

THE RED LADDER THEATRE COMPANY LIMITED

England & Wales · Charity number 1037653

Details

Other names RED LADDER THEATRE COMPANY LIMITED

Status Registered

Legal form Charitable company

Company number [01258679](#)

Registered 1994-05-17

Register [View on the Charity Commission register](#)

Contact

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St. Peters Buildings
York Street
Leeds
LS9 8AJ

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Website www.redladder.co.uk

Activities

Objects: TO PROMOTE, MAINTAIN, IMPROVE AND ADVANCE EDUCATION PARTICULARLY BY THE PRODUCTION OF EDUCATIONAL PLAYS AND THE ENCOURAGEMENT OF THE ARTS OF DRAMA, MIME, DANCE, SINGING AND MUSIC.

Activities: National Touring Theatre Company

Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** People Of A Particular Ethnic Or Racial Origin

Geography

- Northern Ireland
- Scotland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£315,454	£362,728	-	-
2024-03-31	£366,417	£340,998	-	-
2023-03-31	£249,775	£254,321	-	-
2022-03-31	£231,964	£251,496	-	-
2021-03-31	£219,998	£212,933	-	-

Trustees

Name	Role	Appointed
Fiona Ann Gell	Chair	2021-05-10
Anna Camilla Turzynski		2021-06-27
Catherine Ann Brennan		2021-06-27
Coralie Datta		2025-05-09
Jacqueline Dawn Cameron		2025-05-09
Janet Rachel Alexander		2026-01-19
Martin Robert Abbott Plock		2025-05-09
Paul Daniel Robinson		2025-05-09
Paul Graham-Bell		2025-05-09
Richard Bonham		2023-02-28
Richard Douglas Rhodes		2025-05-09
Tyler Pickles		2025-05-09

THE RED LADDER THEATRE COMPANY LIMITED

England & Wales - Charity number 1037653

Accounts

Red Ladder Theatre Company Limited (The)

Charity number 1037653

A company limited by guarantee number 01258679

Annual Report and Financial Statements for the year ended 31 March 2025



Red Ladder Theatre Company Limited (The)

Annual Report and Financial Statements for the year ended 31 March 2025

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Prepared by West Yorkshire Community Accountancy Service CIO

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2025

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Emma McDowell	Co-Chair	Resigned 14 October 2024
Fiona Gell	Co-Chair	
Janet Alexander	Vice Chair	Resigned 20 January 2025
Catherine Brennan		
Dick Bonham	Co-Chair	Elected Co-Chair December 2024
Craig Jefferies		Resigned 6 December 2024
Richard Lee		Resigned 14 October 2024
Beccy Owen		
Anna Turzynski		
Dawn Cameron		Appointed 9 May 2025
Coralie Datta		Appointed 9 May 2025
Paul Graham-Bell		Appointed 9 May 2025
Deborah Kelly		Appointed 9 May 2025
Tyler Pickles		Appointed 9 May 2025
Martin Plock		Appointed 9 May 2025
Richard Rhodes		Appointed 9 May 2025
Paul Robinson		Appointed 9 May 2025

Company Secretary Chris Lloyd

Charity number 1037653 Registered in England and Wales

Company number 01258679 Registered in England and Wales

Registered and principal address	Bankers	
3 St Peters Building	Triodos Bank UK Ltd	The Co-operative Bank
York Street	Deanery Road	19/20 Commercial Street
Leeds LS9 8AJ	Bristol, BS1 5AS	Leeds LS1 6AL

Independent examiner

Simon Bostrom FCIE

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

GOVERNANCE & MANAGEMENT

Structure of governance, recruitment of Trustees and the Charity's objects

The charity is a company limited by guarantee and was formed on 17 May 1976. It is governed by a memorandum and articles of association as amended by special resolution 20 January 1994 and 5 November 2015 and amended by resolution on 14 April 2025. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The management of the company is the responsibility of the Management Committee members who are elected and co-opted under the terms of the company's governing documents. One third of the directors/trustees retire annually by rotation and are eligible for re-election. The constitution of the Committee is regularly reviewed and new appointments made after discussions regarding suitability for the specific needs of the company. The Company is established to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefore provided that all objects of the Company shall be of a charitable nature.

The following information is made publicly available on their dedicated governance pages (redladder.co.uk/about/governance) to act as a resource for current and prospective trustees.

- Details of the RLTC governing document & copy of articles of association
- Role description for trustee & code of conduct
- Links to key company policies
- Staff & Board Member biographies (Meet The Team)
- Contact details for prospective board members to hear more
- Additional Charity governance resources
- Link to RLTC Charity Commission Report
- Link to The Essential Trustee (CC3), a publication by the Charity Commission detailing main duties of a charity trustee, as well as additional resources providing guidance on public benefit, decision making, annual reports, expenses, conflicts of interest, disagreements and disputes, board recruitment, resignation and removal, digital work and charity governance, finance and resilience, risk management and safeguarding young people
- Link to Charity Governance Code, and Voluntary Action Leeds factsheets
- Glossary of terms

Organisational structure and decision-making

The Trustees meet at least four times a year and are responsible for the strategic direction and policy of the company. The day-to-day responsibility for the company is delegated to the Senior Management Team of Red Ladder Theatre Company which comprises an Artistic Director and an Executive Producer. The company has two Co-Chairs voted on by the Board of Trustees.

All board members are expected to read the papers in advance of board meetings and ask for further information and clarification when deemed necessary. Board meetings currently take place either in person or on video conferencing software or a combination of the two. We aim to be as flexible as possible with meeting times and locations to suit individual's working patterns and commitments. It is also expected that board members will attend shows and support the company and the staff team when needed.

As a registered charity, RLTC board members do not get paid to be on the board. However, the company will reimburse any reasonable expenses (e.g. travel/childcare) incurred by (e.g.) attending board meetings and Red Ladder is committed to covering costs incurred by any additional (e.g. access) needs of prospective and current board members, such as BSL signing services.

In addition to board meetings, there are also a standing board subcommittee: the Finance & Risk Management Planning subcommittee. Board members are invited to take part in this according to their skills and expertise, and also meet with staff members regularly when needed (e.g. for business planning, policy review etc). 2025 will see the board establish a Fundraising sub-group.

Public benefit statement

In setting our objectives and planning our activities our Trustees have given serious consideration to the Charity Commission's general guidance on public benefit.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Trustee roles & responsibilities

Below is an overview of what the Charity Commission sets out as the six main duties for a Trustee of a charity. We have developed below what we believe this to mean in the context of RLTC more specifically:

- Ensuring the charity is carrying out its purposes for public benefit
- Complying with the charity's governing document and the law
- Acting in the charity's best interests
- Ensuring the charity is accountable
- Managing the charity's resources responsibly
- Acting with reasonable care and skill

But we think there are so many other things that are part of being a Red Ladder trustee, such as:

- Coming along to see our shows and events
- Meeting new people and being part of a community
- Thinking big about our future
- Being a vital part of conversations about the theatre
- Using their particular expertise and experience

Induction process for new trustees

Prospective board members may also meet one or more board members in advance, to hear more about what being a Board Member involves and be encouraged to ask further questions. Prospective Board Members are then invited to the next board Meeting as an observer.

On acceptance from both parties the new Board Member will be invited to attend the following Board Meeting, at which they will be voted on to the Board. They will then be issued with a full induction pack, which includes the following information:

- Companies House / Charity Commission recruitment paperwork
- Most recent Trustee's report and annual accounts, and minutes from the last AGM
- Most recent business plan
- Minutes from the last 3 board meetings (incl. latest artistic, fundraising, marketing, press reports)

The Company Secretary will issue the following forms:

- Charities Commission Trustee Eligibility Declaration form.

In addition to the information provided above, it is expected that additional resource and/or information will be needed to accommodate any additional access needs of prospective board members, to be mutually agreed between prospective board members and the existing board on a case-by-case basis. RLTC is also committed to supporting all board members to carry out their duties effectively, e.g. board members will be regularly offered the opportunity to attend board training through a qualified body.

- The role of board members in business planning and executive team management
- Succession planning for executive and governance roles
- Board governance structure succession planning
- Board meetings, agenda, roles 'in the room'
- Communications between board members and staff team
- Expectations and responsibilities of the role

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Summary of governance activity April 2023 – March 2024

Three full board meetings took place between April 2024 – March 2025 and were approximately two hours long. All board meetings were chaired by both the Co-Chairs. All were held on video conferencing software, with (automatically-generated) captions and chat function enabled.

The AGM was held in December 2024 in person.

Minutes from each meeting were generated and signed off by the board at the subsequent board meeting. In addition to the board meetings below, the board also met ad hoc when necessary, including the convening of the subcommittee and working groups (e.g: Finance & Risk Management Subcommittee; Trustee recruitment working group).

Date of board meeting	Type	No. of trustees present
Friday 31 May 2024	Quarterly Board Meeting On Zoom	7
Monday 14 October 2024	Quarterly Board Meeting On Zoom	8
Friday 6 December 2024	AGM	6
Monday 20 January 2025	Quarterly Board Meeting on Zoom	5

Board Recruitment Process

We regularly review our governance structures to ensure they are fit for purpose. In April 2024, the Board comprised a 9-strong team. It was decided that it was an opportune time, having earlier in the year recruited a new Artistic Director, to now think about recruiting new Trustees to bring in fresh ideas and expertise in fields not covered by existing members and to broaden the lived experience represented on the Board. In July the planning process began in earnest and at the beginning of November the recruitment campaign went live. In February 2025, we interviewed and offered places to 8 applicants, all of whom accepted. They are Dawn Cameron, Coralie Datta, Paul Graham-Bell, Deborah Kelly, Tyler Pickles, Martin Plock, Richard D Rhodes and Paul Robinson. During this recruitment period we had resignations, for personal reasons, from Co-Chair Emma McDowell, Craig Jefferies, Richard Lee, Janet Alexander and Beccy Owen. We now have 12 Trustees and a new Co-Chair in existing Board member Dick Bonham.

We thank our departed Trustees for their many years of service to Red Ladder, and we welcome our new Trustees with great excitement, including our youngest ever Trustee, who is 23 years old. The task ahead is to create a strong and cohesive Board which, alongside the fantastic staff team, can take the company forward and celebrate its 60th anniversary in 2028.

Related party relationships

Red Ladder Theatre Company has a strong, positive relationship with Arts Council England, the major funder of Red Ladder. Red Ladder's assigned officer from ACE Yorkshire is regularly kept informed of the artistic direction and ambition of the company and is an occasional observer at Board Meetings. ACE England continues to be extremely supportive of the charity and receives board papers and minutes of Trustee meetings. (See Risk Management - below)

Red Ladder continues to be a core client of Leeds City Council which continues to be fully supportive of the Company's work and is regularly updated on the progress of the Company.

Risk management

The Finance & Risk Management Committee produces an updated quarterly Risk Register which is signed off and presented to the full Board and submitted to the Arts Council. This assesses the major risks to which the company is exposed, in particular those related to the operations and finances of the company and must be satisfied that policies, systems and procedures are in place to mitigate exposure to any major risks.

The Arts Council reviewed Red Ladder's Risk Rating in May 2025 which currently stands at 5, positioning the company comfortably in the Minor Risk Band of 2 – 6.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

There have been no other major incidents to report during this financial period.

The company has comprehensive IT cover both remotely and onsite with virus cover through the server and for all incoming emails and web usage. Red Ladder also backs up server activity locally on an external hard drive that is removed off the premises each day and, also, to the Cloud daily.

The company also has a robust Financial Control Procedures in place.

The Finance & Risk Management Sub-committee also assesses new opportunities and threats, discusses the latest financial figures, adds context and reports to the full board. This has the advantage of crystallising key information for board members and reducing duplication during meetings. This committee consists of five Trustees with a range of skills, knowledge and experience in management accounting and financial matters.

These meetings are chaired by Co-chair, Dick Bonham, supported by the Executive Producer who prepares and circulates monthly cash-flows and updated management accounts to this committee with updated budgets and details of any new opportunities and/or threats that may arise.

Staffing

Red Ladder employed three members of staff on payroll throughout the 2024/2025 financial year; Cheryl Martin (Artistic Director) Chris Lloyd (Executive Producer) and Alice Barber (Creative Producer & Programmer 0.6 FTE).

The Company also engages a Marketing Manager (Ruth Saxton), Press & PR Consultant (Chris Bond) and a Technical Manager (Tom Blackband) – all on a freelance basis.

OBJECTIVES & ACTIVITIES

Red Ladder Vision:

We make theatre about how we live now, and how we hope to live. The world has got to change, and the future is not yet written. The shared experience of theatre is about transformation and imagination, where we can collectively invent a better, kinder, fairer way to be.

Red Ladder Mission:

We make theatre that gives a platform to voices that are rarely heard, and stories that are overlooked. Plays that invite you to lean in, identify, punch the air, laugh with the stranger next to you, cry in the dark, and want to take action.

We make theatre in northern England but our world is huge and we can soar across borders. We are forward-looking, but not forgetful. We are full of heart, humour and big ideas.

We make new plays, empowering, supporting and inspiring writers and theatre artists to tell stories that start on their (often northern, often working class) doorsteps and take radical leaps of imagination, challenging the systems that marginalise and oppress, and make inclusive, inquisitive, embracing, bracing, laughing, crying, thinking, drinking, dancing, singing theatre.

We will go wherever the audience is – to pubs and clubs, to housing estates and to theatres with velvet seats. We'll meet you there, for a good night out that ends with you stepping back out into a world that now feels different, full of possibility, and capable of transformation. And has you singing all the way home.

These principles and aims are the lenses through which we see our entire programme of work and have driven all company activity for the year April 2024 – March 2025. They will continue to guide the direction of the company and inform our trajectory throughout this Arts Council National Portfolio funding period and beyond.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Strategies for achieving objectives

- To harness internal artistic expertise and work with exceptional, innovative collaborators to create relevant, subversive theatre of outstanding quality
- To embed equality and diversity at the heart of all our work as a means to reach and represent diverse audiences of contemporary Britain
- To improve our understanding of different access requirements and prioritise access and inclusivity within our artistic programme wherever possible
- To effectively monitor and increase audience development adapting and recalibrating our strategy as required
- To maintain and strengthen our profile as a national touring theatre company through frequent and strategic studio and mid-scale tours and healthy, positive relationships with key presenting venues
- To nourish new work and create professional and artistic development opportunities for early-career artists or people pushing the boundaries of current theatre practices
- To continue to develop a clear and achievable fundraising model to maximise the impact and sustainability of our work

ARTISTIC PROGRAMME: ACHIEVEMENTS AND PERFORMANCE

Artist Development

Red Ladder supported a wide range of artists from emerging to established and mid-career in their funded research and development projects. This mentoring work is not necessarily aimed at developing Red Ladder co-productions but is a service we have developed with the aim of placing the company at the heart of the artistic community regionally and nationally.

Some artists we offer one off or occasional support to (Rung 1); others, we have longer-standing development relationships with (Rung 2).

Rung 1 Support:

May 2024: JJ Cruickshank & Adam Briggs – theatremakers from Scarborough, forming a new company with queer and non-binary leadership. A sign-posting and advice session, and discussing non-traditional venues in relation to their audience development plans.

May 2024: Rachel Price – working class writer from Cumbria, looking for advice about the next stage of R&D for her show 'Mill Girl', and how to attract ACE funding.

July 2024: Chris Beck – writer and performer recently moved back to his home city of Leeds; advice session about attracting funding from ACE, and suggested plans to R&D his script.

July 2024: Tyler Pickles – writer and performer, Leeds local and recent Leeds Conservatoire graduate; producing advice about staging a rehearsed reading of his play 'Family First'.

Sept 2024: Declan Kelly – new writer and producer, who took Cheryl's writing course. Declan was looking for advice about making his way as a producer; we gave advice about pathways into the profession, answered any questions he had, and introduced him to some local artists.

Oct 2024: Sarah Chapleo – local director with a project called 'Eyes Like Mine', a show focusing on male mental health. We helped Sarah with her ACE application, reading a draft and then meeting to chat through how to improve it.

Nov 2024: Rebs Tully – a comedy performer looking to expand into theatre performance, Rebs sought support in the writing of a DYCP application.

Nov 2024: Avital Raz and Sohail Khan – Yorkshire-based artists looking to get a project about addiction off of the ground; we provided funding advice.

Dec 2024: Paula Boyle – writer and performer who took Cheryl's Acting course; giving advice about the industry in Leeds, and how to launch and manage a project.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

May 2025: Parambir Randhawa – young, aspiring writer who is totally new to the industry. We gave general advice about a career in the industry, how RL works with writers, and ideas for how he can work on his writing whilst also building a sustainable career in Leeds.

Rung 2 Support:

Jaden Adams (Oct 2023 – September 2024) – we saw 'Transparency' by Jaden Adams, a Northern working-class tale of transition. Jaden is a trans man and new to acting, having been a gas engineer for a decade. The show was put together on a shoestring but had huge potential; we supported Jaden to write a funding bid for his next show, 'Unmask'.

Tina Firthlock (from Nov 2023) – Tina is a working-class writer from Leeds who won 8 hours of mentorship with us from imagine if's industry showcase of female writers. She has written a comedy inspired by her experiences as a hoarder, entitled 'Gogh Angel'. Since our initial meeting, Tina has produced a full draft, and received an in-depth dramaturgical feedback session. We will continue to work with Tina to develop her script, including a rehearsed reading in collaboration with Leeds Conservatoire in July.

