

**Company Registration No. 09676458**

**Registered Charity No. 1162870**

# **TRANSFORM THEATRE PROJECTS**

**(A COMPANY LIMITED BY GUARANTEE)**

## **REPORT AND ACCOUNTS**

**For the year ending 31 March 2022**



**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT**  
*For the year ended 31 March 2022*

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 2022.

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered charity name</b>	Transform Theatre Projects
<b>Charity registration number</b>	1162870
<b>Company registration number</b>	09676458
<b>Registered office</b>	Leeds Playhouse, Playhouse Square, Quarry Hill, Leeds, LS2 7UP
<b>Trustees</b>	

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 Transform Theatre Projects during the year and to the date of signing this report are as follows:

Sheena Wrigley	Resigned 2 July 2021
Jane Bhoyroo	Appointed 2 July 2021
Robin Hawkes	Resigned 21 September 2021
Toni Dee Paul	
Ben Walmsley	
Nicholas Dyson	Appointed 14 December 2021
Nadine Patel	Appointed 16 December 2021
Rachael Drew	
Ingrid Marvin	

<b>Independent Examiner</b>	Mr P O'Hara FCA, 4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG
-----------------------------	---

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

Transform was originally established by West Yorkshire (now Leeds) Playhouse in 2011. Setting out to reimagine what theatre can look like and what it can do, the annual Transform festivals took place across the theatre building and outside its doors in a range of sites and spaces. Transform has now evolved as an independent organisation with a local and global outlook.

Transform Theatre Projects is a charitable company limited by guarantee, incorporated on 8 July 2015 and registered as a charity on 28 July 2015.

# **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

## **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

### **STRUCTURE, GOVERNANCE AND MANAGEMENT (Continued)**

#### **Governing Documents (Cont.)**

It was established under the Memorandum of Association that established its objects and powers and is governed under its Articles of Association.

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**

Transform Theatre Projects' charitable objects are the advancement of education in the understanding and appreciation of the contemporary arts for the public benefit through the promotion of theatre, performance, dance, visual, media, music and other arts.

#### **Structure and Governance**

The charity currently has a Board of 7 non-executive Trustees.

The Board meets a minimum of four times per year and, additionally, holds an annual awayday.

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

#### **Recruitment and Appointment of Board of Trustees**

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.

#### **Trustee Induction and Training**

New Trustees are inducted by the Chair of the Board and Creative Director and are provided with a range of resources to support their understanding of Transform Theatre Projects activities.

#### **The Charity's grant making policies**

The charity does not currently engage in grant-making activity.

#### **The contribution of volunteers**

The charity makes use of volunteers within its festivals and to support its activities.

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT**  
*For the year ended 31 March 2022*

**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.

The Trustees aim to firstly hold a level of unrestricted Reserves which enables the charity to have sufficient financial resources to meet various liabilities which would crystallise if Transform Theatre Projects were unable to attract funding and/or it were unable to continue operating.

At present, the Trustees estimate that the Unrestricted Reserves required for such purposes amount to approximately £25,000.

If possible, the Trustees then aspire to retain an additional allowance of £25,000 to enable the charity to respond flexibly to issues or appropriate initiatives which might be identified outside of its annual budgeting process.

The required level of Reserves is therefore £50,000. The charity's Unrestricted Funds at 31 March 2022 are £63,805. Free Reserves, defined as non-designated Unrestricted Fund, minus the value of Tangible Fixed Assets, are £62,304, which the Trustees believe is sufficiently close to the aspirational level whilst providing a small degree of additional contingency.

This policy will be reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

**OBJECTIVES AND ACTIVITIES**

**Vision & Mission**

Transform is an engine room for powerful performance. We create exhilarating international festivals and work year-round to catalyse future-gazing artists and creatives to reimagine what theatre can be.

We bring bold, brave, vivid & socially-conscious international performance to the Leeds City Region and beyond.

Our vision is to shift perceptions of what theatre can look like and represent in the Leeds City Region and across the North. We enable artists and creative people to take their agency to a new level and create remarkable, internationally resonate performance.

