the Trustees, Unlimited worked hard to secure and deliver development opportunities for the Core Artist projects, while also delivering commissioned projects and high-quality Unlimited Space Agency (UNSA) activity for families.

Over many years the charity has thrived through a strong business model which developed resilience through agility and responsiveness to new opportunities and threats. This model was challenged in November 2022, when the charity received news that its regular primary funding from Arts Council England as a National Portfolio Organisation would cease in March 2023.

Despite this, through strong cross-sector partnerships and collaborations, development of Core Artist projects, and therefore crucial employment opportunities for the freelance workforce, were able to proceed and grow.

During this time, the Trustees entered a collaborative process to determine the charity's future options and possibilities. Considering the significant impact of the cut in funding and economic challenges, in February 2023 Unlimited publicly announced the winding down of its producing functions after planned activity in 2023 and the intent to explore a transition to a new grant-making model.

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ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Summary of the main achievements of the charity during the year (Cont.)

Core Artist Projects

After announcing the new slate of projects led by the charity's newly-formed artistic leadership team in 2021/22, this year saw significant progress in each project's development plans:

- Rachael Abbey's *Panic Stations!* (previously *The Conspiracy Theory Project*) – queer, Northern, working-class writer, performer and director, and Co-Artistic Director of Hull based company, The Roaring Girls, Rachel has been working on the small-scale studio show driven by her fascination of conspiracy theories and the social divides they can provoke. Following research with artists and academics, the show went into Research & Development (R&D) in November 2022 with support from partner venue ARC Stockton. This phase involved engagement with local community groups ahead of a work-in-progress script sharing.
- Jamie Fletcher's *In Good Time* (previously *My Genderation*) – trans, working class, neurodivergent director and musician, and Artistic Director of Jamie Fletcher & Company, Jamie specialises in multi-disciplinary performance, musical theatre, and work with socio-political themes. *In Good Time* is a mid-scale musical about the trans experience in the UK. Two phases of R&D for the multi-narrative show were completed in the year at partner venue Sheffield Theatres with support from Arts Council England. The second phase brought together a writer's room of emerging trans writers and creatives, culminating in an early-stage work-in-progress sharing.
- Tyrrell Jones' *The Price of Bread* (previously *The Breadmakers*) – Tyrrell, Leeds-based political theatre-maker and Artistic Director of Knaïve Theatre continued his exploration of international collaborations, developing the concept of his show with Jordanian-based writer and storyteller Sally Shalabi and Amman-based dance company Studio 8. Envisioned as an intimate, multi-sensory show, the project spotlight has shifted to the current ecological, human and economic cost of bread production, gaining early interest from creation and touring partners.
- Ali Pidsley's *Speed of Wood* – Yorkshire-based collaborative theatre-maker and Co-founder of Barrel Organ specialising in co-creating work with young people, has been laying the foundations for an art-ecology project exploring what the worlds of collaborative theatre-making and woodland ecology have to learn from each other. Site visits to woodlands around Leeds were completed this year, exploring locations for a series of skill and knowledge-sharing workshops with theatre-makers, ecologists, scientists and woodland crafts-people, which is intended to form the basis for a live performance piece. Linked with development of this project, Ali and singer-songwriter Sam Slatcher delivered Woodlands Workshops for the University of Leeds' Be Curious Festival in May 2022.

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ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Summary of the main achievements of the charity during the year (Cont.)

Core Artist Projects (Cont.)

- J Spooner's *Ancient Futures* – co-founder and Chief Executive of Unlimited, J furthered development of the Afrofuturist outdoor spectacular in collaboration with Vicki Dela Amedume of contemporary circus company Upswing. Blending dance, circus, music and storytelling, the show is inspired by Sound System culture and West African folklore. Building on previous R&D phases, the creative team held casting workshops before moving into the final phase of development. The show is supported by Without Walls and commissioned by LEEDS 2023; Greenwich and Docklands International Festival; Brighton Festival and Stockton International Riverside Festival. It has also been supported by Coventry City Council and co-commissioned by City of Bradford Metropolitan District Council for BD: Festival.
- Lauren Nicole Whitter's *Anansi The Spider* – Black, working-class performer and Artistic Director of Anansi Theatre Company, Lauren creates work by and for women of colour. This participatory project creates new retellings of the Anansi Spider Story, based on the Akan folktale character. With support from Arts Council England and venue partners ARC Stockton and Derby Theatre, Lauren brought together a talented creative team for two phases of exploratory development in Stockton and Derby, engaging with local womxn of the Global Majority through creative workshops.