Policy:

In January 2025, we updated and refreshed our policy with regards to Red Ladder's interactions with writers and artists. This Policy was published on the website and across social media, and is as follows:

Scripts: We commit to reading at least the first ten pages of every script that is sent to us. As a team, we will meet each month to discuss all that we've read, and decide whether we'd like to hear more. If we would, we'll let the writer know, and negotiate a next step. At each subsequent step, the team will decide how or whether to continue– and the artists will have that same choice.

Other Enquiries: If you are looking for some help – for example advice about a project, or in-kind support to add into a funding bid, or simply some advice about the industry – we will also review your enquiry at our monthly meeting. We will set aside a number of 'Coffee Hours' in which we meet with artists to discuss projects and offer advice.

Productions

Sanctuary by Sarah Woods & Boff Whalley – toured September to November 2024

A challenging play launched into a challenging touring climate and only months after racist riots across the UK, Sanctuary engaged audiences on an emotional level. Working with students from CAPA Performing Arts College in Wakefield to form the chorus, the musical explored issues that could have been torn from the headlines during the disturbing preceding summer of riot and resistance in real life – but the writers had penned it 18 months previously. A result of partnerships with Mafwa Theatre (helped with schools workshops on separating myths from reality surrounding refugees in the UK), CAPA and Theatre Royal Wakefield, people who saw it in Autumn 2024 are still coming up to the director in Summer 2025 to testify to how it brought them to tears, reflected their lives, or changed their perspectives.

We're Not Going Back by Boff Whalley– toured in July & October 2024

We're Not Going Back, which had three revival tours financed in part by the Unite the Union, was another Red Ladder show that went straight to the hearts of its audience. Staged for the 40th anniversary of the 1984 miners' strike, it focused on women's involvement in the pit closures and how their lives were forever changed.

In September 2024 three of the original four cast members stepped away from the show, meaning the third leg of the tour in Autumn 2024 had to be re-cast. This resulted in a longer and, therefore, more costly rehearsal process.

Both tours consisted of one- or two-night engagements reflecting the difficulty touring theatre faces currently as venues become more risk averse and guarantees and splits become ever less advantageous to the touring company. For this reason Red Ladder is looking to introduce more innovative plans for the 2025-26 touring production.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Red Ladder Local

The company continued to promote and book shows onto our Wakefield, Barnsley and Leeds circuit of non-traditional venues. The circuit is proving to be popular with audiences across the region with a range of shows attracting regular returners to each venue as well as new attendees. In the financial year covered, the circuit saw 23 performances of 11 different productions; from April – June 2025 it has seen a further 8 performances of 5 different productions.

In Summer '24, an alternative programme brought three new artists to the circuit: Silent Uproar with their feminist punk musical 'Dead Girls Rising', Sam Danson with his solo show 'Bi-topia', and Red Ladder supported Rachel Thorn's 'Me For You'. Autumn 2024 saw seven distinct productions play on the circuit, catering to a range of audiences and featuring a number of topics. Two of these productions were Red Ladder's own: 'We're Not Going Back' and 'Sanctuary'. The others were 'Nightmares' from previous Red Ladder writer Adam Z. Robinson, 'Tones: A Hip Hop Opera' fresh from Summerhall at the Edinburgh Fringe, enchanting family puppetry show 'Dragon', family favourite 'Football Freddie', and 'LASH', also fresh from the Edinburgh Fringe Festival.

The new year kicked off with 'The Dreamtime Fellrunner' at three venues in February, followed by a one-off performance of 'Taylor-Coleridge of Freetown' from Utopia Theatre, 'Pirate Bonnie' from Fidget Theatre, and the thought-provoking 'Talking About the Fire' from Chris Thorpe. Spring 2025 saw the touching solo show 'Troubled', ahead of a run at the Edinburgh Fringe, and Summer 2025 offers a trio of family work: 'Pipes and Poo' from One Tenth Human, 'Robyn Hood' from Fidget Theatre, and 'Rubbish Romeo & Juliet' from the Rubbish Shakespeare Company.

Audiences were surveyed, with 392 responses collected; a higher percentage (17% more) travel the shortest distance category (0-10 miles) than the national average (23% of audiences travelled on foot). Cost was most frequently cited as the main deterrent to seeing theatre, and 90.1% of audiences Agreed/Strongly Agreed with the statement "I had fun".

Participation and Engagement

Sanctuary

Sanctuary was produced in partnership with CAPA Performing Arts College, Wakefield. Participation by CAPA students took two forms:

- Students who trained as facilitators with Mafwa Theatre to create workshops that focussed on separating myths about refugees from reality [10 students].
The students went on to deliver two workshops in schools with Mafwa and Red Ladder as observers.
- Students who performed in Sanctuary as the Chorus.
Teams of 5, 8, and 13 students [for small, medium, and larger tour venues] travelled and performed in Sanctuary throughout the tour

For many of these talented local students, this opportunity represented their first time as part of a professional production. They were performing shoulder to shoulder with professional actors, and learning on the job what a rehearsal room in the industry is like. There were also students taking behind-the-scenes roles, making meaningful contributions to the production as Assistant Producer, Assistant Director, Assistant Technician, Stage Manager and Assistant Choreographers. One of the Stage Managers, a recent CAPA graduate, got her first professional job at Theatre Royal Wakefield (where Sanctuary opened) as a direct result.

Teachers at CAPA also reported that the students who toured with Red Ladder were noticeably more advanced in their studies than their peers.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Courses

Red Ladder offered new (for the company) courses in Writing, Directing, and Acting. There were two writing courses, one in-person and one online, as well as a third online course offered separately with Soroptimist International Leeds for Global Majority women.

The directors and actors worked on monologues and two-handers produced by the two writing courses. It culminated in two private sharings.

The courses sold out almost immediately. One of the directors, Lara Wilson, is Assistant Director for this year's directing course and is directing one of the Red Ladder/Conservatoire Partnership play readings this July (both posts paid). It's hoped that another of the directing course graduates will be hired as movement director for A Proper Merry Christmess. More details of the courses and their results are immediately below.

Learning from the Summer 2024 series of courses has been applied this year, resulting in booking a Quiet Room for every in-person session, and providing support for the Artistic Director when she is delivering those courses.

Entry level Actor Training

Cheryl Martin is experienced in performance, writing and directing, and in July 2024 Cheryl delivered four entry level courses in these disciplines – three in Leeds, and one online. These courses engaged 53 people, culminating in a sharing event where the new performers, directed by new directors, performed pieces of the new writers' scripts. One of the writers who took part, Seeta Wrightson, has been commissioned as co-writer to write Red Ladder's 2025/26 show 'A Proper Merry ChristMess'.

Due to the success of these courses this year (2025) we are opening up the sharing to key stakeholders, industry professionals and friends and family and this is being hosted by Leeds Conservatoire in a purpose built fully accessible performance space.

Since February 2025, we have been supported by an entry-level theatre professional one day a week, enabling them to learn the ropes of a theatre company day-to-day.

Key Developments for Red Ladder Theatre Company

The company continued as a core client of the Arts Council of England and was also successful in applying to Leeds City Council for a Culture Grant as a core client.

Red Ladder Local continues to thrive enabling work to be taken in to non-traditional settings at affordable prices opening up access to culture to many who wouldn't or couldn't access it ordinarily.

With regards to Equality, Diversity and Inclusion, the company is engaging an Access Consultant to advise the company how to remove barriers to engagement at both a practical and organisational level. A concerted effort has been made to engage with and employ artists from a range of lived experience, and methods for collecting and tracking data in this regard are in action with regards to the artists supported through our Artist Development plan, and artists employed with the company.

Collaborations and Partnerships

The Red Ladder Local circuit has continued to cement excellent relations with two hub venues (Wakefield Theatre Royal and Barnsley Civic) which support the scheme through their marketing and box office departments. We have maintained relationships with our host venues on the circuit across West and South Yorkshire (The Grove Hall, The Cluntergate Centre, HOPS, BITMO, St. John's Parish Hall and Queen's Mill) as well as setting up a new relationship with St Bartholomew's Church in Armley, Leeds, where we have now hosted 4 performances. The programming of so much work has kept lines of communication live, and allows us to continually review and improve our processes with regards to these relationships.

During the year the Company has continued to forge strong partnerships with leading educational establishments in the region including Leeds City College, CAPA College, Northern School of Contemporary Dance, Leeds Beckett University and The University of Leeds.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

In particular the relationship with Leeds Conservatoire has really blossomed during 2024/25 and there is a formal partnership launch planned for July 2025. The Conservatoire Partnership is a way for Red Ladder to offer more development to writers who come through the new Artist Development policy.

These relationships are extremely important as Red Ladder plays a part in encouraging students to continue living and working in Leeds after their studies have come to an end.

During the year Red Ladder will be partnering with Leeds based family theatre company, Wrongsemble, to co-produce twin Christmas shows – one for families and one for adult audiences.

A joint New Writing initiative is in the early planning stages, in collaboration with members of the Yorkshire Touring Network: Northern BroadSides, tutti frutti, Mikron and Pilot Theatre.

Future Developments

A Town Called Christmas / A Proper Merry Christmess

Red Ladder is collaborating with fellow Leeds family theatre company, Wrongsemble, to tour together this coming Christmas season. The shows will share cast, set and lighting design and will tour from late November to the end of 2025.

Wrongsemble are re-mounting an existing show, A Town Called Christmas, about a young girl trying to bring the festive spirit to revitalise a town with the help of a grumpy caretaker and a malfunctioning robot and Red Ladder is producing a brand-new show, A Proper Merry Christmess, co-written by Seeta Wrightson (graduate from the Red Ladder 2024 writing course) and Leon Fleming. Set in a dismal garden centre grotto it is the antithesis of a joyful Christmas show – but fun and anarchic and chaotic!

Baking Bad – to be written by Lisa Holdsworth

Baking Bad relates the real-life story of a Leeds woman fighting the effects of Multiple Sclerosis who stumbles across the profound impact that cannabis has on subduing her pain and suffering. The story opens out to Cumbria and Orkney as our protagonist meets other sufferers who have taken to using cannabis, also to combat the effects of MS, and who have turned the baking of brownies infused with cannabis resin in to a cottage industry supplying many sufferers the length and breadth of the UK.

Frequent laughs, frequent run-ins with the police, nosey neighbours and the legal system and frequent despair this is the story of a group of people and their struggle to get Sativex, which is a legal drug which utilises cannabis, available on prescription. While Sativex is available on the NHS for spasticity [one symptom of MS], it is so infrequently prescribed on the NHS as to be virtually impossible to attain, and remains prohibitively expensive through private prescriptions.

Red Ladder's 60th Anniversary - 2028

As our new board member Dawn Cameron reminded us during her recruitment interview, Red Ladder was born in that year of revolutions, 1968. For our 60th, we're planning a gigantic community show: six different segments; for each of our six decades; six writers, one for each; six directors; stage managers, technicians, set and costume designers, choreographers, assistant directors and more – all paid! – with Cheryl directing and supporting the whole. A celebration of all that we have been, pointing towards the future of all that we can be. And it will be glorious.

Courses

Beginning in June 2025, we will repeat our offer of four free-to-access entry level courses: Introduction to Writing (online and in-person), Introduction to Directing, Introduction to Acting. These courses will run as last year, incorporating feedback from participants from the 2024 intake, particularly in the area of accessibility and staffing. Quiet Rooms will be provided as break out/retreat spaces for neurodivergent participants and a second, supporting person will assist course tutor, Cheryl Martin. Another graduate from last year's courses, wheelchair user, Lara Wilson will also support Cheryl during this summer's directing and acting courses.

Red Ladder Local

We are exploring potential relationships in Barnsley District via Barnsley Civic, the Executive Director of which has offered to help us make in-roads with the local community through members of the Civic's Board, with a view to establishing a new venue partner here.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

FINANCIAL REVIEW

Financial Results

The net expenditure for the year was £47,274.

The original budget was for a break-even year but it quickly became apparent that the major production for 2024/25 – Sanctuary – was going to go in to considerable deficit. Tour booking was difficult and an extra cast member plus other unforeseen costs manifested in to a considerable deficit.

In addition, Unite The Union approached the Company to re-produce the 2014 production, We're Not Going Back, which was originally a break-even show but cast changes for the third and final run of dates sent costs higher than anticipated.

However, at one point, the deficit was looking at being nearer £60,000 so some savings in the later part of the year enabled this to be reduced.

Principal Funding

2024/25 was the second of a three year Arts Council of England (ACE) core funding cycle. There is to be an extension year in 2026/27 which, in effect, equates to a fourth year of core funding and red Ladder have applied to be maintained as part of this extension programme. This was successfully awarded in May 2025.

The original ACE plan was for organisations to apply for the next cycle of funding (2027-2030) between the months of April and July 2025 but, currently, this is on hold.

Red Ladder also applied to be a core client in the new Culture Grants programme from Leeds City Council and was successful in achieving a core grant of £13,500 each year for a two year cycle. However, due to Council cuts, year two (2025/26) has seen Red Ladder receive a 12% reduction.

A summary of funding is set out in note 2 on page 20 to the financial statements.

Charitable occupation of leased spaces was vastly reduced in 2024/25 and there was no additional funding from other sources.

This has led to the formation of a Fundraising Sub-committee to include board members to support staff in their efforts to diversify income.

The Ladderistas individual donation initiative realised £4,576 of which £1,224 was raised by collections after performances of We're Not Going Back in March, July & October 2024.

Theatre Tax Relief is estimated at £28,822 for Sanctuary and £5,357 for We're Not Going Back.

Ticket income from the run of Sanctuary was £3,600 under budget and ticket income from We're Not Going Back was £4,600 under budget.

Reserves Policy

The reserves policy is to ensure there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months trading equates to £60,000 which is updated on a monthly basis and calculated on a rolling annual timeline.

This level was reviewed in depth in November 2023 and the Finance & Risk Management Committee signed off that this was prudent and realistic.

This is a minimum requirement to mitigate an unexpected financial emergency. The Management recognise that in times of particular funding uncertainty around our core funder, it is prudent to build reserves above this to enable the company to survive and deliver our mission in the event of loss of a major element of our grant income. It has therefore been a stated aim to rebuild company reserves over the current Arts Council funding period, to bring them to a level which would withstand such longer term changes to our business model. The ambition is to sustain reserves that allow the company to function fully for a one-year period outside of the Arts Council of England's National Portfolio and this has been set at £115,000.

The company had succeeded in this during the year to 31 March 2025 despite the deficit, and reserves at year-end stand at £119,286.

The budget for 2025/26 has been set as a break-even budget.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Co-Chairs' Statement

The Board of Trustees presents this report as an accurate representation of activity which has been delivered during the 2024-2025 financial year. The company is thankful to our independent examiners West Yorkshire Charities Accounting Service (WYCAS) for their prudent and consistent guidance in the presentation of management/year-end accounts, to ensure the company's full compliance with statutory charitable accounting principles.

Our Co-Chairs' statement covers the period April 2024 – July 2025.

We've had a really exciting year! Our new Artistic Director, Cheryl Martin has been in post for just over 12 months and has begun to shape the Company's future artistic policy and direction with her own vision for the next few years. She inherited the production Sanctuary written by Sarah Woods and Boff Whalley which opened to critical acclaim and strong audience reviews. It had a profound impact on many who saw it and who still tell us so months later. Sanctuary was the vital story of asylum seeker Alland which asked do we want safety and freedom for only ourselves, or for us all? A tough watch and even tougher to grapple with the questions asked.

Cheryl is an extraordinary practitioner with a great deal of experience and a wealth of ideas. we are extremely grateful to Cheryl and the staff team for their professionalism, hard work and sheer determination in bringing Sanctuary to the stage.

As well as Sanctuary, we have been touring, on and off since March. We're Not Going Back was recommissioned by Unite the Union to mark the 40th anniversary of the Miners' Strike. This has been an extremely successful re-run and continues until the end of October. Our Red Ladder Local (RLL) programme continues to thrive. We take theatre to non-traditional venues bringing productions to audiences who might not want to travel, who might think theatre isn't for them or who can't afford mainstream theatre ticket prices. Our RLL shows cost a fiver and our audience surveys have shown that approximately half of our audiences for these shows are first time attenders.

Having recruited new Artistic Director, Cheryl Martin in 2023/2024, the Board turned its attention to looking for new Trustees. It was 4 years since the last recruitment round and we felt that the time was right to increase our numbers and future-proof the governance of the Company. It would also allow long-serving Trustees the opportunity to step away from the Board if they wanted to – and so it proved the case. 5 members resigned over a period of 6 months due to personal reasons including Co-Chair Emma McDowell. By the end of February 2025 we had recruited a new cohort of 8 taking us to a very healthy 12 Trustees. Existing Trustee, Dick Bonham, stepped into the vacant Co-Chair role.

We thank our departed Trustees for their many years of service to Red Ladder, and we welcome our new Trustees with great excitement including our youngest ever Trustee who is 23 years old. The task ahead is to create a strong and cohesive Board which alongside the fantastic staff team can take the company forward and celebrate its 60th anniversary in 2028.