Originally established by Leeds Playhouse (then West Yorkshire Playhouse) as a venue-based festival, Transform became an independent organisation in 2015. The mission was to make room for an ambitious, city-wide and international theatre festival for Leeds, whilst developing an ongoing engine room for the next wave of theatre in the North.

# **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

## **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

### **OBJECTIVES AND ACTIVITIES (Continued)**

#### **Vision & Mission (Cont.)**

Transform is guided by the following principles;

##### **BOLD**

- Creating bold, powerful performance & festivals
- Trusting in daring artists
- Ambitious in vision & reach

##### **BRAVE**

- Striving to do what others might be afraid to do
- Transporting artists & audiences into new creative territory
- Appetite to explore & understand the world today

##### **VIVID**

- Promoting extraordinary performance at the intersection of artforms
- Creating electric, imaginative experiences in different contexts & locations

##### **SOCIALLY-CONCIOUS**

- Believing in the change-making potential of performance
- Ensuring people can discover their agency and create culture relevant to them
- Equity-centred and inclusive, creating supportive conditions for creative risk-taking

#### **Aims & Objectives**

Transform focuses on the following activities and priorities:

- Producing biennial international festivals of performance taking place in iconic and undiscovered sites and spaces across Leeds
- Commissioning and co-producing productions by remarkable artists from across the North of England and beyond, premiering at Transform festivals and then touring nationally and internationally
- Supporting the next wave of bold performance makers in the North to develop their practice and create new performance
- Supporting a collective of young curators and creatives from across the Leeds City Region, encouraging them to develop and create performance on their terms
- Involvement in networks and consortium projects that further international performing arts development – including Creative Europe network Festivals of the Future and the Horizon international showcase
- Occasionally producing special events and one-off projects that align with the company vision and mission

# **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

## **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

### **OBJECTIVES AND ACTIVITIES (Continued)**

#### **Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2006, 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.

#### **Principle 1 - There must be an identifiable benefit, or benefits**

Transform Theatre Projects' artistically exciting work includes people of all backgrounds, including young people and traditionally excluded communities, who work with artists to create performance led by their ideas and world views. The programming of Transform Theatre Projects embraces the ethos of its home city, Leeds, and supports the next generation, with a focus on supporting artists with protected characteristics. The work is intellectually and emotionally stimulating for audiences and participants.

#### **Principle 2 - Benefit must be to the public, or a section of the public**

Engagement in Transform Theatre Projects productions is open to people of all backgrounds who want to benefit and be part of the experience, with a developed focus on young people and traditionally excluded communities. Transform Theatre Projects work reflects an ongoing interrogation of the city and world we live in today, through co-created practice and an interrogation of critical themes. The charity connects across borders and brings the world to Leeds through international programming and projects, whilst also connecting to diverse communities within the Leeds City Region. Furthermore, the charity has an aim to programme and present performance with an intersectional and inclusive focus

Transform Theatre Projects' beneficiaries are therefore entirely appropriate to its aims and the public as a whole benefits from its work. All of these benefits are clear, evidenced and relate directly to Transform Theatre Projects' aims. In addition, the Trustees do not consider that any significant detriment or harm flows from Transform Theatre Projects' work.

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT**  
*For the year ended 31 March 2022*

**OBJECTIVES AND ACTIVITIES (Continued)**

**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.

Transform Theatre Projects has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- 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.

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place.

The Trustees consider the key risks facing the charity at this time to be the financial risks arising if the organisation is unable to attract sufficient funding to realise its planned projects and productions to the scale and quality to which the organisation aspires.

The Trustees consider that the COVID-19 risk continues to pose a specific risk to the charity, in respect of the successful delivery of festivals and activities and with regards to financial sustainability. The Trustees are satisfied that an appropriate risk mitigation plan is in place and are taking initiative to support staff to regularly review creative and fundraising scenario planning to mitigate against the ongoing repercussions of the pandemic.

Finally, the relatively modest scale of the organisation leaves it vulnerable to the temporary absence or permanent loss of key team members.