Unlimited Space Agency (UNSA)

Touring for UNSA's HQ, The Space Shed, continued in 2022/23. Designed to bring stories of space and science to life for children and families across the UK, The Space Shed landed at Bluedot Festival and Camp Bestival in July 2022, and returned to New Scientist Live in October 2022 to curate and host the programme of activity for their Engage Stage. As well as touring the story of *How I Hacked My Way Into Space*, UNSA's Director of Human Spaceflight also hosted interviews with astronomer Jen Gupta; co-founder of Festival of the Girl Abi Wright; science communicator Dan Plane; science writer and broadcaster Emma Byrne; and cardiologist Rohin Frances.

UNSA digital broadcasts and resources remained free to access for children and their families. A further 500 Cadets joined The Astro Science Challenge and broadcasts on the YouTube channel gained a further 780 views.

Additional work

Through a connection with Chief Executive and Core Artist J Spooner's role as Visiting Scholar at the University of Oxford's Wolfson College, Unlimited were invited to manage a celebration event in June 2022 for the University of Oxford's Science Together Programme. The event was a great success and celebrating the programme's achievements in exploring how local community groups can collaborate with researchers and scientists at the university.

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ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Summary of the main achievements of the charity during the year (Cont.)

Additional work (Cont.)

In lieu of hosting The Space Shed due to a scheduling clash, long-standing collaborator Latitude Festival invited Core Artist Tyrrell Jones, with support from fellow Core Artist Rachael Abbey, to present his new installation, *Mancave*, at the festival in July 2022. The piece invited participants to playfully reimagine their relationship towards manhood, dreaming about what men could, should and never be.

Talent Development

The charity continued the commitment made during the pandemic to maintaining, and where possible, increase its support for, and investment in, freelance workers. In 2022/23 Unlimited exceeded previous benchmarks with 52 freelancers employed (30 in 2021/22) and 26% of total annual expenditure invested in freelance contracts (21% in 2021/22).

A significant motive for changing Unlimited's artistic leadership model in 2021/22 was to provide development opportunities to emerging leaders of the future. Mentoring for the Core Artists continued in the year, with bespoke support from the staff team on artistic direction, financial management, fundraising, relationship management, operations and business planning.

In addition to this, Trustee Caroline Hollick provided a session for the Core Artists on writing for TV and Trustee Nicola Miles-Wildin ran company-wide training on disability awareness and creative access. The charity also organised company-wide trans awareness training and the General Manager arranged an Easy Read Workshop for the members of the Yorkshire Touring Network. Core Artists Rachael Abbey and Tyrrell Jones were supported to attend the *Freelance Futures* programme and Lauren Nicole Whitter engaged in risk assessment training for youth programmes. The Executive Producer participated in leadership training and attended a session on accessible captioning.

Organisational Development

Following the successful introduction of the new artistic leadership model in 2021/22, this year saw the Core Artists settle into their roles and apply the initial support received into development of their project concepts. Mentoring throughout the year became more specific to the areas each individual required to further their practice and knowledge, and even in some cases open up new opportunities for their career trajectory.

Internal company research, reflection and development progressed with the implementation of initial actions set using Inc Arts' anti-racism toolkit, Unlock, most notably influencing procedures and processes for the R&D phases of Core Artist projects. In September 2022, Unlimited also published its Roadmap to Net Zero, inviting peers, partners and audiences to monitor progress against set milestones, but also to encourage fellow organisations to use the resource as a template for developing their own. The Roadmap gained great recognition and sparked connections with new industry peers. As well as environmental sustainability, the charity's management team continued to engage actively with multiple artist-led and touring company networks to exchange knowledge and discuss other key agendas in the industry such as accessibility, inclusivity, touring models and fundraising.