As a National Portfolio Organisation for 2023-2027, we thank our core funders Arts Council England, as well as Leeds City Council's Cultural Investment Programme and the West Yorkshire Combined Authority for their support on Sanctuary.

And finally, we want to recognise the hard work and dedication of the company's skilled core team of staff and freelancers, led by Cheryl Martin and Chris Lloyd, supported by Alice Barber, Ruth Saxton, Tom Blackband and Chris O'Connor. Thanks are due to them for everything they have contributed to the company's many successes over the past year. We would also like to thank the talented teams of creative practitioners and artists who have collaborated with us this year; and of course, our audiences and supporters, without who none of this would be worthwhile.

Our current political and economic environment seems to grow darker and more complex by the month. Red Ladder aims to stand against the forces that want to divide our communities and turn people against each other. Our shared commitment is to a working towards a better, more inclusive world, generating and celebrating a richness of culture that brings us together, celebrates justice and encourages sustainable coexistence with the natural world. We hope you continue to join us on that journey.

Fiona Gell & Dick Bonham

Co-Chairs & Trustees, September 2025

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2025

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

Company law requires the trustees to prepare financial accounts 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 the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the accounts on a 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the board of trustees on 4/12/2025

Richard Bonham (Trustee)

Red Ladder Theatre Company Limited (The)

Independent examiner's report to the trustees of Red Ladder Theatre Company Limited (The)

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2025, which are set out on pages 16 to 23.

Responsibilities and basis of report

As the charity's trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a fellow 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 fellow of ACIE which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Simon Bostrom FCIE

5/12/2025

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 March 2025

	Notes	2025 Unrestricted funds £	2025 Restricted funds £	2025 Total funds £	2024 Total funds £
Income from:					
Grants and donations	(2)	199,772	13,500	213,272	248,363
Theatre tax relief		38,593	-	38,593	54,419
Income from theatrical performances		55,469	-	55,469	50,827
Other earned income		7,089	-	7,089	11,565
Bank interest		327	-	327	800
Total income		301,250	13,500	314,750	365,974
Expenditure on:					
Production costs					
Performing and stage management fees		87,518	18,616	106,134	76,579
Sets props and costumes		4,738	-	4,738	12,916
Venue and rehearsal room hire		1,453	-	1,453	5,975
Creative fees		19,708	-	19,708	26,693
Technical equipment hires and consumables		2,318	-	2,318	1,200
Writers' fees, royalties and commissions		6,941	-	6,941	8,720
Accommodation, allowances and travel		30,169	1,050	31,219	11,848
Production miscellaneous		2,249	-	2,249	3,588
Recruitment		382	-	382	11,167
Marketing and publicity		37,333	-	37,333	33,741
Overheads					
Salaries, NI and pensions	(3)	123,949	-	123,949	106,036
Rent and rates		7,783	-	7,783	20,999
Insurance		1,997	-	1,997	1,881
Repairs and maintenance		204	-	204	89
Phone and internet		1,665	-	1,665	1,772
Computer software and maintenance		4,026	-	4,026	4,347
Printing, postage and stationery		209	-	209	127
Trade subscriptions		1,128	-	1,128	1,082
Sundry expenses		1,579	-	1,579	623
Travel and subsistence		1,149	-	1,149	775
Consultancy fees		1,662	-	1,662	8,543
Training and conferences		1,049	-	1,049	262
Bank charges		24	-	24	24
Independent examination		1,575	-	1,575	1,575
Depreciation		2,254	-	2,254	436
Total expenditure		343,062	19,666	362,728	340,998
Net gains/(losses) on investments		704	-	704	443
Net income / (expenditure)		(41,108)	(6,166)	(47,274)	25,419
Fund balances brought forward		161,378	6,166	167,544	142,125
Fund balances carried forward	(4)	120,270	-	120,270	167,544

All incoming resources and resources expended derive from continuing activities.

Red Ladder Theatre Company Limited (The)
Balance sheet
as at 31 March 2025

		2025	2025	2025	2024
		Unrestricted	Restricted	Total	Total
		£	£	£	£
Fixed assets					
Tangible assets	(5)	984	-	984	1,309
Total fixed assets		<u>984</u>	<u>-</u>	<u>984</u>	<u>1,309</u>
Current assets					
Debtors and prepayments	(6)	95,382	-	95,382	78,673
Current asset investments	(7)	11,059	-	11,059	10,355
Cash at bank and in hand	(8)	21,691	-	21,691	103,202
Total current assets		<u>128,132</u>	<u>-</u>	<u>128,132</u>	<u>192,230</u>
Current liabilities:					
amounts falling due within one year					
Creditors and accruals	(9)	8,846	-	8,846	25,995
Total current liabilities		<u>8,846</u>	<u>-</u>	<u>8,846</u>	<u>25,995</u>
Net current assets / (liabilities)		<u>119,286</u>	<u>-</u>	<u>119,286</u>	<u>166,235</u>
Net assets		<u>120,270</u>	<u>-</u>	<u>120,270</u>	<u>167,544</u>
Funds					
Unrestricted funds		120,270	-	120,270	161,378
Restricted funds		-	-	-	6,166
Total funds		<u>120,270</u>	<u>-</u>	<u>120,270</u>	<u>167,544</u>

For the year ending 31 March 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who are also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on 4/12/2025

Richard Bonham (Trustee)

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2025

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, if it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Lighting, sound and visual equipment: at 25% reducing balance

Motor vehicles: over 5 years, straight line

Office equipment: at 25% reducing balance

Computer equipment: written off in the year

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2025

1 Accounting policies continued

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Fund accounting

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2025

2 Grants and donations	2025	2025	2025	2024
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
Arts Council England (ACE)	189,386	-	189,386	189,386
Albion Electrics re. vacant spaces	7,026	-	7,026	7,209
Land Securities Ltd re. vacant spaces	-	-	-	26,929
Leeds City Council (LCC)	-	13,500	13,500	5,000
LCC Leeds inspired	-	-	-	8,500
West Yorkshire Combined Authority (WYCA)	-	-	-	7,886
Other donations	3,360	-	3,360	3,453
	<u>199,772</u>	<u>13,500</u>	<u>213,272</u>	<u>248,363</u>

3 Staff costs and numbers	2025	2024
	£	£
Gross salaries	111,615	97,400
Social security costs	11,753	9,704
Employment allowance	(5,000)	(5,000)
Pensions	5,581	3,932
	<u>123,949</u>	<u>106,036</u>

The average number of employees during the year was 3, being an average of 2.6 full time equivalent (2024: 3, 2.6 FTE). There were no employees with emoluments above £60,000.

Defined contribution pension scheme	2025	2024
	£	£
Costs of the scheme to the charity for the year	5,581	3,932
Amount of any contributions outstanding at the year end	-	1,487

4 Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
WYCA	6,166	-	6,166	-	-
LCC	-	13,500	13,500	-	-
	<u>6,166</u>	<u>13,500</u>	<u>19,666</u>	<u>-</u>	<u>-</u>

Fund name	Purpose of restriction
WYCA	To support the involvement of CAPA students in the Sanctuary musical production and the social impact of the show across West Yorkshire to combat race-related hate crime.
LCC	Towards the charity's 2024-2026 programme.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2025

5 Tangible assets	Computer equipment	Office equipment	Lighting and sound	Total
Cost	£	£	£	£
At 1 April 2024	10,055	3,344	24,010	37,409
Additions	1,929	-	-	1,929
At 31 March 2025	11,984	3,344	24,010	39,338
Depreciation				
At 1 April 2024	10,055	3,121	22,924	36,100
Charge for year	1,929	55	270	2,254
At 31 March 2025	11,984	3,176	23,194	38,354
Net book value				
At 31 March 2025	-	168	816	984
At 31 March 2024	-	223	1,086	1,309
6 Debtors and prepayments			2025	2024
			£	£
Debtors			583	21,951
Prepayments			1,775	16,943
Accrued income			93,024	39,419
Other debtors			-	360
			95,382	78,673
7 Current asset investments			2025	2024
			£	£
Cash equivalents on deposit			11,059	10,355
			11,059	10,355
8 Cash at bank and in hand			2025	2024
			£	£
Cash at bank			21,355	102,313
Cash in hand			336	889
			21,691	103,202
9 Creditors and accruals			2025	2024
			£	£
Creditors			2,651	18,136
Accruals			2,459	4,604
Income received in advance			750	750
Taxation and social security			2,986	2,505
			8,846	25,995

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2025

10 Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee expenses

During the year 5 trustees were paid a total of £304 in respect of travel (previous year: £nil).

Details of remuneration and benefits		2025	2024
		£	£
Rebecca Owen	Payment for acting services	3,139	4,394
Emma McDowell	Honorarium	-	500
Fiona Gell	Honorarium	-	500
		<u>3,139</u>	<u>5,394</u>

Legal authority for the payments

The legal authority for the payment is via a provision within the charity's governing document.

Remuneration and benefits received by key management personnel

The total employee benefits received by key management personnel were £105,749 (previous year: £88,340).

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities including comparatives for all funds
(including summary income and expenditure account)
for the year ended 31 March 2025

	2025 Unrestricted funds £	2024 Unrestricted funds £	2025 Restricted funds £	2024 Restricted funds £	2025 Total funds £	2024 Total funds £
Income						
Grants and donations	199,772	231,977	13,500	16,386	213,272	248,363
Theatre tax relief	38,593	54,419	-	-	38,593	54,419
Income from theatrical performances	55,469	50,827	-	-	55,469	50,827
Other earned income	7,089	11,565	-	-	7,089	11,565
Bank interest	327	800	-	-	327	800
Total income	301,250	349,588	13,500	16,386	314,750	365,974
Expenditure						
Production costs						
Performing and stage management fees	87,518	75,279	18,616	1,300	106,134	76,579
Sets props and costumes	4,738	4,416	-	8,500	4,738	12,916
Venue and rehearsal room hire	1,453	5,975	-	-	1,453	5,975
Creative fees	19,708	26,693	-	-	19,708	26,693
Technical equip. hires and consumables	2,318	1,200	-	-	2,318	1,200
Writers' fees, royalties and commissions	6,941	8,720	-	-	6,941	8,720
Accommodation, allowances and travel	30,169	11,428	1,050	420	31,219	11,848
Evaluation and monitoring	-	-	-	-	-	-
Production miscellaneous	2,249	3,588	-	-	2,249	3,588
Recruitment	382	11,167	-	-	382	11,167
Marketing and publicity	37,333	33,741	-	-	37,333	33,741
Overheads	-	-	-	-	-	-
Salaries, NI and pensions	123,949	106,036	-	-	123,949	106,036
Rent and rates	7,783	20,999	-	-	7,783	20,999
Insurance	1,997	1,881	-	-	1,997	1,881
Repairs and maintenance	204	89	-	-	204	89
Phone and internet	1,665	1,772	-	-	1,665	1,772
Computer software and maintenance	4,026	4,347	-	-	4,026	4,347
Printing, postage and stationery	209	127	-	-	209	127
Trade subscriptions	1,128	1,082	-	-	1,128	1,082
Sundry expenses	1,579	623	-	-	1,579	623
Motor expenses	-	-	-	-	-	-
Travel and subsistence	1,149	775	-	-	1,149	775
Consultancy fees	1,662	8,543	-	-	1,662	8,543
Training and conferences	1,049	262	-	-	1,049	262
Bank charges	24	24	-	-	24	24
Independent examination	1,575	1,575	-	-	1,575	1,575
Depreciation	2,254	436	-	-	2,254	436
Total expenditure	343,062	330,778	19,666	10,220	362,728	340,998
Net gains/(losses) on investments	704	443	-	-	704	443
Net income / (expenditure)	(41,108)	19,253	(6,166)	6,166	(47,274)	25,419
Fund balances brought forward	161,378	142,125	6,166	-	167,544	142,125
Fund balances carried forward	120,270	161,378	-	6,166	120,270	167,544

THE RED LADDER THEATRE COMPANY LIMITED

England & Wales - Charity number 1037653

Accounts

Red Ladder Theatre Company Limited (The)

Charity number 1037653

A company limited by guarantee number 01258679

Annual Report and Financial Statements **for the year ended 31 March 2024**



Red Ladder Theatre Company Limited (The)

Annual Report and Financial Statements for the year ended 31 March 2024

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Prepared by West Yorkshire Community Accountancy Service CIO

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2024

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Emma McDowell	Co-Chair	
Fiona Gell	Co-Chair	
Janet Alexander	Vice-Chair	
Craig Jefferies		
Anna Turzynski		
Catherine Brennan		
Richard Lee		
Sheila Freeman		Resigned July 2023
Rebecca Owen		
Dick Bonham		Appointed February 2023
Company Secretary	Chris Lloyd	
Charity number	1037653	Registered in England and Wales
Company number	01258679	Registered in England and Wales
Registered and principal address	Bankers	
3 St Peters Building	Triodos Bank UK Ltd	The Co-operative Bank
York Street	Deanery Road	19/20 Commercial Street
Leeds LS9 8AJ	Bristol, BS1 5AS	Leeds LS1 6AL

Independent examiner

Simon Bostrom FCIE

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

GOVERNANCE & MANAGEMENT

Structure of governance, recruitment of Trustees and the Charity's objects

The charity is a company limited by guarantee and was formed on 17 May 1976. It is governed by a memorandum and articles of association as amended by special resolution 20 January 1994 and 5 November 2015. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The management of the company is the responsibility of the Management Committee members who are elected and co-opted under the terms of the company's governing documents. One third of the directors/trustees retire annually by rotation and are eligible for re-election. The constitution of the Committee is regularly reviewed and new appointments made after discussions regarding suitability for the specific needs of the company. The Company is established to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefore provided that all objects of the Company shall be of a charitable nature.

The following information is made publicly available on their dedicated governance pages (redladder.co.uk/about/governance) to act as a resource for current and prospective trustees.

- Details of the RLTC governing document & copy of articles of association
- Role description for trustee & code of conduct
- Links to key company policies
- Staff & Board Member biographies (Meet The Team)
- Contact details for prospective board members to hear more
- Additional Charity governance resources
- Link to RLTC Charity Commission Report
- Link to The Essential Trustee (CC3), a publication by the Charity Commission detailing main duties of a charity trustee, as well as additional resources providing guidance on public benefit, decision making, annual reports, expenses, conflicts of interest, disagreements and disputes, board recruitment, resignation and removal, digital work and charity governance, finance and resilience, risk management and safeguarding young people
- Link to Charity Governance Code, and Voluntary Action Leeds factsheets
- Glossary of terms

Organisational structure and decision-making

The Trustees meet at least four times a year and are responsible for the strategic direction and policy of the company. The day-to-day responsibility for the company is delegated to the Senior Management Team of Red Ladder Theatre Company which comprises an Artistic Director and an Executive Producer. The company also has two Co-Chairs and a Vice-Chair position voted on by the Board of Trustees.

All board members are expected to read the papers in advance of board meetings and ask for further information and clarification when deemed necessary. Board meetings currently take place either in person or on video conferencing software or a combination of the two. We aim to be as flexible as possible with meeting times and locations to suit individuals' working patterns and commitments. It is also expected that board members will attend shows and support the company and the staff team when needed.

As a registered charity, RLTC board members do not get paid to be on the board. However, the company will reimburse any reasonable expenses (e.g. travel/childcare) incurred by (e.g.) attending board meetings and Red Ladder is committed to covering costs incurred by any additional (e.g. access) needs of prospective and current board members, such as BSL signing services.

In addition to board meetings, there is also a standing board subcommittee: the Finance & Risk Management Planning subcommittee. Board members are invited to take part in this according to their skills and expertise, and also meet with staff members regularly when needed (e.g. for business planning, policy review etc).

Public benefit statement

In setting our objectives and planning our activities our Trustees have given serious consideration to the Charity Commission's general guidance on public benefit.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Trustee roles & responsibilities

Below is an overview of what the Charity Commission set out as the six main duties for a Trustee of a charity. We have developed below what we believe this to mean in the context of RLTC more specifically:

- Ensuring the charity is carrying out its purposes for public benefit
- Complying with the charity's governing document and the law
- Acting in the charity's best interests
- Ensuring the charity is accountable
- Managing the charity's resources responsibly
- Acting with reasonable care and skill

But we think there are so many other things that are part of being a Red Ladder trustee, such as:

- Coming along to see our shows and events
- Meeting new people and being part of a community
- Thinking big about our future
- Being a vital part of conversations about the theatre
- Using their particular expertise and experience

Induction process for new trustees

Prospective board members may also meet one or more board members in advance, to hear more about what being a Board Member involves and be encouraged to ask further questions. Prospective Board Members are then invited to the next board Meeting as an observer.

On acceptance from both parties the new Board Member will be invited to attend the following Board Meeting, at which they will be voted on to the Board. They will then be issued with a full induction pack, which includes the following information:

- Companies House / Charity Commission recruitment paperwork
- Co-op bank declaration form 3b for new Board members (for protection against money laundering)
- Most recent Trustee's report and annual accounts, and minutes from the last AGM
- Most recent business plan
- Minutes from the last 3 board meetings (incl. latest artistic, fundraising, marketing, press reports)
- A Declaration to sign to confirm understanding of the above information and of the expectations and duties of a Board Member and/or acceptance of the Trustee's code of conduct

The Company Secretary will issue the following forms:

- Bank declarations form 3b for new Board members (for protection against money laundering) for all accounts
- The new Board member will also complete an RLTC new trustee declaration form to ensure their suitability as a Board member.