The Trustees have managed the potential impact of these risks by ensuring that:

- Prudent budgets have been set for the next financial year
- The charity maintains a low cost base
- Regular management accounts are being introduced, showing the performance against budget
- 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
- Income generation plans in place in order to develop core funding streams for the organisation, enabling the charity to engage permanent staff members

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT**  
*For the year ended 31 March 2022*

**ACHIEVEMENTS AND PERFORMANCE**

**Summary of the main achievements of the charity during the year**

2021/2022 represented a period of organisational recovery and creative revitalisation for the charity, within a continued pandemic context. The period spanned creative development and commissioning, artist development and co-creation, encompassed a range of network activities and consortium projects, and included the realisation of an ambitious, international festival programme in venues and locations across Leeds. The year also enabled a phase of organisational growth and expansion, and included board development and the introduction of new key roles.

**TRANSFORM 21-22**

Due to the impacts of the pandemic, Transform festival had been postponed from April 2021 and the staff and Trustees decided to utilise the pandemic as an opportunity to undertake a reinvention of the festival model as we know it, with a focus on extending and reimagining tried and tested formats. This presented an opportunity to not only mitigate the ongoing impacts of the pandemic but to explore new and innovative programming and delivery formats.

Transform 21-22 was an extended 'festival for our times' exploring sustainability and care and exploring new approaches to audience engagement and artistic programming. The extended festival format commenced in October 2021 with a co-production with Manchester based company Quarantine. This new large-scale durational production '12 Last Songs' involved 32 residents (including a plumber, drone pilot, bodybuilder and various other workers) undertaking a shift on stage at Leeds Playhouse, as part of an epic production celebrating the exceptional in everyday people.

The festival saw audience travel to major venues (including Northern Ballet and Yorkshire Dance), a busy shopping centre, an epic warehouse, clubs and online to experience ground-breaking performance by artists including Jaha Koo (South Korea), Nadia Beugré (Ivory Coast) and The Grief Series (UK).

Supported by Leeds 2023 there was a focus on developing environmentally responsible international collaborations, seeing artists embedded within communities in Leeds before travelling to partners in other UK locations and including a digital commissioning collaboration with MEXA (Brazil).

The festival included new commissions, visiting international shows, residencies and special events and continued through until March 2022.

The full-scale extended engaged a total of 136 creatives, 294 participants, 40 volunteers, 40 partners and c10,000 audiences.



## **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

### **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

## **ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

#### **ARTIST DEVELOPMENT**

Transform continued a focus on supporting regional contemporary theatre and performance makers to develop their practice and create new work, which included commissioning Leeds based company The Grief Series to develop an ambitious project engaging passers by in a cathartic installation exploring loss.

We also reenergised our focus on supporting earlier career regional artists to take steps forward in their careers, this included commissioning Lua Bairstow (in partnership with Bradford Producing Hub), and Leeds based artist Sam Lanchin to develop new performance works and undertake works in progress at Leeds Playhouse and The Holbeck. Local artists Kit Gale, Tessa Parr, Vee Dagger, MoMa and Bakani Pick-up Company were supported to develop short performances and interventions to be later presented at the festival closing event.

#### **CO-CREATION**

Our focus on exploring ways to open up festival curation and creative models continued and expanded in the lead-up to Transform 21-22, with a particular focus on working with a younger generation in the Leeds City Region.

We worked closely with a diverse group of 6 young curators, who were supported to see performance and connect with a variety of artists and creative professionals within and beyond the organisation.

The curators were part of a creative development programme where they met and worked with artists including Sh!t Theatre (UK), Tunde Adefioye (Belgium) and Samara Hesch (Australia) and then were invited to conceive and lead on a research and development process, where they chose to invite Icelandic artist Ásrún Magnúsdóttir and young people from Iceland to collaborate with them and communities in Leeds.

This involved the young curators working with Ásrún to develop a week of creative programming at Leeds City College and across the city. The co-creation and participation activities involved 70 young people up until March 2022 and a variety of partners including Leeds City College, Getaway Girls, Shine and LS14 Trust.

We introduced a new Producer (Creative People) role into the organisation to explore expanding our co-creation methodologies with young people, who worked closely with Project Manager Tshayi Hercules.

We also worked with evaluator Dr Roz Stewart-Hall on research and evaluation around opening up festival decision-making models to a broader range of voices.