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ACHIEVEMENTS AND PERFORMANCE (CONTINUED)

Summary of the main achievements of the charity during the year (Cont.)

Organisational Development (Cont.)

Unlimited continued to be led by a highly experienced Board of Trustees and management team: Core Artist & Chief Executive J Spooner worked closely with Executive Producer Alice Massey and General Manager Sarah Webb, supported by Assistant Producer Javairya Khan. The charity welcomed Pippa Hough, Event Producer at the Science Museum Group, to the Board of Trustees. In position of Chair, David Nicholson continued to lead the Trustees in supporting change and growth within the organisation. In October 2022, he facilitated detailed a 360-degree review process for the staff team.

In November 2022, following news of the funding cut from Arts Council England, David guided the Trustees into a careful process of collaborative exploration and consultation to determine the feasible options and opportunities for the charity outside the National Portfolio. Together with Chief Executive J Spooner, three clear scenarios were mapped out. These were explored and discussed in length over a set period of time, including a company-wide Away Day in December 2022. Discussions centred around decision-making that best served the charity's mission and vision, as well as its embedded values and ethos, always seeking to determine the greatest positive impact for its charitable objectives and a legacy that supports artists and the wider sector.

After careful deliberation and consideration for the current climate, the Board of Trustees made the decision that, following completion of committed activity in 2023, Unlimited would close its producing functions and transition to a grant-making model. Following this decision, a successful application was made to Arts Council England's Transition Fund to secure delivery of the final production, *Ancient Futures*, and support the initial stages of the transition between April – October 2023.

PLANS FOR FUTURE PERIODS

After a highly successful creation period and opening of *Ancient Futures* in May 2023, the charity is currently focused on delivering a tour over the summer and planning the *unFINALE*: a final programme of special events to take place in Leeds at the end of September 2023 celebrating achievements made over the last 27 years and unveiling the charity's legacy plans under a new grant-making model. The two-day programme focusses on sharing the resources and expertise built up within the company, as well as giving opportunity to each of the Core Artists to present work-in-progress sharings and previews of their projects in development. The event will be live streamed to broaden access.

Following a final landing for The Space Shed at New Scientist Live in October 2023, the charity will implement its strategy for winding down the producing functions, reducing company operations and transitioning to the new model. Supporting the Board of Trustees and Chief Executive in carefully managing this process, General Manager Sarah Webb recently stepped into a new role as Executive Director. To help ensure a smooth transition and administrative shift, the charity is also working closely with consultants at Counterculture Partnership LLP.

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PLANS FOR FUTURE PERIODS (CONTINUED)

Led by Chair David Nicholson, the Trustees are in the process of exploring a wide breadth of opportunities for the grant-making scheme, looking to create a legacy that reflects Unlimited's journey and its strongly held values on providing vital support and resources to the artists and leaders of the future. The Trustees currently intend on bestowing an initial round of grants in 2024, with exploration of further income generation opportunities to secure future rounds of grant-making for years to come. Unlimited's agile and innovative approach to building resources and resilience in the past has made this new and exciting strategy possible for the charity. Following suit, plans under the new model will remain live and responsive to opportunities and threats.

RESPONSIBILITIES OF THE TRUSTEES

The Trustees (who are also the Directors of No Size Fits All Productions Limited for the purposes 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 which 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 then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Signed on behalf of the Trustees



**David Nicholson
Trustee
Company Registration Number 05050868**

25 July 2023

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING AS UNLIMITED THEATRE FOR THE YEAR ENDED 31 MARCH 2023

I hereby report to the Trustees/Members of No Size Fits All Productions Limited (Charity Registration Number 1117029) on the accounts for the year ended 31 March 2023 set out on pages 16 to 28.

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.