In addition to the information provided above, it is expected that additional resource and/or information will be needed to accommodate any additional access needs of prospective board members, to be mutually agreed between prospective board members and the existing board on a case-by-case basis. RLTC is also committed to supporting all board members to carry out their duties effectively, e.g. board members will be regularly offered the opportunity to attend board training through a qualified body.

- The role of board members in business planning and executive team management
- Succession planning for executive and governance roles
- Proposed changes to governance structure: (Co)Chair / Vice Chair(s) & succession planning
- Board meetings, agenda, roles 'in the room'
- Communications between board members and staff team
- Expectations and responsibilities of the role

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Summary of governance activity April 2023 – March 2024

Three full board meetings took place between April 2023 – March 2024 and were approximately 2 hours long. All board meetings were chaired by both the Co-Chairs. All were held on video conferencing software, with (automatically-generated) captions and chat function enabled.

The AGM was held in December 2023 on Zoom

Minutes from each meeting were generated and signed off by the board at the subsequent board meeting. In addition to the board meetings below, the board also met ad hoc when necessary, including the convening of the subcommittee and working groups (e.g: Finance & Risk Management Subcommittee; Artistic Director recruitment planning working group).

Date of board meeting	Type	No. of trustees present
Monday 15 May 2023	AGM	5
Friday 27 October 2023	Quarterly Board Meeting On Zoom	6
Monday 18 December 2023	AGM	6 + two proxy forms
Monday 19 February 2024	Quarterly Board Meeting on Zoom	7

During the year the Artistic Direction Working Group (ADWG) led by Co-Chair Emma McDowell, facilitated by consultant Nicky Hatton and made up of other Board members worked closely with the staff team in the process of recruiting long-standing Artistic Director, Rod Dixon's replacement.

A wide range of artists, theatre-makers, arts and community leaders, company stakeholders, participants and friends were consulted about the future artistic direction of the company helping to inform our thinking and shape our recruitment and application process. The recruitment campaign was highly successful and resulted in 50 applications of which ten were long-listed, reducing to a short list of four from which the new Artistic Director, Cheryl Martin, was appointed. Cheryl took up the post on 1 January 2024.

Related party relationships

Red Ladder Theatre Company has a strong, positive relationship with Arts Council England, the major funder of Red Ladder. Red Ladder's assigned officer from ACE Yorkshire is regularly kept informed of the artistic direction and ambition of the company and is an occasional observer at Board Meetings. ACE England continues to be extremely supportive of the charity and receives board papers and minutes of Trustee meetings. (See Risk Management - below)

Red Ladder also became a core client of Leeds City Council in the 2023/24 financial year and has also been successful in achieving core funding for both the 2024/25 and 2025/26 financial years. Leeds City Council continues to be fully supportive of the Company's work and is regularly updated on the progress of the Company.

Risk management

The Finance & Risk Management Committee constantly monitors and assesses the risk the company faces mitigating where necessary and reporting as such to the full board of Trustees.

This Committee produces an updates quarterly Risk Register which is signed off and presented to the full Board and submitted to the Arts Council. This assesses the major risks to which the company is exposed, in particular those related to the operations and finances of the company and must be satisfied that policies, systems and procedures are in place to mitigate our exposure to any major risks.

The Arts Council recently reviewed Red Ladder's Risk Rating reducing it to a rating of 4 which sits comfortably in the Minor Risk Band of 2 – 6.

During the financial year in question the long-standing Artistic Director of the company stepped down in December 2023.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

During the nine-month period from Rod Dixon announcing his decision and his final step down the board lead an exhaustive recruitment process resulting in 50 candidates applying and their appointing Cheryl Martin who took up the Artistic Director post on 1 January 2024.

Red Ladder's major production for 2023/24 was Taxi which was well reviewed and audience reaction was extremely positive.

The show was a large-scale site-specific production with a company of five actor/dancers and a community chorus of 20 with ten featuring in each show.

Due to the immersive nature of the piece audience numbers were limited to 100 per performance. 85% capacity was achieved.

The budgeted deficit for the year was £32,978.36. However the Theatre Tax Relief (TTR) claim was substantially bigger than anticipated by £39,000 due to Red Ladder having two shows in production and both fell in to the higher eligible reclaim bracket. This anticipated deficit was, in fact, turned in to an operating surplus of £25,419 as a direct result of the TTR claim and a combination of increased income through void mitigation property lease schemes and the Artistic Director's reduced hours.

That apart there have been no other major incidents to report during this financial period.

The company has comprehensive IT cover both remotely and onsite with virus cover through the server and for all incoming emails and web usage. Red Ladder also backs up server activity locally on an external hard drive that is removed off the premises each day and, also, to the Cloud daily.

The company also has a robust Financial Control Procedures in place. A Finance & Risk Management Sub-committee meets regularly prior to board meetings and, when needed, at short notice to assess new opportunities and threats, to discuss the latest financial figures, add context and report to the full board. This has the advantage of crystallising key information for board members and reducing duplication during meetings. This committee consists of six Trustees with a range of skills, knowledge and experience in management accounting and financial matters.

These meetings are chaired by Trustee Richard Lee supported by the Executive Producer who prepares and circulates monthly cash-flows and updated management accounts to this committee with updated budgets and details of any new opportunities and/or threats that may arise.

Staffing

Red Ladder employed three members of staff on payroll throughout the 2023/2024 financial year: The Artistic Director (Rod Dixon) went down to 60% salary in November 2022 and stepped down at the end of December 2023 being replaced by Cheryl Martin on 1 January 2024. Executive Producer (Chris Lloyd full time), and Creative Producer (Alice Barber 0.6 FTE). The Company continued to engage Bonner & Hindley on Press, PR and Marketing duties until the end of October 2023. Ruth Saxton joined the freelance staff as Marketing Manager in September 2023 and has continued in that role throughout the rest of the 2023/24 financial year and into the current one.

The Company is also supported in the roles of Technical Manager and Social Media Manager on a freelance basis.

OBJECTIVES & ACTIVITIES

Red Ladder Vision:

We make theatre about how we live now, and how we hope to live. The world has got to change, and the future is not yet written. The shared experience of theatre is about transformation and imagination, where we can collectively invent a better, kinder, fairer way to be.

Red Ladder Mission:

We make theatre that gives a platform to voices that are rarely heard, and stories that are overlooked. Plays that invite you to lean in, identify, punch the air, laugh with the stranger next to you, cry in the dark, and want to take action.

We make theatre in Northern England but our world is huge and we can soar across borders. We are forward-looking, but not forgetful. We are full of heart, humour and big ideas.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

We make new plays, empowering, supporting and inspiring writers and theatre artists to tell stories that start on their (often Northern, often working class) doorsteps and take radical leaps of imagination, challenging the systems that marginalise and oppress, and make inclusive, inquisitive, embracing, bracing, laughing, crying, thinking, drinking, dancing, singing theatre.

We will go wherever the audience is – to pubs and clubs, to housing estates and to theatres with velvet seats. We'll meet you there, for a good night out that ends with you stepping back out into a world that now feels different, full of possibility, and capable of transformation. And has you singing all the way home.

These principles and aims are the lenses through which we see our entire programme of work and have driven all company activity for the year April 2022 – March 2023. They will continue to guide the direction of the company and inform our trajectory throughout this Arts Council National Portfolio funding period and beyond.

Strategies for achieving objectives

- To harness internal artistic expertise and work with exceptional, innovative collaborators to create relevant, subversive theatre of outstanding quality
- To embed equality and diversity at the heart of all our work as a means to reach and represent diverse audiences of contemporary Britain
- To improve our understanding of different access requirements and prioritise access and inclusivity within our artistic programme wherever possible
- To effectively monitor and increase audience development throughout the funding period, adapting and recalibrating our strategy as required
- To maintain and strengthen our profile as a national touring theatre company through frequent and strategic studio tours and healthy, positive relationships with key presenting venues
- To nourish new work and create professional and artistic development opportunities for early-career artists or people pushing the boundaries of current theatre practices
- To continue to develop a clear and achievable fundraising model to maximise the impact and sustainability of our work

ARTISTIC PROGRAMME: ACHIEVEMENTS AND PERFORMANCE

Artist Development

Red Ladder supported a wide range of artists from emerging to established and mid-career in their funded research and development projects. This mentoring work is not necessarily aimed at reaching Red Ladder co-production but is a service we have offered in an ad hoc way and to see it formalised raises the profile of the company both regionally and nationally. Some artists we offer one off or occasional support to (Rung 1); others, we have longer-standing development relationships with (Rung 2).

Rung 1 Support:

May 2023: Tempest Wisdom – Tempest is theatremaker and facilitator new to Leeds. We chatted about their work, and sign posted to some opportunities. We later asked Tempest to deliver a course in one of their specialisms, Clowning, on the Red Ladder Local (RLL) programme at the Cluntergate Centre, Horbury, Wakefield.

Sept 2023: Sarah Chapleo - a funding and touring advice session delivered for director Sarah Chapleo about 'Eyes Like Mine', a show focusing on male mental health looking to tour into similar settings as 'The Parting Glass' did in 2019. We offered in-kind support to look over her ACE bid, as well as advice about funding sources, budgeting advice and learning from 'The Parting Glass'.

Sept 2023: Brave Words Theatre – meeting with Leeds-based company's producer, giving advice about tour booking.

Oct 2023: Debbie Beeks – attending the script-in-hand sharing of 'The Terms & Conditions', whose successful R&D bid to ACE we supported last year. We then had a session with Debbie and the Director, to give dramaturgical feedback.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Oct 2023: Catherine Shonack – meeting with a writer new to Leeds; sign-posting to opportunities in the city, and how to arrange a reading of her work.

Oct 2023: Clementina Herrero and Katherine Noble – two mature female writers who approached us at a Queen's Mill performance, about their adaptation of Clementina's mother's memoir about the Spanish Civil War and the family's subsequent migration to Yorkshire. We gave advice about ACE funding, the R&D process, and some ideas for getting the project off the ground.

Jan 2024: Lizzy Cartwright – an emerging Leeds writer who attended Red Grit in Autumn 2023. Lizzy has written a script 'The Things We Left Unsaid', which we read through and gave some dramaturgical feedback, as well as sign-posting to places in the city to find opportunities to showcase her writing.

Jan 2024: Kalman Dean-Richards – a working class writer who came through In Good Company. Spoke to Kalman about how to approach theatres/companies for artist development support, and offered for him to come to We're Not Going Back (WNGB) on RLL, to read the script, and share a complete ACE application with him for reference.

Jan 2024: Chris O'Connor, Dermot Daly & Terence Rae – support of artists with a relationship with RL to make an application to Bradford Producing Hub for their project 'Fire in the Blood' - looking at masculinity through the ages and the role of violence in shaping the world, asking how we treat them men who struggle to calm their biological violent instincts.

Jan 2024: Emily Lloyd – meeting an emerging producer from Otley to give advice about tour booking.

May 2024: JJ Cruickshank & Adam Briggs – theatremakers from Scarborough, forming a new company with queer and non-binary leadership. A sign-posting and advice session, and discussing non-traditional venues in relation to their audience development plans.

May 2024: Rachel Price – working class writer from Cumbria, looking for advice about the next stage of R&D for her show 'Mill Girl', and how to attract ACE funding.

July 2024: Chris Beck – writer and performer recently moved back to his home city of Leeds; advice session about attracting funding from ACE, and suggested plans to R&D his script.

July 2024: Tyler Pickles – writer and performer, Leeds local and recent Leeds Conservatoire graduate; producing advice about staging a rehearsed reading of his play 'Family First'.

Rung 2 Support:

Rachel Thorn (from Aug 2023) – ACE bid-writing support for queer writer Rachel Thorn to stage her play about motherhood and the climate crisis 'Me For You'. We were successful in securing funding, and the show toured to three Red Ladder Local venues before playing at the Pleasance at the Edinburgh Fringe 2024. Rachel commented, with regards to the funding: "There's absolutely no way I could have done this without your wisdom and insights. Thank you so much."

Jaden Adams (from Oct 2023) – we saw 'Transparency' by Jaden Adams, a Northern working-class tale of transition. Jaden is a trans man and new to acting, having been a gas engineer for a decade. The show was put together on a shoestring but had huge potential; we are supporting Jaden to write a funding bid for his next show, 'Unmask'.

Tina Firthlock (from Nov 2023) – Tina is a working-class writer from Leeds who won 8 hours of mentorship with us from *imagine if's* industry showcase of female writers. She has written a comedy inspired by her experiences as a hoarder, entitled 'Gogh Angel'. Since our initial meeting, Tina has produced a full draft, and received an in-depth dramaturgical feedback session. We will continue to work with Tina to develop her script.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Productions

Taxi by Andrea Heaton – Old Woollen August 2023

Two teams of local people took part as the chorus in Taxi. We recruited a diverse range of community performers aged between 21 and 71 including some new graduates from Northern School of Contemporary Dance alongside people who had never ever performed. There was no obvious gap in performance ability because of the skilful choreography of the chorus.

The chorus and participation element were supported by an award from Leeds Inspired – a funding arm of Leeds City Council.

Rehearsals took place in City Exchange - a building in Leeds city centre - which included Sunday and evening work with a locally recruited community chorus, Rod Dixon and Douglas Thorpe of mad dogs dance theatre co-directed and choreographed an exceptionally talented cast of professional dancers and a physical theatre actor. Taxi was performed from August 10th to 20th 2023 at Old Woollen in Sunny Bank Mills in Farsley. Despite the show competing with audiences being away on holiday during August, or theatregoers visiting the Edinburgh Fringe, audience numbers were good, and 'word of mouth' recommended the show. Taxi was a highly successful collaboration and was a powerful exploration of how people connect and share the parameters of their lives. Unsurprisingly, the show explored 'endings', how we prepare for the end of life and the final chapters of our sometimes 'messy' stories.

We're Not Going Back by Boff Whalley– toured in March 2024

This production, originally staged in 2014/15 to mark 30 years since the 1984/85 year long Miners' Strike, was re-commissioned by Unite The Union. Remarkably we managed to cast the same actors from the first production to reprise their roles.

The new incarnation premiered on International Women's Day at a Unite the Union conference at Wortley Hall just outside Sheffield and it then embarked on a short three-week tour culminating in two sold out performances at the historic City Varieties Music Hall in Leeds.

Reviews were excellent and audiences flocking to see the production which was, this time round, marking 40 years since that industrial struggle.

The show toured again in July 2024 notably at the Durham Miners' Gala and is due back out on the road in October 2024.

Red Ladder Local

The company continued to promote and book shows onto our Wakefield, Barnsley and Leeds circuit of non-traditional venues. The circuit is proving to be popular with audiences across the region with a range of shows attracting regular returners to each venue as well as new attendees. In the financial year covered, the circuit saw 21 performances and 5 participation courses; from April – September 2023 it has seen a further 6 performances.

Summer 2023 saw the return of Wrongsemble with their third and final instalment of their 'Not So' trilogy, 'The Not So Big Bad Wolf', which was performed at 5 venues, outside on their travelling horse box. We then hosted a one-off performance of political solo show 'The Keeper of the Flame', before providing an alternative Christmas offer in 'Santa Must Die'.

In Spring 2024, funding from Wakefield Culture Grants once again allowed the company to programme multiple performances in Wakefield district. This supported a vast range of shows covering a variety of topics: moving drama in 'The Light House', local interest in 'A Good Neet Aht', and Red Ladder's own 'We're Not Going Back'. In Summer '24, an alternative programme brought three new artists to the circuit: Silent Uproar with their feminist punk musical 'Dead Girls Rising', Sam Danson with his solo show 'Bi-topia', and Red Ladder supported Rachel Thorn's 'Me For You'.

Audiences were surveyed, with 438 responses collected; the shows had drawn over 43% first time attendees at the venues across the whole programme, while 20% travelled to the venues on foot. Cost was most frequently cited as the main deterrent to seeing theatre, which validated the value of the scheme.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Participation and Engagement

Taxi:

Two teams of local people took part as the chorus in Taxi. We recruited a diverse range of people aged between 21 and 71 including some new graduates from Northern School of Contemporary Dance alongside people who had never ever performed. There was no obvious gap in performance ability because of the skilful way the chorus was choreographed.

Red Ladder Local:

Courses were run on Red Ladder Local as follows:

- Red Grit at Queen's Mill, Castleford
- Stand-Up Comedy at Queen's Mill, Castleford
- Acting at The Mallard at Moorthorpe Station (via Grove Hall)
- Clowning at The Cluntergate Centre
- Stand-Up Comedy at The Mallard at Moorthorpe Station (via Grove Hall)

Courses each have a legacy WhatsApp group, so that participants can continue to support and encourage each other's creativity. They have also been added to Red Ladder's participation mailing list, giving them access to opportunities to develop their creativity further via their Artist Development programme.