## **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

### **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

## **ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

#### **HORIZON SHOWCASE**

Together with our partners Battersea Arts Centre, Dance4, Fierce, GIFT and MAYK we delivered an online international showcase in August 2021.

We supported 16 England based artists to develop their international connections and touring opportunities, through an ambitious online showcase reaching 350 virtual delegates. As part of the process, Transform supported artist and London-based theatre maker Rachel Mars to undertake a residency at Testbed Leeds, Manchester-based mandla rae to present an online version of their production 'As British as a Watermelon' at Contact, Manchester, and worked with live artist Katy Baird to undertake a residency at Square Chapel in Halifax.

Following the virtual showcase we undertook evaluation and planning with the consortium, towards an in-person edition of the showcase as part of the Edinburgh festivals in August 2022.

#### **NETWORKS**

We continued an online format for our Creative Europe network 'Festivals of the Future', which continued to focus on supporting founder and female led festivals to develop organisational sustainability.

We also co-led an online programme with the Goethe Institute, London supporting innovative European festivals to reflect on the challenges they faced during the pandemic. As part of this process, we facilitated an in person international residency at Performing Arts Forum in France, bringing international artists and festival leaders together to reflect upon and explore new models of festival making. Transform nominated Lebanese artist Petra Serhal for inclusion in the residency.

#### **ORGANISATION**

Overseen by Creative Director Amy Letman, together with Producer Ali Ford, the Transform team continued to grow and we introduced a series of key roles to support the realisation of Transform 21-22, including an Assistant Producer role designed for an early-career professional.

The period also included an office move to a more suitable space for a larger team within existing creative workspace Mabgate Mills, which opens up an opportunity to utilise a workspace for meetings and residencies in future.

We undertook board development and introduced a new Chair, Jane Bhoyroo, to succeed founding Chair Sheena Wrigley, and welcomed two new Trustees, Nadine Patel and Nicholas Dyson, who bring expertise in international relations, environmental sustainability, business and governance.

# **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

## **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

### **ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

#### **Financial Review**

The out-turn for the year is an unrestricted surplus of £35,380 (2022: surplus of £4,421).

The Trustees consider the financial performance of the charity to be satisfactory.

### **PLANS FOR FUTURE YEARS**

The Creative Director has proposed key aims and projects for the next year, which have been agreed by the Trustees and include:

#### **Co-Creation & Artist Development**

Continuation and consolidation of our artist development and co-creation approaches, with a particular focus on integrating these programmes with our international focus more deeply and preparation for a series of artist centred and young people's led projects for Transform 23.

#### **Horizon Showcase**

Delivery of an ambitious international performing arts showcase at the Edinburgh Festivals in August 2022, together with our consortium partners and supporting theatre, performance and dance artists across England.

#### **Transform 23**

A period of research, development, commissioning and programming towards our next biennial festival, Transform 23 (planned for October 2023).

#### **Organisational Development**

A period of consolidation and further recruitment to develop the organisation, and a focus on developing methodologies and new policies in access, inclusion and environmental sustainability.

# **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

## **TRUSTEES' REPORT**

*For the year ended 31 March 2022*

### **RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of Transform Theatre Projects 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).

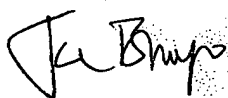
Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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.

Signed on behalf of the Trustees



**Jane Bhoyroo**

**Trustee**

**Company Registration Number 9676458**

**1 September 2022**

## **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF TRANSFORM THEATRE PROJECTS LIMITED FOR THE YEAR ENDED 31 MARCH 2022**

I hereby report to the Trustees/Members of Transform Theatre Projects (Charity Registration Number 1162870) on the accounts for the year ended 31 March 2022 set out on pages 14 to 26.