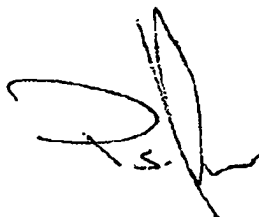
Independent Examiner's Statement

Since the 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 Accountant in England and Wales, which is one of the listed bodies.

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 or 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.



Pete O'Hara, FCA, Chartered Accountant
Fellow of the Institute of Chartered Accountants in England & Wales
4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG

25 July 2023

NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income					
Income from Investments	3	170	-	170	3
Income from Donations, Grants & Legacies	4	170,493	-	170,493	177,728
Income from Charitable Activities	5	66,236	64,799	131,035	19,815
Total Income		236,899	64,799	301,698	197,546
Expenditure					
Expenditure on Raising Funds	6	2,702	-	2,702	2,180
Expenditure on Charitable Activities	7	233,725	55,509	289,234	197,552
Total Expenditure		236,427	55,509	291,936	199,732
Net Income/(Expenditure)		472	9,290	9,762	(2,186)
Balance brought forward at 1 April		138,495	-	138,495	140,681
Balance carried forward at 31 March	16	£138,967	£9,290	£148,257	£138,495

The notes on pages 18 to 28 form part of the financial statements.

All of the activities of the company are classed as continuing.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL POSITION/BALANCE SHEET
AS AT 31 MARCH 2023**

	Notes	2023 £	2022 £
Fixed Assets			
Tangible Fixed Assets	11	7,341	10,414
Current Assets			
Stocks	12	-	394
Debtors	13	46,859	5,367
Cash At Bank & In Hand		133,709	128,378
		<u>180,568</u>	<u>134,139</u>
Creditors – Amounts Falling Due Within 1 Year	14	(39,652)	(6,058)
Net Current Assets/(Liabilities)		<u>140,916</u>	<u>128,081</u>
Total Net Assets	15	<u>£148,257</u>	<u>£138,495</u>
Represented by:			
Unrestricted Funds	16	88,967	98,495
Designated Unrestricted Funds	16	50,000	40,000
Restricted Funds	16	9,290	-
		<u>£148,257</u>	<u>£138,495</u>

The notes on pages 18 to 28 form part of the financial statements.

The Trustees are satisfied that for the year ended 31 March 2023 the charity was entitled to exemption under section 477(2) of the Companies Act 2006.

The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

(i) ensuring that the charity keeps adequate 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 charity 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 charity.

These financial statements were approved and signed by a Member of the Board of Trustees on 25 July 2023.



David Nicholson

Trustee

Company Registration Number 05050868

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

1. Accounting Policies

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

No Size Fits All Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no significant judgements or estimation uncertainty included within the financial statements.

Income

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy.

The following specific policies are applied to particular categories of income:

- Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Investment income is included when receivable
- Income from charitable trading activity is accounted for when earned
- Theatre Tax Relief income is recognised upon receipt
- Other income is accounted for when receivable.

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

1. Accounting Policies (Continued)

Expenditure

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Expenditure on raising funds are those costs of seeking potential funders and applying for funding
- Charitable activities include expenditure associated with the planning and delivery of artistic productions and associated activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

Irrecoverable VAT

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

Operating Leases

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

Tangible Fixed Assets and Depreciation

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT Equipment	– 25% straight line basis
Office Equipment & Fixtures & Fittings	- 25% reducing balance basis
Motor Vehicles	- 25% reducing balance basis

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

1. Accounting Policies (Continued)

Impairment of Fixed Assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Financial Instruments

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

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Pensions

No Size Fits All Productions Limited contributes to a defined contribution pension scheme. Further details can be found in Note 10.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.

Fund Accounting

General Funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated Funds comprise unrestricted funds set aside by the Trustees for a specific purpose.

Restricted Funds reflect income received which a funder or donor requires must be spent on a particular purpose or where funds have been raised for a specific purpose. Such income and associated expenditure is shown as Restricted in the Statement of Financial Activities, whilst any unspent balances at the year-end are carried forward as Restricted Funds.

Taxation

No Size Fits All Productions Limited meets the definition required of a charitable company for UK Corporation Tax purposes. Consequently, the company is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied exclusively for charitable purposes.

NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Going Concern

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity in 2023 and for the foreseeable future under a new grant-making model. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

3. Income from Investments

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Bank Interest Receivable	170	-	170	3
	£170	£-	£170	£3

The 2022 total of £3 was wholly attributable to Unrestricted Funds.

4. Income from Donations, Grants & Legacies

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Grant Income				
Arts Council England – National Portfolio Organisation	169,176	-	169,176	169,176
Coronavirus Job Retention Scheme	-	-	-	2,222
Leeds City Council – Leeds Inspired – Space Shed Micro Tour	-	-	-	2,500
Wade's Charity – Mission To Leeds	-	-	-	3,000
	169,176	-	169,176	176,898
Donations	1,317	-	1,317	830
	£170,493	£-	£170,493	£177,728

Of the 2022 total of £177,728, £172,228 was attributable to Unrestricted Funds and £5,500 to Restricted Funds.

NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Co-Production Fees	39,521	64,799	104,320	-
Other Earned Income	1,929	-	1,929	206
Theatre Tax Relief	1,826	-	1,826	-
Venue Fees	22,960	-	22,960	19,609
	£66,236	64,799	£131,035	£19,815

The 2022 total of £19,815 was wholly attributable to Unrestricted Funds.

6. Expenditure on Raising Funds

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Fundraising Costs	2,702	-	2,702	2,180
	£2,702	£-	£2,702	£2,180

The 2022 total of £2,180 was wholly attributable to Unrestricted Funds.

NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

7. Expenditure on Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Artistic Production/Project Costs				
Artists & Actors' Fees	10,875	36,773	47,648	26,091
Marketing & Press	4,000	2,941	6,941	-
Production Costs	31,750	2,052	33,802	5,393
Travel & Accommodation	9,148	12,213	21,361	8,649
	55,773	53,979	109,752	40,133
Support Costs				
Depreciation	3,767	-	3,767	4,568
Freelance Core Team	16,300	-	16,300	6,920
Other Overheads	18,400	1,530	19,930	18,669
Rent & Storage	10,129	-	10,129	9,749
Salaries & On Costs	127,032	-	127,032	115,410
	175,628	1,530	177,158	155,316
Governance Costs				
Accountancy, Payroll & Independent Examination	1,980	-	1,980	1,980
Legal Fees	53	-	53	123
Trustee Expenses	291	-	291	-
	2,324	-	2,324	2,103
	£233,725	£55,509	£289,234	£197,552

Of the 2022 total of £197,552, £182,052 was attributable to Unrestricted Funds and £15,500 to Restricted Funds.

8. Net Income/(Expenditure)

	2023 £	2022 £
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Fees – current year	1,200	1,200
Independent Examiner – other services – current year	300	300
Depreciation of owned Tangible Fixed Assets	<u>3,767</u>	<u>4,568</u>

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

9. Staff Costs & Trustees' Remuneration

	2023	2022
	£	£
Gross Salary Costs	117,479	107,055
Employer's National Insurance	6,777	5,892
Employer's Pension Contributions	2,776	2,463
	£127,032	£115,410

No employee received remuneration of more than £60,000 during the year (2022 - Nil).

The average number of staff employed during the year, calculated as full-time equivalents, was as follows:

	2023	2022
	No.	No.
Artistic Production and Support	3	3

Key Management Personnel are defined by the organisation as the senior management team. Remuneration of £102,888 (2022: £93,742) was paid to Key Management Personnel in the year.

In the year to 31 March 2023, £100 was paid to a Trustee, Nickie Miles-Wildin, for the provision of disability awareness training.

No other remuneration has been paid to any Trustees/Directors in the year (2022: £Nil).

Reimbursement of £10 has been made to 1 Trustee for Travel and Subsistence expenses incurred in respect of their attendance at meetings of the charity (2022: £Nil).

10. Pension Scheme

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. In the year to 31 March 2023 the charity made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

No contributions were outstanding at 31 March 2023 (2022: £Nil).

NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Tangible Fixed Assets

	Furniture & Equipment £	Motor Vehicles £	Total £
Cost			
At 1 April 2022	42,242	6,450	48,692
Additions in year	1,478	-	1,478
Disposals	(19,547)	-	(19,547)
At 31 March 2023	24,173	6,450	30,623
Accumulated Depreciation			
At 1 April 2022	33,359	4,919	38,278
Charge for year	3,384	383	3,767
Disposals	(18,763)	-	(18,763)
At 31 March 2023	17,980	5,302	23,282
Net Book Value			
At 31 March 2023	£6,193	£1,148	£7,341
At 1 April 2022	£8,883	£1,531	£10,414

12. Stocks

	2023 £	2022 £
Merchandise for Resale	-	394
	£-	£394

13. Debtors

	2023 £	2022 £
Trade Debtors	42,853	-
Accrued Income	183	60
Other Debtors	825	825
Other Taxes & Social Security Costs	-	945
Prepayments	2,998	3,537
	£46,859	£5,367

NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023

14. Creditors – Amounts Falling Due Within 1 Year

	2023	2022
	£	£
Trade Creditors	32,793	1,296
Income Received In Advance	-	232
Other Taxes & Social Security Costs	2,935	2,669
Accruals	3,924	1,861
	£39,652	£6,058

15. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total 2023	Total 2022
	£	£	£	£
Fixed Assets	7,341	-	7,341	10,414
Stocks	-	-	-	394
Debtors	34,379	12,480	46,859	5,367
Cash at Bank and In Hand	132,323	1,386	133,709	128,378
Creditors – Amounts Due Within 1 Year	(35,076)	(4,576)	(39,652)	(6,058)
	£138,967	£9,290	£148,257	£138,495

16. Analysis of Charitable Funds

	Fund at 1 April 2022	Incoming Resources in Year	Resources Expended in Year	Fund at 31 March 2023
	£	£	£	£
Unrestricted Funds				
General Funds	98,495	222,104	(231,632)	88,967
Designated Funds – Future Projects	40,000	14,795	(4,795)	50,000
Total Unrestricted Funds	138,495	236,899	(236,427)	138,967
Restricted Funds				
Coventry City Council / Without Walls - Ancient Futures	-	20,000	(17,261)	2,739
Anansi Theatre Company / Arts Council England – Anansi PG	-	27,000	(23,148)	3,852
Jamie Fletcher / Arts Council England / Sheffield Theatres - Trans Musical	-	17,799	(15,100)	2,699
Total Restricted Funds	-	64,799	(55,509)	9,290
Total Funds	£138,495	£301,698	£(291,936)	£148,257

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

16. Analysis of Charitable Funds (Cont.)

Name of Designated Fund	Description, Nature & Purpose of the Designated Fund
Future Projects Fund	Towards the cost of future projects contributing strongly to Unlimited's charitable purpose, including an anniversary celebration programme which will happen in September 2023.
Name of Restricted Fund	Description, Nature & Purpose of the Restricted Fund
Coventry City Council / Without Walls - Ancient Futures	Towards the cost of Ancient Futures
Anansi Theatre Company / Arts Council England – Anansi PG	Towards the cost of Anansi The Spider
Jamie Fletcher / Arts Council England / Sheffield Theatres - Trans Musical	Towards the cost of In Good Time, a trans musical

17. Related Party Transactions

The charity has a close working relationship with Arts Council England which is a registered charity and has provided significant project funding which enables the charity to carry out its charitable objectives. In total, grant funding of £169,176 (2022: £169,176) from Arts Council England was recognised in the year.

At 31 March 2023, £Nil was owing from Arts Council England (31 March 2022: £Nil).

18. Taxation

The company is a registered charity and no provision is considered necessary for taxation.

**NO SIZE FITS ALL PRODUCTIONS LIMITED
TRADING AS UNLIMITED THEATRE
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2023**

19. Financial Commitments

No material financial commitments have been made in respect of future financial periods.

20. Company Limited by Guarantee

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are currently 5 members of the company (2022 - 6 members).