Sanctuary:

Our production of 'Sanctuary', currently in rehearsals, will tour with a team of between 5 and 13 students from CAPA College in Wakefield. For many of these talented local students, this opportunity represents their first time as part of a professional production. They are performing shoulder to shoulder with professional actors, and learning on the job what a rehearsal room in the industry is like. There are also students taking behind-the-scenes roles, making meaningful contributions to the production as Assistant Producer, Assistant Director, Assistant Technician, Stage Manager and Assistant Choreographers.

Entry level Actor Training

The final Red Grit course was held between in October and November 2023, with the departure of Artistic Director Rod Dixon.

Cheryl Martin is experienced in performance, writing and directing, and in July 2024 we held four entry level courses in these disciplines – three in Leeds, and one online. These courses engaged 53 people, culminating in a sharing event where the new performers, directed by new directors, performed pieces of the new writers' scripts. One of the writers who took part, Seeta Wrightson, will be commissioned as a co-writer to write Red Ladder's 2025/26 show which has a working title of Not A Hallmark Christmas Movie.

Key Developments for Red Ladder Theatre Company

The company successfully re-entered the Arts Council's group of National Portfolio Organisations, in addition receiving an uplift in funding to deliver additional strands of the Red Ladder Local scheme. This uplift will fund additional performances and courses at the pre-existing venues on the circuit, as well as giving support for the company to work with the Civic in Barnsley to recruit at least one new venue to the circuit in Barnsley district, as well as sharing our Artist Development support to artists in the area.

The democratising of the way the Red Ladder Local circuit is programmed has now been fully established, with two Red Ladder Local Working Group pitch meetings held each year. We have continued to work with new and established companies producing new work across a very broad range of themes.

With regards to Equality, Diversity and Inclusion, the company has engaged an Access Consultant to advise the company how to remove barriers to engagement at both a practical and organisational level. A concerted effort has been made to engage with and employ artists from a range of lived experience, and methods for collecting and tracking data in this regard are in development via the Insight & Impact Toolkit.

The relationship with CAPA College, Wakefield is a key development for the 2024/25 financial year and one we hope will blossom even more over time.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Collaborations and Partnerships

The collaboration with another Leeds organisation, mad dogs dance theatre, Taxi, was artistically successful and fruitful.

The Red Ladder Local circuit has continued to cement excellent relations with two hub venues (Wakefield Theatre Royal and Barnsley Civic) which support the scheme through their marketing and box office departments. We have maintained relationships with our host venues on the circuit across West and South Yorkshire: The Grove Hall, The Cluntergate Centre, HOPS, BITMO, St. John's Parish Hall and Queen's Mill. The programming of so much work has kept lines of communication live, and allows us to continually review and improve our processes with regards to these relationships.

During the year the Company has continued to forge strong partnerships with leading educational establishments in the region including Leeds City College where we have held Red Grit training sessions and worked with their technical students to support Red Ladder Local performances plus Taxi.

The new partnership with CAPA College in Wakefield is extremely exciting and one we fully intend to continue beyond 2025.

This sits alongside existing relationships with the University of Leeds, Leeds Beckett University and conservatoires: Northern School of Contemporary Dance and Leeds Conservatoire. These links help support the progression routes for students and, hopefully, encourage more to stay in Leeds once they finish their studies.

Future Developments

Sanctuary by Sarah Woods and Boff Whalley

This new musical will be produced in Autumn 2024 in collaboration with CAPA College of Performing Arts Wakefield and The Wakefield Theatre Royal. CAPA College students will form the chorus for this five-hander professional show and the institution has offered their new studio theatre space for Red Ladder to rehearse the show alongside the students.

Sanctuary is highly relevant as a piece of theatre – examining the contentious issue of the 'small boats' and asking our audience whether we are a kind and welcoming nation or one with closed borders. A short extract was rehearsed with one professional actor and a chorus of CAPA College students to share to the Venues North network meeting at Sheffield Crucible Theatre in May 2023. The extract was well received, and several theatres have expressed an interest in programming the piece on Autumn 2024. In August 2023, we received £7,886 from the West Yorkshire Combined Authority's 'Safer Communities Fund' to support the involvement of CAPA students in Sanctuary and the social impact of the show across West Yorkshire to combat race-related hate crime.

There is also a short tour of We're Not Going Back in October 2024 to add to the dates in July 2024.

We are forging a relationship with a new Red Ladder Local venue in Leeds – St Bartholomew's Church in Armley. Two performances will take place there in October 2024, as we begin to build an audience. The church has a track record holding Pay As You Feel cultural events, predominantly lunchtime concerts, and we have also made a connection with Armley's local theatre company, Interplay, to join up our promotional efforts. We are also exploring potential relationships in Barnsley District, having made connections with a local artist who runs a Youth Theatre at Dearne Playhouse. Currently, the Playhouse hosts amateur dramatics performances, and is looking to host a wider range of theatre productions.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

FINANCIAL REVIEW

Financial Results

The net income for the year was £25,419, including net income of £19,253 on unrestricted funds and net income of £6,166 on restricted funds.

The budgeted deficit was £32,978.

Principal Funding

Following Red Ladder's successful application to Arts Council England for continued financial support in the new National Portfolio the company not only maintained its funded level but achieved an uplift in grant aid to facilitate increased activity on the Red Ladder Local circuit – predominantly in the Barnsley District. In total the award for the year was £189,386, an increase of £21,350. This is a three-year package of funding to 31 March 2026.

Red Ladder was also funded as a core client of Leeds City Council - £5,000 the maximum permitted for new entrants to their core funding programme. This is a one-year programme. Red Ladder applied and has been successful in continued annual support with an increase to £13,500 per annum commencing in April 2024.

Project funding of £8,500 was awarded to support the community and participation element of the production, Taxi via Leeds Inspired – a parallel funding strand from Leeds City Council.

A summary of funding is set out in note 2 on page 20 to the financial statements.

Significant income was also generated by charitable occupation of leased spaces £34,183.13 plus storage rental of £3,000. Significant outlay on the Red Ladder Local circuit was supported by a grant award from Wakefield MDC for a collaborative project with the Millennium Community Hub CIC in South Kirkby.

The Ladderistas individual donation initiative realised £4,911 which was £1,250 higher than forecast mainly bolstered by collections after performances of We're Not Going Back in March 2024. This production was also financially supported by Unite The Union without whom the re-staging of the successful 2024 production would never of happened.

Theatre Tax Relief for We're Not Going Back and Taxi is estimated at £54,000.

Ticket income from the run of Taxi was under budget as the number of performances was reduced for a number of logistical reasons plus there was no financial support from the year of culture initiative, the Leeds 2023 year of culture initiative.

We're Not Going Back was not budgeted for at the outset of the financial year but audiences and income was strong from the March 2024 tour.

Reductions in expenditure were achieved by the continued 60% salary of the outgoing Artistic Director but this was offset by expenditure on the recruitment process for their successor.

Reserves Policy

The reserves policy is to ensure there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months trading equates to £60,000 which is updated on a monthly basis and is calculated on a rolling annual timeline.

This level was reviewed in depth in November 2023 and the Finance & Risk Management Committee signed off that this was prudent and realistic – especially in the wake of the potential redundancy burden reduction due to the exit of the long-standing artistic director and the introduction of his replacement.

This is a minimum requirement to mitigate an unexpected financial emergency. The Management recognise that in times of particular funding uncertainty around our core funder, it is prudent to build reserves above this to enable the company to survive and deliver our mission in the event of loss of a major element of our grant income and it has therefore been a stated aim to rebuild company reserves over the current Arts Council funding period, to bring them to a level which would withstand such longer term changes to our business model. The ambition is to sustain reserves that allow the company to function fully for a one year period outside of the Arts Council of England's National Portfolio and this has been set at £115,000.

The charity's free reserves, excluding fixed assets at year-end were £160,069.

The budget for 2024/25 has been set as a break-even budget but the signs are that there will be a deficit generated by Sanctuary as this is proving to be more expensive than anticipated.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Co-Chairs' Statement

The Board of Trustees presents this report as an accurate representation of activity which has been delivered during the 2023-2024 financial year. The company is thankful to our independent examiners West Yorkshire Charities Accounting Service (WYCAS) for their prudent and consistent guidance in the presentation of management/year-end accounts, to ensure the company's full compliance with statutory charitable accounting principles.

Our Co-Chairs' statement covers the period April 2023 – October 2024.

The major company change the Board has managed this year is in our artistic leadership. After 17 years as Artistic Director, Rod Dixon left the company in December 2023, and we are incredibly grateful for his work. As the longest serving Artistic Director of the company, Rod inspired and impacted so many artists and creatives during his time leading the company, and his work stands as an important legacy in the company's history. On behalf of the team and the Board, we wish him and his family all the very best for his future endeavours. After an extensive and intensive recruitment campaign, in January 2024 we welcomed our new Artistic Director, Cheryl Martin, to the company. Cheryl is an extraordinary practitioner with a great deal of experience and a wealth of ideas. Her first production as Artistic Director, Sanctuary (written by Sarah Woods and Boff Whalley), has just opened to strong audience reviews and critical acclaim. Taking over a production that was already in progress is a difficult thing to do at any time but doing so at the same time as getting to grips with a new job, new company and new city is a huge challenge, so we are extremely grateful to Cheryl for her professionalism, hard work and sheer determination in bringing Sanctuary to the stage. The incredible production team, cast and creatives have created a production that could not be timelier in the light of the racist, Islamophobic and anti-immigrant attacks and rioting that brought fear and destruction to UK streets this summer. As a theatre company with a rich tradition of amplifying voices that are often overlooked and marginalised by society and the media, such as refugees and asylum seekers, we continue to stand in solidarity with all those impacted by these shocking events and harmful rhetoric.

As well as Sanctuary, we have been touring, on and off since March. We're Not Going Back was re-commissioned by Unite the Union to mark the 40th anniversary of the Miners' Strike. This has been an extremely successful re-run and continues until the end of October. Our Red Ladder Local (RLL) programme continues to thrive. We take theatre to non-traditional venues bringing productions to audiences who might not want to travel, who might think theatre isn't for them or who can't afford mainstream theatre ticket prices. Our RLL shows cost a fiver and our audience surveys have shown that approximately half of our audiences for these shows are first time attenders.

As well as continuing to build on the work of our vision and mission, we are also regularly reviewing our governance structures to ensure they are fit for purpose. The Board consists of a 9 strong team and we are just about to embark on another recruitment drive for new Trustees. We aim to bring in new people who have expertise in fields not covered by existing members and who have fresh ideas. The Co-Chair model continues to work very well for us but there are some changes afoot. Co-Chair Emma McDowell is stepping down and leaving the Board after just over 3 years as Co-Chair and more than 7 years serving also as a Trustee, Vice – Chair and Acting Chair. Emma has led the company with great energy, wisdom, compassion and intelligence and we are so much stronger for her guidance. The Board and company wish Emma all the very best for the future and thank her for everything she has contributed. Fiona Gell continues as Co-Chair with Trustee Dick Bonham stepping into the vacant Co-Chair role.

As a National Portfolio Organisation for 2023-2026, we thank our core funders Arts Council England, as well as the Leeds Cultural Investment Programme and West Yorkshire Combined Authority for their support.

And finally, we thank the company's dedicated and skilled core team of staff and freelancers, led by Cheryl Martin and Chris Lloyd including Alice Barber, Ruth Saxton, Tom Blackband and Chris O'Connor for everything that they have done, and continue to do, to contribute to the company's great successes over the past year. We would also like to thank the talented teams of creative practitioners and artists who have collaborated with us this year. And of course, our audiences and supporters wherever you are and whomever you are. Let's keep up the fight for social change and global justice!

Fiona Gell & Emma McDowell

Co-Chairs & Trustees October 2024

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2024

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

Company law requires the trustees to prepare financial accounts 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 the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the accounts on a 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the board of trustees on 6/12/2024

Fiona Gell (Trustee)

Richard Bonham (Trustee)

Red Ladder Theatre Company Limited (The)

Independent examiner's report to the trustees of Red Ladder Theatre Company Limited (The)

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2024, which are set out on pages 16 to 23.

Responsibilities and basis of report

As the charity's trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a fellow 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 fellow of ACIE which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Simon Bostrom FCIE

9/12/2024

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 March 2024

	Notes	2024 Unrestricted funds £	2024 Restricted funds £	2024 Total funds £	2023 Total funds £
Income from:					
Grants and donations	(2)	231,977	16,386	248,363	203,047
Theatre tax relief		54,419	-	54,419	1,626
Income from theatrical performances		50,827	-	50,827	26,325
Other earned income		11,565	-	11,565	18,471
Bank interest		800	-	800	306
Total income		349,588	16,386	365,974	249,775
Expenditure on:					
Production costs					
Performing and stage management fees		75,279	1,300	76,579	40,763
Sets props and costumes		4,416	8,500	12,916	5,675
Venue and rehearsal room hire		5,975	-	5,975	3,770
Creative fees		26,693	-	26,693	6,310
Technical equipment hires and consumables		1,200	-	1,200	70
Writers' fees, royalties and commissions		8,720	-	8,720	1,041
Accommodation, allowances and travel		11,428	420	11,848	9,291
Evaluation and monitoring		-	-	-	1,115
Production miscellaneous		3,588	-	3,588	1,060
Recruitment		11,167	-	11,167	-
Marketing and publicity		33,741	-	33,741	23,643
Overheads					
Salaries, NI and pensions	(3)	106,036	-	106,036	103,209
Rent and rates		20,999	-	20,999	18,752
Insurance		1,881	-	1,881	1,765
Repairs and maintenance		89	-	89	31
Phone and internet		1,772	-	1,772	1,899
Computer software and maintenance		4,347	-	4,347	4,846
Printing, postage and stationery		127	-	127	151
Trade subscriptions		1,082	-	1,082	2,332
Sundry expenses		623	-	623	624
Motor expenses		-	-	-	-
Travel and subsistence		775	-	775	1,301
Consultancy fees		8,543	-	8,543	22,744
Training and conferences		262	-	262	933
Bank charges		24	-	24	32
Independent examination		1,575	-	1,575	1,575
Depreciation		436	-	436	665
Total expenditure		330,778	10,220	340,998	253,597
Net gains/(losses) on investments		443	-	443	(281)
Net income / (expenditure)		19,253	6,166	25,419	(4,103)
Fund balances brought forward		142,125	-	142,125	146,228
Fund balances carried forward	(4)	161,378	6,166	167,544	142,125

All incoming resources and resources expended derive from continuing activities.

Red Ladder Theatre Company Limited (The)

Balance sheet

as at 31 March 2024

		2024	2024	2024	2023
		Unrestricted	Restricted	Total	Total
		£	£	£	£
Fixed assets					
Tangible assets	(5)	1,309	-	1,309	1,682
Total fixed assets		<u>1,309</u>	<u>-</u>	<u>1,309</u>	<u>1,682</u>
Current assets					
Debtors and prepayments	(6)	78,673	-	78,673	19,718
Current asset investments	(7)	10,355	-	10,355	9,913
Cash at bank and in hand	(8)	97,036	6,166	103,202	132,360
Total current assets		<u>186,064</u>	<u>6,166</u>	<u>192,230</u>	<u>161,991</u>
Current liabilities:					
amounts falling due within one year					
Creditors and accruals	(9)	25,995	-	25,995	21,548
Total current liabilities		<u>25,995</u>	<u>-</u>	<u>25,995</u>	<u>21,548</u>
Net current assets / (liabilities)		<u>160,069</u>	<u>6,166</u>	<u>166,235</u>	<u>140,443</u>
Net assets		<u>161,378</u>	<u>6,166</u>	<u>167,544</u>	<u>142,125</u>
Funds					
Unrestricted funds		161,378	-	161,378	142,125
Restricted funds		-	6,166	6,166	-
Total funds		<u>161,378</u>	<u>6,166</u>	<u>167,544</u>	<u>142,125</u>

For the year ending 31 March 2024 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who are also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on 6/12/2024

Fiona Gell (Trustee)

Richard Bonham (Trustee)

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2024

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, if it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Lighting, sound and visual equipment: at 25% reducing balance

Motor vehicles: over 5 years, straight line

Office equipment: at 25% reducing balance

Computer equipment: written off in the year

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2024

1 Accounting policies continued

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Fund accounting

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2024

2 Grants and donations	2024	2024	2024	2023
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
Arts Council England (ACE)	189,386	-	189,386	168,036
Albion Electrics re. vacant spaces	7,209	-	7,209	4,799
Land Securities Ltd re. vacant spaces	26,929	-	26,929	26,495
Leeds City Council (LCC)	5,000	-	5,000	-
LCC Leeds inspired	-	8,500	8,500	-
West Yorkshire Combined Authority (WYCA)	-	7,886	7,886	-
Other donations	3,453	-	3,453	3,717
	<u>231,977</u>	<u>16,386</u>	<u>248,363</u>	<u>203,047</u>

3 Staff costs and numbers	2024	2023
	£	£
Gross salaries	97,400	93,613
Social security costs	9,704	9,838
Employment allowance	(5,000)	(5,000)
Pensions	3,932	4,758
	<u>106,036</u>	<u>103,209</u>

The average number of employees during the year was 3, being an average of 2.6 full time equivalent (2023: 3.6, 2.7 FTE). There were no employees with emoluments above £60,000.