### **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.

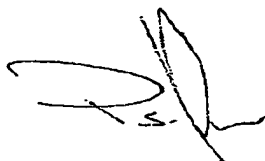
### **Independent Examiner's Statement**

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

1 September 2022

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
<b>Income</b>					
Income from Grants, Donations & Legacies	3	1,044	381,039	382,083	84,000
Income from Charitable Activities	4	34,336	-	34,336	6,817
Other Income	5	-	-	-	3,799
<b>Total Income</b>		<b>35,380</b>	<b>381,039</b>	<b>416,419</b>	<b>94,616</b>
<b>Expenditure</b>					
Expenditure on Raising Funds	6	-	1,100	1,100	6,680
Expenditure on Charitable Activities	7	-	365,964	365,964	54,499
<b>Total Expenditure</b>		<b>-</b>	<b>367,064</b>	<b>367,064</b>	<b>61,179</b>
<b>Net Income/(Expenditure)</b>	8	<b>35,380</b>	<b>13,975</b>	<b>49,355</b>	<b>33,437</b>
Balance brought forward		28,425	99,350	127,775	94,338
<b>Balance carried forward</b>	13	<b>£63,805</b>	<b>£113,325</b>	<b>£177,130</b>	<b>£127,775</b>

The notes on pages 16 to 26 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.

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**STATEMENT OF FINANCIAL POSITION/BALANCE SHEET**  
**AS AT 31 MARCH 2022**

	Notes	31 March 2022 £	31 March 2021 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	10	1,501	901
<b>Current Assets</b>			
Debtors	11	72,832	25,833
Cash At Bank & In Hand		199,059	131,707
		<b>271,891</b>	<b>157,540</b>
<b>Creditors – Amounts Falling Due Within 1 Year</b>	12	(96,262)	(30,666)
<b>Net Current Assets/(Liabilities)</b>		<b>175,629</b>	<b>126,874</b>
<b>Total Net Assets</b>	13	<b>£177,130</b>	<b>£127,775</b>
<b>Represented by:</b>			
Unrestricted Reserves	13, 14	63,805	28,425
Restricted Reserves	13, 14	113,325	99,350
		<b>£177,130</b>	<b>£127,775</b>

The notes on pages 16 to 26 form part of the financial statements.

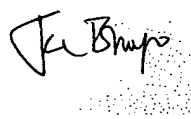
The Trustees are satisfied that for the year ended 31 March 2022 the charity was entitled to exemption under section 477(2) of the Companies Act 2006.

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 1 September 2022.**



**Jane Bhoyroo, Chair/Trustee**  
**Company Registration Number 09676458**

**TRANSFORM THEATRE PROJECTS  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1. Accounting Policies**

These financial statements have been prepared on the historical cost basis and in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the revised Statement of Recommended Practice (SORP 2005) "Accounting and Reporting by Charities".

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

**Taxation Status**

Transform Theatre Projects Limited is a Charity registered under the 1960 Charities Act and is accorded exemption from liability to taxation on its income under S505 Income and Corporation Taxes Act 1988.

**Going Concern**

There are no material uncertainties about the charity's ability to continue.

**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.

**Cash Flow Statement**

The Directors have taken advantage of the provisions of the Financial Reporting Standard Number 1, which exempts small entities from the need to prepare a cash flow statement.

**Fund Accounting**

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity.

Designated funds are unrestricted funds earmarked by the trustees for specific purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor.



# **TRANSFORM THEATRE PROJECTS (A COMPANY LIMITED BY GUARANTEE)**

## **NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

### **1. Accounting Policies (Cont.)**

#### **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. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material.
- 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.
- Other income is accounted for when receivable.

#### **Expenditure**

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

#### **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 year of the lease.

**TRANSFORM THEATRE PROJECTS  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1. Accounting Policies (Continued)**

**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 & Office Equipment                      - 33% per annum straight line

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

**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**

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

**Pensions**

Transform Theatre Projects contributes to a defined contribution pension scheme. Further details can be found in Note 9.

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.