Defined contribution pension scheme	2024	2023
	£	£
Costs of the scheme to the charity for the year	3,932	4,758
Amount of any contributions outstanding at the year end	1,487	565

4 Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
WYCA	-	7,886	1,720	-	6,166
Leeds inspired	-	8,500	8,500	-	-
	<u>-</u>	<u>16,386</u>	<u>10,220</u>	<u>-</u>	<u>6,166</u>

Fund name	Purpose of restriction
WYCA	To support the involvement of CAPA students in the Sanctuary musical production and the social impact of the show across West Yorkshire to combat race-related hate crime.
Leeds inspired	To support the community and participation element of the production, Taxi.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2024

5 Tangible assets	Computer equipment	Office equipment	Lighting and sound	Total
Cost	£	£	£	£
At 1 April 2023	10,055	3,281	24,010	37,346
Additions	-	63	-	63
At 31 March 2024	10,055	3,344	24,010	37,409
Depreciation				
At 1 April 2023	10,055	3,047	22,562	35,664
Charge for year	-	74	362	436
At 31 March 2024	10,055	3,121	22,924	36,100
Net book value				
At 31 March 2024	-	223	1,086	1,309
At 31 March 2023	-	234	1,448	1,682
6 Debtors and prepayments			2024	2023
			£	£
Debtors			21,951	8,195
Prepayments			16,943	7,983
Accrued income			39,419	1,770
Other debtors			360	1,770
			78,673	19,718
7 Current asset investments			2024	2023
			£	£
Cash equivalents on deposit			10,355	9,913
			10,355	9,913
8 Cash at bank and in hand			2024	2023
			£	£
Cash at bank			102,313	132,176
Cash in hand			889	184
			103,202	132,360
9 Creditors and accruals			2024	2023
			£	£
Creditors			18,886	7,859
Amounts received on account for contracts / performance related grants			-	7,650
Accruals			4,604	1,575
Deferred income			-	2,250
Taxation and social security			2,505	1,524
Other creditors			-	690
			25,995	21,548

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2024

10 Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee expenses

During the year 5 trustees were paid a total of £304 in respect of travel (previous year: £nil).

Details of remuneration and benefits		2024	2023
		£	£
Rebecca Owen	Payment for acting services	4,394	-
Emma McDowell	Honorarium	500	-
Fiona Gell	Honorarium	500	-
		<u>5,394</u>	<u>-</u>

Legal authority for the payments

The legal authority for the payment is via a provision within the charity's governing document.

Remuneration and benefits received by key management personnel

The total employee benefits received by key management personnel were £88,340 (previous year: £90,241).

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities including comparatives for all funds
(including summary income and expenditure account)
for the year ended 31 March 2024

	2024 Unrestricted funds £	2023 Unrestricted funds £	2024 Restricted funds £	2023 Restricted funds £	2024 Total funds £	2023 Total funds £
Income						
Grants and donations	231,977	203,047	16,386	-	248,363	203,047
Theatre tax relief	54,419	1,626	-	-	54,419	1,626
Income from theatrical performances	50,827	26,325	-	-	50,827	26,325
Other earned income	11,565	18,471	-	-	11,565	18,471
Bank interest	800	306	-	-	800	306
Total income	349,588	249,775	16,386	-	365,974	249,775
Expenditure						
Production costs						
Performing and stage management fees	75,279	40,763	1,300	-	76,579	40,763
Sets props and costumes	4,416	5,675	8,500	-	12,916	5,675
Venue and rehearsal room hire	5,975	3,770	-	-	5,975	3,770
Creative fees	26,693	6,310	-	-	26,693	6,310
Technical equip. hires and consumables	1,200	70	-	-	1,200	70
Writers' fees, royalties and commissions	8,720	1,041	-	-	8,720	1,041
Accommodation, allowances and travel	11,428	9,291	420	-	11,848	9,291
Evaluation and monitoring	-	1,115	-	-	-	1,115
Production miscellaneous	3,588	1,060	-	-	3,588	1,060
Recruitment	11,167	-	-	-	11,167	-
Marketing and publicity	33,741	23,643	-	-	33,741	23,643
Overheads	-	-	-	-	-	-
Salaries, NI and pensions	106,036	103,209	-	-	106,036	103,209
Rent and rates	20,999	18,752	-	-	20,999	18,752
Insurance	1,881	1,765	-	-	1,881	1,765
Repairs and maintenance	89	31	-	-	89	31
Phone and internet	1,772	1,899	-	-	1,772	1,899
Computer software and maintenance	4,347	4,846	-	-	4,347	4,846
Printing, postage and stationery	127	151	-	-	127	151
Trade subscriptions	1,082	2,332	-	-	1,082	2,332
Sundry expenses	623	624	-	-	623	624
Motor expenses	-	-	-	-	-	-
Travel and subsistence	775	1,301	-	-	775	1,301
Consultancy fees	8,543	22,744	-	-	8,543	22,744
Training and conferences	262	933	-	-	262	933
Bank charges	24	32	-	-	24	32
Independent examination	1,575	1,575	-	-	1,575	1,575
Depreciation	436	665	-	-	436	665
Total expenditure	330,778	253,597	10,220	-	340,998	253,597
Net gains/(losses) on investments	443	(281)	-	-	443	(281)
Net income / (expenditure)	19,253	(4,103)	6,166	-	25,419	(4,103)
Fund balances brought forward	142,125	146,228	-	-	142,125	146,228
Fund balances carried forward	161,378	142,125	6,166	-	167,544	142,125

THE RED LADDER THEATRE COMPANY LIMITED

England & Wales - Charity number 1037653

Accounts

Red Ladder Theatre Company Limited (The)

Charity number 1037653

A company limited by guarantee number 01258679

Annual Report and Financial Statements for the year ended 31 March 2023



Red Ladder Theatre Company Limited (The)

Annual Report and Financial Statements for the year ended 31 March 2023

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Prepared by West Yorkshire Community Accountancy Service CIO

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2023

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Emma McDowell	Co-Chair	
Fiona Gell	Co-Chair	
Ryan Case	Co Vice-Chair	Resigned July 2022
Janet Alexander	Co Vice-Chair	
Dan Bye		Resigned April 2022
Ben Rothera		Resigned July 2022
Craig Jefferies		
Jamie Jones-Buchanan		Resigned November 2022
Lucinda Yeadon		Resigned August 2022
Anna Turzynski		
Catherine Brennan		
Richard Lee		
Sheila Freeman		Resigned July 2023
Rebecca Owen		Appointed November 2022
Dick Bonham		Appointed February 2023

Company Secretary Chris Lloyd

Charity number 1037653 Registered in England and Wales

Company number 01258679 Registered in England and Wales

Registered and principal address	Bankers	
3 St Peters Building	Triodos Bank UK Ltd	The Co-operative Bank
York Street	Deanery Road	19/20 Commercial Street
Leeds LS9 8AJ	Bristol, BS1 5AS	Leeds LS1 6AL

Independent examiner
Simon Bostrom FCIE

West Yorkshire Community Accountancy Service CIO
Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure of governance, recruitment of Trustees and the Charity's objects

The charity is a company limited by guarantee and was formed on 17 May 1976. It is governed by a memorandum and articles of association as amended by special resolution 20 January 1994 and 5 November 2015. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The management of the company is the responsibility of the Management Committee members who are elected and co-opted under the terms of the company's governing documents. One third of the directors/trustees retire annually by rotation and are eligible for re-election. The constitution of the Committee is regularly reviewed and new appointments made after discussions regarding suitability for the specific needs of the company. The Company is established to promote, maintain, improve, and advance education, particularly by the production of educational plays and the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefore provided that all objects of the Company shall be of a charitable nature.

The following information is made publicly available on their dedicated governance pages (redladder.co.uk/about/governance) to act as a resource for current and prospective trustees.

- Details of the RLTC governing document & copy of articles of association
- Role description for trustee & code of conduct
- Links to key company policies
- Staff & Board Member biographies
- Contact details for prospective board members to hear more
- Additional Charity governance resources
- Link to RLTC Charity Commission Report
- Link to The Essential Trustee (CC3), a publication by the Charity Commission detailing main duties of a charity trustee, as well as additional resources providing guidance on public benefit, decision making, annual reports, expenses, conflicts of interest, disagreements and disputes, board recruitment, resignation and removal, digital work and charity governance, finance and resilience, risk management and safeguarding young people
- Link to Charity Governance Code, and Voluntary Action Leeds factsheets
- Glossary of terms

Organisational structure and decision-making

The Trustees meet at least four times a year and are responsible for the strategic direction and policy of the company. The day-to-day responsibility for the company is delegated to the Senior Management Team of Red Ladder Theatre Company which, currently, comprises an Artistic Director and an Executive Producer. The company also has two Co-Chairs and a Vice-Chair position voted on by the Board of Trustees.

All board members are expected to read the papers in advance of board meetings and ask for further information and clarification when deemed necessary. Board meetings currently take place either in person or on video conferencing software or a combination of the two. We aim to be as flexible as possible with meeting times and locations to suit individuals' working patterns and commitments. It is also expected that board members will attend shows and support the company and the staff team when needed.

As a registered charity, RLTC board members do not get paid to be on the board. However, the company will reimburse any reasonable expenses (e.g. travel/childcare) incurred by (e.g.) attending board meetings and Red Ladder is committed to covering costs incurred by any additional (e.g. access) needs of prospective and current board members, such as BSL signing services.

In addition to board meetings, there are also two standing board subcommittees: the Finance & Risk Management Planning subcommittee and the Artistic Planning subcommittee. Board members are invited to take part in these according to their skills and expertise, and also meet with staff members regularly when needed (e.g. for business planning, policy review etc).

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Trustee roles & responsibilities

Below is an overview of what the Charity Commission set out, broadly speaking, as the six main duties for a Trustee of a charity. We have developed below what we believe this to mean in the context of RLTC more specifically:

- Ensuring the charity is carrying out its purposes for public benefit
- Complying with the charity's governing document and the law
- Acting in the charity's best interests
- Ensuring the charity is accountable
- Managing the charity's resources responsibly
- Acting with reasonable care and skill

But we think there are so many other things that are part of being a Red Ladder trustee, such as:

- Coming along to see our shows and events
- Meeting new people and being part of a community
- Thinking big about our future
- Being a vital part of conversations about the theatre
- Using your particular expertise and experience

Induction process for new trustees

Prospective board members may also meet one or more board members in advance, to hear more about what being a Board Member involves and be encouraged to ask further questions. Prospective Board Members are then invited to the next board Meeting as an observer.

On acceptance from both parties the new Board Member will be invited to attend the following Board Meeting, at which they will be voted on to the Board. They will then be issued with a full induction pack, which includes the following information:

- Companies House / Charity Commission recruitment paperwork
- Co-op bank declaration form 3b for new Board members (for protection against money laundering)
- Most recent Trustee's report and annual accounts, and minutes from the last AGM
- Most recent business plan
- Minutes from the last 3 board meetings (incl. latest artistic, fundraising, marketing, press reports)
- A Declaration to sign to confirm understanding of the above information and of the expectations and duties of a Board Member and/or acceptance of the Trustee's code of conduct

The Company Secretary will issue the following forms:

- Bank declarations form 3b for new Board members (for protection against money laundering) for all accounts
- The new Board member will also complete an RLTC new trustee declaration form to ensure their suitability as a Board member.

In addition to the information provided above, it is expected that additional resource and/or information will be needed to accommodate any additional access needs of prospective board members, to be mutually agreed between prospective board members and the existing board on a case-by-case basis. RLTC is also committed to supporting all board members to carry out their duties effectively, e.g. board members will be regularly offered the opportunity to attend board training through a qualified body.

- The role of board members in business planning and executive team management
- Succession planning for executive and governance roles
- Proposed changes to governance structure: (Co)Chair / Vice Chair(s) & succession planning
- Board meetings, agenda, roles 'in the room'
- Communications between board members and staff team
- Expectations and responsibilities of the role

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Summary of governance activity April 2022 – March 2023

Three full board meetings took place between April 2022 – March 2023 and were approximately 2 hours long. All board meetings were chaired by both the Co-Chairs. All were held on video conferencing software, with (automatically-generated) captions and chat function enabled.

The AGM was held in December 2022; also on Zoom

Minutes from each meeting were generated and signed off by the board at the subsequent board meeting. In addition to the board meetings below, the board also met ad hoc when necessary, including the convening of the subcommittees and working groups (e.g. Artistic Planning Subcommittee; Finance & Risk Subcommittee; Away Day planning working group).

Date of board meeting	Type	No. of trustees present
Friday 8 July 2022	Quarterly Board Meeting on Zoom	7
Monday 7 November 2022	Quarterly Board Meeting on Zoom	6
Tuesday 6 December 2022	AGM	5
Monday 20 February 2023	Quarterly Board Meeting On Zoom	9
Monday 17 July 2023	Artistic Director Recruitment Working Group Away Day	7

At the 2022 Board Away Day in July, Rod Dixon signalled that he would be aiming to leave the company at the end of 2023, after 17 years as Artistic Director. This was the start of many discussions as to what the future artistic direction of Red Ladder could look like. It was the catalyst for the formation of the Artistic Direction Working Group (ADWG) led by Co-Chair Emma McDowell, facilitated by consultant Nicky Hatton and made up of other Board members working closely with the staff team. The aim of the Group is to ultimately find the company's next Artistic Director/s. A wide range of artists, theatre-makers, arts and community leaders, company stakeholders, participants and friends have also been consulted about the future artistic direction of the company helping to inform our thinking and shape our recruitment and application process. There is now an active recruitment campaign and we eagerly await the outcome of our search and many months of hard work.

Related party relationships

Red Ladder Theatre Company has a strong, positive relationship with Arts Council England, the major funder of Red Ladder. Red Ladder's assigned officer from ACE Yorkshire is regularly kept informed of the artistic direction and ambition of the company and is an occasional observer at Board Meetings. ACE England continues to be extremely supportive of the charity and receives board papers and minutes of Trustee meetings. (See Risk Management - below)

Leeds City Council did not award core funding for the year in question, but is supportive of the company, and is regularly updated on artistic progress.

Risk management

The Finance & Risk Management Committee constantly monitor and assess the risk the company faces mitigating where necessary and report as such to the full board of Trustees.

This Committee have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company and are satisfied that systems and procedures are in place to mitigate our exposure to any major risks.

The major risk affecting the company was the possibility that Red Ladder would not be awarded core funding by Arts Council England for the three-year cycle 1 April 2023 to 31 March 2026 however the company was successful and secured annual funding of £189,000 which included an uplift to enlarge and deepen The Red Ladder Local non-traditional touring circuit throughout the duration of the funding.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Risk management continued

During the financial year in question the Artistic Director of the company made the decision to go down to 60% as from 1 November 2022 with a view to stepping down completely in December 2023.

There is a wide ranging and comprehensive recruitment process being undertaken by a Trustee working group to replace the role by the end of 2023.

The Edinburgh run (August 2022) and subsequent tour (Autumn 2022) revealed very disappointing audience figures with income down by £10,000 on forecast. Significant savings were made over the expenditure budgets to mitigate these losses.

Red Ladder's major production for 2023 is Taxi and there has been increased expenditure with income set to be less than predicted. The Trustees have been made aware of this throughout the financial year to date and have agreed to commit £30,000 of reserves towards the project.

That apart there have been no other major incidents to report during this financial period.

The company has comprehensive IT cover both remotely and onsite with virus cover through the server and for all incoming emails and web usage. Red Ladder also backs up server activity locally on an external hard drive that is removed off the premises each day and, also, to the Cloud daily.

The company also has a robust Financial Control Procedures in place. A Finance & Risk Management Sub-committee meets regularly prior to board meetings and, when needed, at short notice to assess new opportunities and threats to discuss the latest financial figures, add context and report to the full board. This has the advantage of crystallising key information for board members and reducing duplication during meetings. This committee consists of five Trustees with a range of skills, knowledge and experience in management accounting and financial matters.

These meetings are chaired by Red Ladder's Executive Producer who prepares and circulates monthly cash-flows and management accounts to this committee with updated budgets and details of any new opportunities and/or threats that may arise.

During the financial year (2022/23) both the Finance & Risk Management Committee and the Trustees have received monthly cash flow forecasts and quarterly profit and loss management accounts with revised outcomes at every quarter.

Staffing

Red Ladder employ three members of staff on payroll throughout the 2022/2023 financial year: The Artistic Director (Rod Dixon) went down to 60% salary in November 2022; Executive Producer (Chris Lloyd full time), and Creative Producer (Alice Barber) who joined the payroll in February 2023. Marketing Manager (Sasha Hawkes) decided not to return to the Company following maternity leave. The Company continued to engage Bonner & Hindley on Press, PR and Marketing duties as maternity cover. Carla Kingham, stepped down from the Company in August 2022.

The Company is also supported in the roles of Technical Manager and Social Media Manager on a freelance basis.

OBJECTIVES & ACTIVITIES

Red Ladder Vision:

We make theatre about how we live now, and how we hope to live. The world has got to change, and the future is not yet written. The shared experience of theatre is about transformation and imagination, where we can collectively invent a better, kinder, fairer way to be.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Red Ladder Mission:

We make theatre that gives a platform to voices that are rarely heard, and stories that are overlooked. Plays that invite you to lean in, identify, punch the air, laugh with the stranger next to you, cry in the dark, and want to take action.

We make theatre in Northern England but our world is huge and we can soar across borders. We are forward-looking, but not forgetful. We are full of heart, humour and big ideas.

We make new plays, empowering, supporting and inspiring writers and theatre artists to tell stories that start on their (often Northern, often working class) doorsteps and take radical leaps of imagination, challenging the systems that marginalise and oppress, and make inclusive, inquisitive, embracing, bracing, laughing, crying, thinking, drinking, dancing, singing theatre.

We will go wherever the audience is – to pubs and clubs, to housing estates and to theatres with velvet seats. We'll meet you there, for a good night out that ends with you stepping back out into a world that now feels different, full of possibility, and capable of transformation. And has you singing all the way home.

These principles and aims are the lenses through which we see our entire programme of work and have driven all company activity for the year April 2022 – March 2023. They will continue to guide the direction of the company and inform our trajectory throughout this Arts Council National Portfolio funding period and beyond.

Strategies for achieving objectives

- To harness internal artistic expertise and work with exceptional, innovative collaborators to create relevant, subversive theatre of outstanding quality
- To embed equality and diversity at the heart of all our work as a means to reach and represent diverse audiences of contemporary Britain
- To improve our understanding of different access requirements and prioritise access and inclusivity within our artistic programme wherever possible
- To effectively monitor and increase audience development throughout the funding period, adapting and recalibrating our strategy as required
- To maintain and strengthen our profile as a national touring theatre company through frequent and strategic studio tours and healthy, positive relationships with key presenting venues
- To nourish new work and create professional and artistic development opportunities for early-career artists or people pushing the boundaries of current theatre practices
- To continue to develop a clear and achievable fundraising model to maximise the impact and sustainability of our work

ARTISTIC PROGRAMME: ACHIEVEMENTS AND PERFORMANCE

Artist Development

Red Ladder supported a wide range of artists from emerging to established and mid-career in their funded research and development projects. This mentoring work is not necessarily aimed at reaching Red Ladder co-production but is a service we have offered in an ad hoc way and to see it formalised raises the profile of the company both regionally and nationally.

The following artists received support:

April 2022 – ongoing: Leon Fleming. Ongoing free creative writing office space given

June 2022: producing support for a writer called Debbie Beeks, to developing a play exploring women's autonomy, female friendship and domestic abuse. Debbie is a care leaver, which is an interesting perspective that she brings to the writing, as well as having grown up in Harehills – and so the piece is rooted in Leeds. Support via rehearsal space, Movement Direction, logistical, and for a successful R&D funding bid that will culminate in a sharing in September 2023. Dramaturgical support and free rehearsal space was given.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Artist Development continued

Sept 2022: Alys Williams - a solo performance written and performed by Alys entitled 'The Light House' an account of her support for a suicidal boyfriend. This R&D culminated in a scratch performance at The Leeds Playhouse. Alys has since been invited to pitch this work for performance on the Red Ladder Local circuit. Movement and directorial mentoring given along with free rehearsal space.

Sept 2022: Nicky Davy's new play 'Eva' was rehearsed, and Rod Dixon supported some of the movement aspects and introduced the cast to Laban qualities of characterisation. Free rehearsal space was given and there are ongoing conversations about taking the piece on to Red Ladder Local.

November 2022: Roseanne Williams . Roseanne is an ambitious writer looking to find her niche. Dramaturgical mentoring along with free creative writing office space have been given alongside ongoing help and advice. Roseanne was offered a paid internship role with Debbie Beeks (see earlier) working on her project Terms and Conditions of Engagement following an intro by Red Ladder.

February 2022: producing, fundraising and dramaturgical support given to Megan Rose Kennedy, an emerging writer who had co-authored a fascinating modern-day adaptation of Wuthering Heights that explored the themes of class and gender autonomy in a contemporary context.

April 2023 – ongoing: Cian Ryan. Free photographic studio and storage space given to this Leeds Conservatoire undergraduate.

My Voice Was Heard But It Was Ignored by Nana-Kofi Kufuor at Edinburgh & National Tour

This successful piece of work was re-rehearsed to be performed for a full run at the Edinburgh Fringe Festival. Although audience numbers were lower than hoped, the show was very well received by the critics and was awarded The Lustrum Award which is given to shows that stand out as exceptional in the host venue, Summerhall. The Edinburgh run was followed by another UK tour with the show playing venues on the Red Ladder Local and touring as far south as Brent and Rugby and as far north as Hexham and Alnwick.

In October 2022 the show received three nominations at The Black British Theatre Awards with the ceremony held at The National Theatre in London. Misha Duncan Barry was awarded best actor, Dermot Daly was nominated for best director, and Nana-Kofi Kufuor was nominated best writer.

Taxi! August 2023

After a rehearsal at City Exchange building in the city centre, which included Sunday and evening work with a locally recruited community chorus, Rod Dixon and Douglas Thorpe of mad dogs dance theatre co-directed and choreographed an exceptionally talented cast of professional dancers and a physical theatre actor. Taxi was performed from August 10th to 20th 2023 at Old Woollen in Sunny Bank Mills in Farsley. Despite the show competing with the fact that many audiences are away on holiday during August, or theatregoers are visiting the Edinburgh Fringe, audience numbers were good, and 'word of mouth' recommended the show. Taxi was a highly successful collaboration and was a powerful exploration of how people connect and share the parameters of their lives. Unsurprisingly, the show explored 'endings', how we prepare for the end of life and the final chapters of our sometimes 'messy' stories.

Red Ladder Local

The company continued to promote and book shows onto our Wakefield, Barnsley and Leeds circuit of non-traditional venues. The circuit is proving to be popular with audiences across the region with a range of shows, attracting regular returners to each venue as well as new attendees. In the financial year covered, the circuit saw 20 performances and 3 participation courses; from April – September 2023 it has seen a further 5 performances.

In Spring '22, our co-production with Wrongsemble was finally able to reach the circuit after numerous Covid-19 setbacks. The company returned in the Summer, when the venues saw their first ever outdoor productions in The Not So Grimm Twins, which was performed on the back of a horse-box come stage to delighted family audiences.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Red Ladder Local continued

From Autumn '22 through to Spring '23, funding from Wakefield Culture Grants allowed the company to programme nine performances in Wakefield district. This supported a vast range of shows covering a variety of topics: family work exploring science, local interest work about Ferrybridge Power Station, a smash-hit Edinburgh Fringe interactive piece, My Voice Was Heard, and a variety night. This meant that funding attracted to the circuit was able to support gigs and opportunities for five companies other than Red Ladder. In Summer '23, Wrongsemble returned with the final instalment of their 'Not So' series, The Not So Big Bad Wolf, again performed outdoors.

Audiences were surveyed, with 354 responses collected; the shows had drawn over 40% first time attendees at the venues across the whole programme, while 20% travelled to the venues on foot. Cost was most frequently cited as the main deterrent to seeing theatre, which validated the value of the scheme.

Participation and Engagement

Belle Isle Stories:

In April 2022 we received £10,000 from the Let's Create Jubilee Fund to run 'Belle Isle Stories', a community co-creation project driven by stories from the area. Four short pieces of writing were produced, all inspired by our experiences getting to know the community in a variety of settings, and the stories that people told us the four writers. We also ran a four-week Acting Course, and four-week Writing Course; one of the pieces, 'Belle Avenue', was co-created with participants of the writing group.

The four pieces of writing produced were shot and edited as short films. We worked with an incredible cohort of Leeds actors who only had half a day or so of rehearsal before hitting the filming, many of whom had previous connections to Red Ladder, having participated in Community Productions or Red Grit. The residents of Belle Isle were thrilled to meet some of the 'stars' when the four films were screened at the Gate in December 2022, which gave contributors a chance to see their stories on the silver screen.

Red Ladder Local:

From January – March 2023, courses were run on Red Ladder Local as follows, each with 10 participants in attendance:

- Stand-Up Comedy at The Cluntergate Centre
- Stand-Up Comedy at The Grove Hall
- Red Grit at Queen's Mill, Castleford

Of the attendees, 9/10 on Red Grit cited the course as making them more likely to participate in similar activity in future, while 2 participants cited an intention to pursue a professional career in the arts, directly encouraged by the course. As for the Stand-Up Comedy, five of the participants reported that they were going to pursue stand-up comedy further, and one of these participants has already booked in eight stand-up gigs since participating in the course. Courses each have a legacy WhatsApp group, so that participants can continue to support and encourage each other's creativity. They have also been added to Red Ladder's participation mailing list, giving them access to opportunities to develop their creativity further via their Artist Development programme.

Taxi:

Two teams of local people took part as the chorus in Taxi. We recruited a diverse range of people aged between 21 and 71 including some new graduates from Northern School of Contemporary Dance alongside people who had never ever performed. There was no obvious gap in performance ability because of the skilful way we choreographed the chorus.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Red Grit Actor Training

After the gap through the pandemic there was a long waiting list for the courses and two were run simultaneously in Autumn 2022 with two cohorts training alongside each other. Several people from both these courses applied and joined the Taxi chorus. Another course was held in Leeds in Spring 2023. A final Red Grit course will be held between September and November 2023.

The new Artistic Director is more than likely to undertake this activity with something of their own design.

Key Developments for Red Ladder Theatre Company

The company successfully re-entered the Arts Council's group of National Portfolio Organisations, in addition receiving an uplift in funding to deliver additional strands of the Red Ladder Local scheme. This uplift will fund additional performances and courses at the pre-existing venues on the circuit, as well as giving support for the company to work with the Civic in Barnsley to recruit at least one new venue to the circuit in Barnsley district, as well as sharing our Artist Development support to artists in the area.

The democratising of the way the Red Ladder Local circuit is programmed has now been fully established, with the first full Red Ladder Local Working Group pitch meeting held in May 2023. This saw eight artists and companies from a variety of styles and lived experiences pitch to venue representatives. Venues then selected their preferences, and subsequently we've programmed 23 shows up until May 2024, with more to add. This level of forward planning has not previously been seen, and hopes to establish a process that can be replicated going forward. We have made contact with companies previously unfamiliar to us, as well as having widened our pool of freelance facilitators.

With regards to Equality, Diversity and Inclusion, the company has engaged an Access Consultant to advise the company how to remove barriers to engagement at both a practical and organisational level. A concerted effort has been made to engage with and employ artists from a range of lived experience, and methods for collecting and tracking data in this regard are in development via the Insight & Impact Toolkit.

Collaborations and Partnerships

The collaboration with another Leeds organisation, mad dogs dance theatre, Taxi, was artistically successful and fruitful.

The Red Ladder Local circuit has continued to cement excellent relations with the three hub venues (Wakefield Theatre Royal, Barnsley Civic and Leeds Playhouse) which support the scheme through their marketing and box office departments. We have maintained relationships with our host venues on the circuit across West and South Yorkshire: The Grove Hall, The Cluntergate Centre, HOPS, BITMO, St. John's Parish Hall and Queen's Mill. The programming of so much work has kept lines of communication live, and allows us to continually review and improve our processes with regards to these relationships.

During the year the Company has continued to forged strong partnerships with leading educational establishments in the region including Leeds City College. The new studio spaces at the Quarry Hill campus were where the Red Grit training were held, and a young technician from their First Year Technical Production BTEC worked with us on our production of Taxi. This sits alongside existing relationships with the University of Leeds, Leeds Beckett University and conservatoires: Northern School of Contemporary Dance and Leeds Conservatoire (the renamed College of Music). These links help support the progression routes for students and, hopefully, encourage more to stay in Leeds once they finish their studies.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Future Developments

Sanctuary by Sarah Woods and Boff Whalley

This new musical will be produced in Autumn 2024 in collaboration with CAPA College of Performing Arts Wakefield and The Wakefield Theatre Royal. CAPA College students will form the chorus for this four-hander professional show and the institution has offered their new studio theatre space for Red Ladder to rehearse the show alongside the students.

Sanctuary is highly relevant as a piece of theatre – examining the contentious issue of the 'small boats' and asking our audience whether we are a kind and welcoming nation or one with closed borders. A short extract was rehearsed with one professional actor and a chorus of CAPA College students to share to the Venues North network meeting at Sheffield Crucible Theatre in May 2023. The extract was well received, and several theatres have expressed an interest in programming the piece on Autumn 2024. In August 2023, we received £7,886 from the West Yorkshire Combined Authority's 'Safer Communities Fund' to support the involvement of CAPA students in Sanctuary and the social impact of the show across West Yorkshire to combat race-related hate crime.

Financial review

The net expenditure for the year was £4,546, all relating to unrestricted funds.

The budgeted deficit was £57,447.87 so this represents a terrific outcome for the year

Principal Funding

Principal funding was received from Arts Council England via National Portfolio (£168,036).

A summary of funding is set out in note 2 on page 10 to the financial statements

The 2022/23 financial year was supported by Arts Council England with core funding via an extension year programme following on from the pandemic of the previous years.

Significant income was also generated by charitable occupation of leased spaces.

Ticket income from the run of My Voice Was Heard But Was Ignored at the Edinburgh Fringe Festival was disappointing but the tour held up well.

Trusts, Foundations and additional grant funding showed a £5,500 increase on forecast.

The major reduction in expenditure was the Artistic Director going down to 60% of salary, the decision to sell the company vehicle and the switch to the agency for marketing, Press & PR.

Red Ladder also received the tremendous news that we were to be re-admitted as a core client of Leeds City Council's Arts@Leeds funding programme for the financial year 1 April 2023 to 31 March 2024.

Reserves policy

The reserves policy is to ensure there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months trading equates to £60,000 and this is updated on a monthly basis and is calculated on a rolling annual timeline.

This is a minimum requirement to mitigate an unexpected financial emergency. The Management recognise that in times of particular funding uncertainty around our core funder, it is prudent to build reserves above this to enable the company to survive and deliver our mission in the event of loss of a major element of our grant income and it has therefore been a stated aim to rebuild company reserves over the current Arts Council funding period, to bring them to a level which would withstand such longer term changes to our business model. The ambition is to sustain reserves that allow the company to function at a reduced level should Red Ladder fall out of the Arts Council's National Portfolio. This has been set at £115,000 which allows a level of activity to sustain the company to seek alternative funding and income streams with a view to, hopefully, re-entering the Portfolio in the next cycle of funding.

The company had succeeded in this during the year to 31 March 2023, and reserves at year-end stand at £140,000.

The budget for 2023/24 has the company utilising £10,368 of these reserves

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Co-Chairs' Statement

The Board of Trustees presents this report as an accurate representation of activity which has been delivered during the 2022-2023 financial year. The company is thankful to our independent examiners West Yorkshire Charities Accounting Service (WYCAS) for their prudent and consistent guidance in the presentation of management/year end accounts, to ensure the company's full compliance with statutory charitable accounting principles.

Our Co-Chairs' statement covers the period April 2022 – August 2023.

As a Board, we continue to build on the work of our vision and mission, improving our governance structure and the rolling recruitment of Board members. We are currently a 9 strong team welcoming most recently Beccy Owen and Dick Bonham who bring a wealth of experience with them and further strengthen our artistic direction and production expertise.

Our Co-Chair model of working continues to flourish. We enjoy the support of each other and from our fellow Trustees. Sharing the workload is critical as we are all volunteers and have busy lives and jobs to balance alongside our passion for Red Ladder. Our shared mission, vision and values is the glue that binds us all together and keeps the company moving forward. We will never stop advocating for social change and global justice.

Our inclusion in the Arts Council England (ACE) National Portfolio Organisation (NPO) for 2023-2026 programme was a huge relief and means that the company can continue to create challenging and exciting theatre and support more artists, writers and performers for at least the next 3 years. We thank ACE for their commitment to the company which included an uplift in funding. This will help us to deliver additional strands to our Red Ladder Local scheme taking theatre directly into the heart of communities. It was very pleasing to re-enter Leeds City Council's arts@Leeds funding programme for 2023 and we have always appreciated the Council's support. We also thank Wakefield Culture Grants and the Let's Create Jubilee Fund for their grant awards.

Artistically, we have delivered a vibrant Red Ladder Local programme, our participation and engagement programme including our Red Grit Actor training and our main production for this year of Taxi! Written by Andrea Heaton, Taxi! was co-directed by Red Ladder's Artistic Director Rod Dixon and Douglas Thorpe of mad dogs dance theatre combining dance with physical theatre and saw professional dancers working alongside a physical theatre actor and a community chorus. Anyone who saw Taxi! will tell you what a powerful piece of theatre addressing themes of trust and loneliness, and exploring life and fate. Vintage Red Ladder and theatre-making of which we are really proud.

Taxi! was also our beloved Artistic Director, Rod Dixon's last production for the company as he's hanging up his Doc Marten's after 17 years at the helm. Rod has been instrumental in putting the work, ideals and values of Red Ladder centre stage. His energy, passion and commitment have been central to producing theatre that contributes to a more socially, environmentally and economically just world. Rod has headed up a rich period of discovering and nurturing new talent as well as directing shows such as The Promised Land, Shed Crew, The Damned United, Mother Courage and Glory. He has helped to train and encourage hundreds of new actors and developed an impressive alumnus through Red Grit. He has helped many budding actors and supported mid-career artists and has actively embraced working with early-career creatives like writers, set designers, lighting designers, sound designers and stage managers whose experience with Red Ladder has given them a springboard into the industry. His influence has been enormous and cannot be underestimated or undervalued. We wish Rod all the best for the future as he heads off to Scotland to help set up an Arts-Led, off-grid intentional community in Scotland at the end of the year. Red Ladder is now actively searching for our next Artistic Director.