**2. Legal Status**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees.

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**3. Income – Grants, Donations & Legacies**

	Unrestricted Funds £	Restricted Funds £	2022 £	2021 £
<b>Grant Income</b>				
Arts Council England (ACE) – Hyper-Local Collaborations	-	-	-	49,000
ACE – Slow Festival	-	70,587	70,587	-
ACE via Jamal Gerard - Jumbie	-	25,207	25,207	-
Backstage Trust	-	-	-	10,000
Creative Europe	-	35,000	35,000	-
D'Oyly Carte Trust	-	-	-	3,000
Esmee Fairbairn Foundation	-	35,000	35,000	-
Fenton Arts Trust	-	3,400	3,400	-
Foyle Foundation	-	20,000	20,000	-
Garfield Weston Foundation	-	20,000	20,000	-
Leche Trust	-	-	-	2,000
Leeds 2023	-	50,000	50,000	-
Leeds City Council - art@leeds	-	5,511	5,511	-
Leeds City Council - art@leeds ARG	-	3,000	3,000	-
Restart				
Leeds City Council/Leeds Inspired - The Collective	-	-	-	10,000
Leeds Theatre Trust Co-Production Funds	-	20,000	20,000	-
Liz & Terry Bramall Foundation	-	10,000	10,000	10,000
Paul Hamlyn Foundation	-	83,334	83,334	-
	-	<b>381,039</b>	<b>381,039</b>	<b>84,000</b>
 Donations	 1,044	 -	 1,044	 -
	<b>£1,044</b>	<b>£381,039</b>	<b>£382,083</b>	<b>£84,000</b>

The 2021 total of £84,000 was wholly attributable to Restricted Funds.

**TRANSFORM THEATRE PROJECTS  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

**4. Income from Charitable Activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022</b>	<b>2021</b>
	£	£	£	£
Box Office, Commissions & Fees	34,336	-	34,336	6,817
	<b>£34,336</b>	<b>£-</b>	<b>£34,336</b>	<b>£6,817</b>

The 2021 total of £6,817 was wholly attributable to Unrestricted Funds.

**5. Other Income**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022</b>	<b>2021</b>
	£	£	£	£
Theatre Tax Relief	-	-	-	3,799
	<b>£-</b>	<b>£-</b>	<b>£-</b>	<b>£3,799</b>

The 2021 total of £3,799 was wholly attributable to Unrestricted Funds.

**6. Expenditure on Raising Funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022</b>	<b>2021</b>
	£	£	£	£
Fundraising Consultancy	-	1,100	1,100	6,680
	<b>£-</b>	<b>£1,100</b>	<b>£1,100</b>	<b>£6,680</b>

The 2021 total of £6,680 was wholly attributable to Restricted Funds.

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**7. Expenditure on Charitable Activities**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>2022 £</b>	<b>2021 £</b>
<b>Direct Costs</b>				
Programme/Project Costs	-	234,806	234,806	14,726
<b>Support Costs</b>				
Salaries & On Costs	-	105,267	105,267	30,410
Office & Administration Costs	-	19,827	19,827	6,013
<b>Governance Costs</b>				
Board Meeting Costs	-	1,416	1,416	410
Independent Examiner's Fees	-	900	900	450
Legal & Professional Costs	-	888	888	-
Other Accountancy & Book-keeping Costs	-	2,860	2,860	2,490
	<b>£-</b>	<b>£365,964</b>	<b>£365,964</b>	<b>£54,499</b>

Of the 2021 total of £54,499, £6,195 was attributable to Unrestricted Funds and £48,304 to Restricted Funds.

**8. Net Income/(Expenditure)**

	<b>2022 £</b>	<b>2021 £</b>
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation of owned Fixed Assets	667	225
Independent Examiner's Fees	900	450
Independent Examiner's Fees – Other Services	1,410	2,490

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**9. Staff Costs & Trustees' Remuneration**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Gross Salary Costs	99,053	29,767
Employer's National Insurance	4,102	-
Employer's Pension Contributions	2,112	643
	<b>£105,267</b>	<b>£30,410</b>

No employee received remuneration of more than £60,000 during the year (2021 - Nil).

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

	<b>2022</b>	<b>2021</b>
	<b>No</b>	<b>No</b>
Artistic Production and Support	4	2

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 2022 Transform Theatre Projects 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 2022 (2021: £Nil).

No remuneration has been paid to any Trustees/Directors in the year (2021: £Nil).

£332 travel and subsistence expenses was reimbursed to 2 Trustees in respect of their attendance at meetings and work on behalf of of the charity (2021: £Nil).

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**10. Tangible Fixed Assets**

	IT & Office Equipment £	Total Fixed Assets £
<b>Cost</b>		
At 1 August 2021	2,321	2,321
Additions in year	1,267	1,267
At 31 March 2022	3,588	3,588
<b>Accumulated Depreciation</b>		
At 1 August 2021	1,420	1,420
Charge for year	667	667
At 31 March 2022	2,087	2,087
<b>Net Book Value</b>		
At 31 March 2022	£1,501	£1,501
At 1 August 2021	£901	£901

**11. Debtors**

	2022 £	2021 £
Accrued Income	66,559	25,500
Prepayments	3,111	-
Other Taxes & Social Security Costs	3,117	-
Other Debtors	45	333
	£72,832	£25,833

**12. Creditors – Amounts Falling Due Within 1 Year**

	2022 £	2021 £
Other Taxes & Social Security Costs	-	26
Other Creditors	8,833	969
Trade Creditors	22,068	5,600
Income Received in Advance	-	22,286
Accruals	65,361	1,785
	£96,262	£30,666

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**13. Analysis of Charitable Funds**

	<b>Fund at 1 April 2021 £</b>	<b>Incoming Resources in Year £</b>	<b>Resources Expended in Year £</b>	<b>Fund at 31 March 2022 £</b>
<b>Unrestricted General Fund</b>	<b>28,425</b>	<b>35,380</b>	<b>-</b>	<b>63,805</b>
<b>Restricted Funds</b>				
Arts Council England (ACE) – Slow Festival	-	70,587	(20,587)	50,000
ACE via Jamal Gerard - Jumbie	-	25,207	(25,207)	-
ACE - Hyper-Local Collaborations	49,000	-	(49,000)	-
ACE – T21 Development	16,000	-	(16,000)	-
Backstage Trust - The Collective	10,000	-	(10,000)	-
Creative Europe	-	35,000	(30,000)	5,000
D'Oyly Carte Trust - The Collective	3,000	-	(3,000)	-
Esmée Fairbairn Foundation	-	35,000	(30,000)	5,000
Fenton Arts Trust	-	3,400	(3,400)	-
Foyle Foundation	-	20,000	(20,000)	-
Garfield Weston Foundation	-	20,000	(5,000)	15,000
Leche Trust - Next Wave	1,350	-	(1,350)	-
Leeds 2023	-	50,000	(50,000)	-
Leeds City Council - art@leeds	-	5,511	(5,511)	-
Leeds City Council - art@leeds ARG	-	3,000	(3,000)	-
Restart	-	-	-	-
Leeds City Council/Leeds Inspired - The Collective	10,000	-	(10,000)	-
Leeds Theatre Trust – Co-Production Funds	-	20,000	(20,000)	-
Liz & Terry Bramall Foundation - The Collective	10,000	10,000	(10,000)	10,000
Paul Hamlyn Foundation	-	83,334	(55,009)	28,325
<b>Total Restricted Funds</b>	<b>99,350</b>	<b>381,039</b>	<b>(367,064)</b>	<b>113,325</b>
<b>Total Funds</b>	<b>£127,775</b>	<b>£416,419</b>	<b>£(367,064)</b>	<b>£177,130</b>



**TRANSFORM THEATRE PROJECTS  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**13. Analysis of Charitable Funds (Cont.)**

<b>Name of Restricted Fund</b>	<b>Description, Nature &amp; Purpose of the Restricted Fund</b>
ACE via Jamal Gerard - Jumbie	Towards the costs of Jumbie
Arts Council England - Hyper-Local Collaborations	Towards the cost of Hyper-Local Collaborations
Arts Council England – T21	Towards the costs of Transform 21 development
Arts Council England (ACE) – Slow Festival / Leeds CC art@leeds / Leeds CC art@leeds ARG Restart	Towards the costs of Transform 21/22 and associated core costs
Backstage Trust / D'Oyly Carte Trust / Leeds City Council - Leeds Inspired / Liz & Terry Bramall Foundation	Towards the costs of The Collective
Creative Europe	Towards the costs of Festivals Of The Future
Esmee Fairbairn Foundation	Towards the costs of artist development
Fenton Arts Trust	Towards the costs of artist development for early career Northern artists
Foyle Foundation	Towards the cost of commissioning and the Trailblazing Performance strand of Transform 21/22 and associated core costs
Garfield Weston Foundation	Towards the cost of The Collective and core costs
Leche Trust	Towards the costs of Next Wave
Leeds 2023	Towards the cost of the Engine Room and Trailblazing Performance strands of Transform 21/22
Leeds Theatre Trust – Co-Production Funds	Towards the costs of co-production work during Transform 21/22
Paul Hamlyn Foundation	Towards the cost of festival development

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**14. Analysis of Net Assets between Funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Tangible Fixed Assets	1,501	-	1,501	901
Debtors	12,539	60,293	72,832	25,833
Cash at Bank and In Hand	49,765	149,294	199,059	131,707
Creditors – Amounts Due Within 1 Year	-	(96,262)	(96,262)	(30,666)
	<b>£63,805</b>	<b>£113,325</b>	<b>£177,130</b>	<b>£127,775</b>

**15. Related Party Transactions**

There were no transactions in the year with related parties, such as are required to be disclosed under the Financial Reporting Standard for Smaller Entities (Effective April 2008) (2021: Nil).

**16. Financial Commitments**

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

**17. 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 6 members of the company (2021: 6 members).

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**YEAR ENDED 31 MARCH 2022**

**MANAGEMENT INFORMATION – The following pages do not form part of the statutory accounts**

**TRANSFORM THEATRE PROJECTS  
(A COMPANY LIMITED BY GUARANTEE)  
DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2022**

	Year to 31 March 2022 £	8 Months to 31 March 2021 £
<b>INCOME</b>		
<b>Grant Income</b>		
Arts Council England – Hyper-Local Collaborations	-	49,000
Arts Council England – Slow Festival	70,587	-
Arts Council England via Jamal Gerard - Jumbie	25,207	-
Backstage Trust	-	10,000
Creative Europe	35,000	-
D'Oyly Carte Trust	-	3,000
Esmee Fairbairn Foundation	35,000	-
Fenton Arts Trust	3,400	-
Foyle Foundation	20,000	-
Garfield Weston Foundation	20,000	-
Leche Trust	-	2,000
Leeds 2023	50,000	-
Leeds City Council - art@leeds	8,511	-
Leeds City Council/Leeds Inspired		10,000
Leeds Theatre Trust Co-Production Funds	20,000	-
Liz & Terry Bramall Foundation	10,000	10,000
Paul Hamlyn Foundation	83,334	-
	<b>381,039</b>	<b>84,000</b>
<b>Earned Income</b>		
Earned Income - Jumbie	-	6,000
Earned/Box Office Income	34,336	817
<b>Other Income</b>		
Donations	1,044	-
Theatre Tax Relief	-	3,799
<b>Total Income</b>	<b>£416,419</b>	<b>£94,616</b>

**TRANSFORM THEATRE PROJECTS**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2022**

<b>EXPENDITURE</b>	<b>Year to 31 March 2022 £</b>	<b>8 Months to 31 March 2021 £</b>
<b>Programme Costs</b>		
Access & Evaluation	7,114	-
Engine Room	20,075	-
Festivals of the Future	2,967	921
The Collective/Future Radicals	18,459	-
Idol	300	600
Jumbie	25,713	6,000
Marketing & PR	41,122	3,647
Other Project Costs	381	650
Production & Operations	35,193	500
Research & Development/Show Seeing	2,227	8
Special Events	16,096	-
Team Fees	28,242	9,080
Trailblazing Performance	40,241	-
	<b>238,130</b>	<b>21,406</b>
<b>Administration and Overheads</b>		
Accountancy/Independent Examination/Payroll	3,760	2,940
Bank Charges & Interest	480	150
Board Costs	1,416	-
Depreciation	667	225
Insurance	2,039	-
Legal & Professional	888	210
Postage & Stationery	629	260
Recruitment & Staff Development	4,280	1,879
Rent	4,289	1,925
Salaries & On Costs	105,267	30,410
Travel & Accommodation	699	4
Sundry Office Costs	4,520	1,770
	<b>128,934</b>	<b>39,773</b>
<b>Surplus/(Deficit) for the year</b>	<b>£49,355</b>	<b>£33,437</b>