Finally, we would like to thank the company's core team of staff and freelancers, led by Rod Dixon and Chris Lloyd including Alice, Tom and Chris O for everything that they do. We would also like to thank the talented teams of creative practitioners and artists who we have collaborated with us this year. And of course, our audiences and supporters wherever you are and whomever you are. We are nothing without you.

Fiona Gell & Emma McDowell

Co-Chairs & Trustees. August 2023

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2023

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

Company law requires the trustees to prepare financial accounts 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 the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the accounts on a 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the board of trustees on 18/12/2023

Fiona Gell (Trustee)

Red Ladder Theatre Company Limited (The)

Independent examiner's report to the trustees of Red Ladder Theatre Company Limited (The)

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2023, which are set out on pages 15 to 21.

Responsibilities and basis of report

As the charity's trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act ('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

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

- 1 accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Simon Bostrom FCIE

18/12/2023

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 March 2023

	Notes	2023 Total funds £	2022 Total funds £
Income from:			
Grants and donations	(2)	203,047	235,273
Theatre tax relief		1,626	11,663
Income from theatrical performances		26,325	21,745
Other earned income		18,471	2,446
Bank interest		306	44
Total income		249,775	271,171
Expenditure on:			
Production costs			
Performing and stage management fees		41,206	47,638
Sets props and costumes		5,675	855
Venue and rehearsal room hire		3,770	17,310
Creative fees		6,310	11,671
Technical equipment hires and consumables		70	-
Writers' fees, royalties and commissions		1,041	18,099
Accommodation, allowances and travel		9,291	10,619
Evaluation and monitoring		1,115	9,567
Production miscellaneous		1,060	515
Marketing and publicity		23,643	22,456
Overheads			
Salaries, NI and pensions	(3)	103,209	105,583
Rent and rates		18,752	11,660
Insurance		1,765	2,096
Repairs and maintenance		31	142
Phone and internet		1,899	1,260
Computer software and maintenance		4,846	6,680
Printing, postage and stationery		151	856
Trade subscriptions		2,332	1,226
Sundry expenses		624	569
Motor expenses		-	1,048
Travel and subsistence		1,301	1,509
Consultancy fees		22,744	15,733
Training and conferences		933	940
Bank charges		32	24
Independent examination		1,575	1,500
Depreciation		665	1,342
Total expenditure		254,040	290,898
Net gains/(losses) on investments		(281)	195
Net income / (expenditure)		(4,546)	(19,532)
Fund balances brought forward		146,228	165,760
Fund balances carried forward		141,682	146,228

All incoming resources and resources expended derive from continuing activities.

Red Ladder Theatre Company Limited (The)
Balance sheet
as at 31 March 2023

		2023	2022
		Total	Total
		£	£
Fixed assets			
Tangible assets	(4)	1,682	2,244
Total fixed assets		<u>1,682</u>	<u>2,244</u>
Current assets			
Debtors and prepayments	(5)	19,275	21,927
Current asset investments	(6)	9,913	10,195
Cash at bank and in hand	(7)	132,360	166,887
Total current assets		<u>161,548</u>	<u>199,009</u>
Current liabilities:			
amounts falling due within one year			
Creditors and accruals	(8)	21,548	55,025
Total current liabilities		<u>21,548</u>	<u>55,025</u>
Net current assets / (liabilities)		<u>140,000</u>	<u>143,984</u>
Net assets		<u>141,682</u>	<u>146,228</u>
Funds			
Unrestricted funds		141,682	146,228
Restricted funds		-	-
Total funds		<u>141,682</u>	<u>146,228</u>

For the year ending 31 March 2023 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on 18/12/2023

Fiona Gell (Trustee)

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2023

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, if it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Lighting, sound and visual equipment: at 25% reducing balance

Motor vehicles: over 5 years, straight line

Office equipment: at 25% reducing balance

Computer equipment: written off in the year

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2023

1 Accounting policies continued

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Fund accounting

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2023

2 Grants and donations

	2023	2023	2023	2022
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
Arts Council England (ACE)	168,036	-	168,036	168,036
Albion Electrics re. vacant spaces	4,799	-	4,799	-
Land Securities Ltd re. vacant spaces	26,495	-	26,495	17,077
Arts Council England (ACE)	-	-	-	27,837
Arts Council England (ACE)	-	-	-	1,500
HMRC Job Retention Scheme (JRS)	-	-	-	10,065
Leeds City Council Covid relief funds	-	-	-	3,615
Other donations	3,717	-	3,717	7,143
	<u>203,047</u>	<u>-</u>	<u>203,047</u>	<u>235,273</u>

3 Staff costs and numbers

	2023	2022
	£	£
Gross salaries	93,613	95,824
Social security costs	9,838	9,608
Employment allowance	(5,000)	(4,000)
Pensions	4,758	4,151
	<u>103,209</u>	<u>105,583</u>

The average number of employees during the year was 3.6, being an average of 2.7 full time equivalent (2022: 3.2, 2.6 FTE). There were no employees with emoluments above £60,000.

Defined contribution pension scheme

	2023	2022
	£	£
Costs of the scheme to the charity for the year	4,758	4,151
Amount of any contributions outstanding at the year end	565	953

4 Tangible assets

	Computer equipment	Office equipment	Lighting and sound	Total
	£	£	£	£
<u>Cost</u>				
At 1 April 2022	9,952	3,281	24,010	37,243
Additions	103	-	-	103
At 31 March 2023	<u>10,055</u>	<u>3,281</u>	<u>24,010</u>	<u>37,346</u>
<u>Depreciation</u>				
At 1 April 2022	9,952	2,969	22,078	34,999
Charge for year	103	78	484	665
At 31 March 2023	<u>10,055</u>	<u>3,047</u>	<u>22,562</u>	<u>35,664</u>
<u>Net book value</u>				
At 31 March 2023	<u>-</u>	<u>234</u>	<u>1,448</u>	<u>1,682</u>
At 31 March 2022	<u>-</u>	<u>312</u>	<u>1,932</u>	<u>2,244</u>

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2023

5 Debtors and prepayments	2023	2022
	£	£
Debtors	8,195	4,659
Prepayments	7,983	1,887
Accrued income	1,770	15,381
Taxation	1,327	-
	<u>19,275</u>	<u>21,927</u>

6 Current asset investments	2023	2022
	£	£
Cash equivalents on deposit	9,913	10,195
	<u>9,913</u>	<u>10,195</u>

7 Cash at bank and in hand	2023	2022
	£	£
Cash at bank	132,176	166,527
Cash in hand	184	360
	<u>132,360</u>	<u>166,887</u>

8 Creditors and accruals	2023	2022
	£	£
Creditors	7,859	7,840
Amounts received on account for contracts / performance related grants	7,650	42,009
Accruals	1,575	1,500
Rents received in advance	2,250	-
Taxation and social security	1,524	2,252
Other creditors	690	1,424
	<u>21,548</u>	<u>55,025</u>

9 Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee remuneration and benefits

No trustee received any remuneration or benefit during this or the previous year.

Remuneration and benefits received by key management personnel

The total employee benefits received by key management personnel were £90,241 (previous year: £84,178).

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities including comparatives for all funds
(including summary income and expenditure account)
for the year ended 31 March 2023

	2023 Unrestricted funds £	2022 Unrestricted funds £	2023 Restricted funds £	2022 Restricted funds £	2023 Total funds £	2022 Total funds £
Income						
Grants and donations	203,047	195,871	-	39,402	203,047	235,273
Theatre tax relief	1,626	11,663	-	-	1,626	11,663
Income from theatrical performances	26,325	21,745	-	-	26,325	21,745
Other earned income	18,471	2,446	-	-	18,471	2,446
Bank interest	306	44	-	-	306	44
Total income	249,775	231,769	-	39,402	249,775	271,171
Expenditure						
Production costs						
Performing and stage management fees	41,206	29,661	-	17,977	41,206	47,638
Sets props and costumes	5,675	855	-	-	5,675	855
Venue and rehearsal room hire	3,770	17,310	-	-	3,770	17,310
Creative fees	6,310	311	-	11,360	6,310	11,671
Technical equip. hires and consumables	70	-	-	-	70	-
Writers' fees, royalties and commissions	1,041	18,099	-	-	1,041	18,099
Accommodation, allowances and travel	9,291	10,619	-	-	9,291	10,619
Evaluation and monitoring	1,115	9,567	-	-	1,115	9,567
Production miscellaneous	1,060	515	-	-	1,060	515
Marketing and publicity	23,643	22,456	-	-	23,643	22,456
Overheads	-	-	-	-	-	-
Salaries, NI and pensions	103,209	95,518	-	10,065	103,209	105,583
Rent and rates	18,752	11,660	-	-	18,752	11,660
Insurance	1,765	2,096	-	-	1,765	2,096
Repairs and maintenance	31	142	-	-	31	142
Phone and internet	1,899	1,260	-	-	1,899	1,260
Computer software and maintenance	4,846	6,680	-	-	4,846	6,680
Printing, postage and stationery	151	856	-	-	151	856
Trade subscriptions	2,332	1,226	-	-	2,332	1,226
Sundry expenses	624	569	-	-	624	569
Motor expenses	-	1,048	-	-	-	1,048
Travel and subsistence	1,301	1,509	-	-	1,301	1,509
Consultancy fees	22,744	15,733	-	-	22,744	15,733
Training and conferences	933	940	-	-	933	940
Bank charges	32	24	-	-	32	24
Independent examination	1,575	1,500	-	-	1,575	1,500
Depreciation	665	1,342	-	-	665	1,342
Total expenditure	254,040	251,496	-	39,402	254,040	290,898
Net gains/(losses) on investments	(281)	195	-	-	(281)	195
Net income / (expenditure)	(4,546)	(19,532)	-	-	(4,546)	(19,532)
Fund balances brought forward	146,228	165,760	-	-	146,228	165,760
Fund balances carried forward	141,682	146,228	-	-	141,682	146,228

THE RED LADDER THEATRE COMPANY LIMITED

England & Wales - Charity number 1037653

Accounts

Red Ladder Theatre Company Limited (The)

Charity number 1037653

A company limited by guarantee number 01258679

Annual Report and Financial Statements for the year ended 31 March 2022



West Yorkshire Community Accounting Service

Red Ladder Theatre Company Limited (The)

Annual Report and Financial Statements for the year ended 31 March 2022

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Prepared by West Yorkshire Community Accountancy Service CIO

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2022

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates	
Emma McDowell	Co-Chair		
Fiona Gell	Co-Chair	Appointed May 2021	
Ryan Case	Co Vice-Chair	Appointed June 2021	Resigned July 2022
Janet Alexander	Co Vice-Chair	Appointed May 2021	
Tessa Gordziejko	Chair		Resigned June 2021
Martyn Potter			Resigned July 2021
Dan Bye			Resigned April 2022
Ben Rothera			Resigned July 2022
Craig Jefferies			
Jamie Jones-Buchanan			
Lucinda Yeadon			Resigned August 2022
Amy Leach			Resigned October 2021
Anna Turzynski		Appointed June 2021	
Catherine Brennan		Appointed June 2021	
Richard Lee		Appointed June 2021	
Sheila Freeman		Appointed June 2021	

Company Secretary Chris Lloyd

Charity number 1037653 Registered in England and Wales

Company number 01258679 Registered in England and Wales

Registered and principal address

3 St Peters Building
York Street
Leeds LS9 8AJ

Bankers

The Co-operative Bank
19/20 Commercial Street
Leeds LS1 6AL

Triodos Bank UK Ltd
Deanery Road
Bristol, BS1 5AS

Independent examiner

Simon Bostrom FCIE

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2022

Structure of governance, recruitment of Trustees and the Charity's objects

The charity is a company limited by guarantee and was formed on 17 May 1976. It is governed by a memorandum and articles of association as amended by special resolution 20 January 1994 and 5 November 2015. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The management of the company is the responsibility of the Management Committee members who are elected and co-opted under the terms of the company's governing documents. One third of the directors/trustees retire annually by rotation and are eligible for re-election. The constitution of the Committee is regularly reviewed and new appointments made after discussions regarding suitability for the specific needs of the company. The Company is established to promote, maintain, improve and advance education, particularly by the production of educational plays and the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefore provided that all objects of the Company shall be of a charitable nature.

Governance & Management: introduction

The following information is made publicly available on their dedicated governance pages (redladder.co.uk/about/governance) to act as a resource for current and prospective trustees.

- Details of the RLTC governing document & copy of articles of association
- Role description for trustee & code of conduct
- Links to key company policies
- Staff & Board Member biographies
- Contact details for prospective board members to hear more
- Additional Charity governance resources
- Link to RLTC Charity Commission Report
- Link to The Essential Trustee (CC3), a publication by the Charity Commission detailing main duties of a charity trustee, as well as additional resources providing guidance on public benefit, decision making, annual reports, expenses, conflicts of interest, disagreements and disputes, board recruitment, resignation and removal, digital work and charity governance, finance and resilience, risk management and safeguarding young people
- Link to Charity Governance Code, and Voluntary Action Leeds factsheets
- Glossary of terms

Organisational structure and decision-making

The Trustees meet at least four times a year and are responsible for the strategic direction and policy of the company. The day-to-day responsibility for the company is delegated to the Senior Management Team of Red Ladder Theatre Company which, currently, comprises an Artistic Director and a Producer. The company also has two Co-Chairs and two Co-Vice-Chair positions voted on by the Board of Trustees.

All board members are expected to read the papers in advance of board meetings and ask for further information and clarification when deemed necessary. Our board meetings currently take place either in person or on video conferencing software or a combination of the two. We aim to be as flexible as possible with meeting times and locations to suit individuals' working patterns and commitments. It is also expected that board members will attend shows, and support the company and the staff team when needed.

As a registered charity, RLTC board members do not get paid to be on the board. However the company will reimburse any reasonable expenses (e.g. travel/childcare) incurred by (e.g.) attending board meetings and Red Ladder is committed to covering costs incurred by any additional (e.g. access) needs of prospective and current board members, such as BSL signing services.

In addition to board meetings, there are also two standing board subcommittees: the Finance & Risk Management Planning subcommittee and the Artistic Planning subcommittee. Board members are invited to take part in these according to their skills and expertise, and also meet with staff members regularly when needed (e.g. for business planning, policy review etc).

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2022

Trustee roles & responsibilities

Below is an overview of what the Charity Commission set out, broadly speaking, as the six main duties for a Trustee of a charity. We have developed below what we believe this to mean in the context of RLTC more specifically:

- Ensuring the charity is carrying out its purposes for public benefit
- Complying with the charity's governing document and the law
- Acting in the charity's best interests
- Ensuring the charity is accountable
- Managing the charity's resources responsibly
- Acting with reasonable care and skill

But we think there are so many other things that are part of being a Red Ladder trustee, such as:

- Coming along to see our shows and events
- Meeting new people and being part of a community
- Thinking big about our future
- Being a vital part of conversations about the theatre
- Using your particular expertise and experience

Induction process for new trustees

Prospective board members may also meet one or more Board Members in advance, to hear more about what being a Board Member involves and be encouraged to ask further questions. Prospective Board Members are then invited to the next Board Meeting as an observer.

On acceptance from both parties the new Board Member will be invited to attend the following Board Meeting, at which they will be voted on to the Board. They will then be issued with a full induction pack, which includes the following information:

- Companies House / Charity Commission recruitment paperwork
- Co-op bank declaration form 3b for new Board members (for protection against money laundering)
- Most recent Trustee's report and annual accounts, and minutes from the last AGM
- Most recent business plan
- Minutes from the last three board meetings (incl. latest artistic, fundraising, marketing, press reports)
- A Declaration to sign to confirm understanding of the above information and of the expectations and duties of a Board Member and/or acceptance of the Trustee's code of conduct

The Company Secretary will issue the following forms:

- Bank declarations form 3b for new Board members (for protection against money laundering) for all accounts
- The new Board member will also complete an RLTC new trustee declaration form to ensure their suitability as a Board member.

In addition to the information provided above, it is expected that additional resource and/or information will be needed to accommodate any additional access needs of prospective board members, to be mutually agreed between prospective board members and the existing board on a case-by-case basis. RLTC is also committed to supporting all board members to carry out their duties effectively, e.g. board members will be regularly offered the opportunity to attend board training through a qualified body.

- The role of board members in business planning and executive team management
- Succession planning for executive and governance roles
- Proposed changes to governance structure: (Co)Chair / Vice Chair(s) & succession planning
- Board meetings, agenda, roles 'in the room'
- Communications between board members and staff team
- Expectations and responsibilities of the role

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2022

Summary of governance activity

After an AGM and board meeting in November 2020, a working group from the Board interviewed potential candidates to join the board from a broad range of backgrounds and personal/professional experience. Successful candidates were asked to attend board meetings (in February and July 2021), and seven new members subsequently joined the board. In May 2021, it was agreed at a board meeting that the board would increase the maximum number of trustees from 12 to 17. This allowed the Trust the flexibility to make the most of the experience of skills of existing Trustees on the Board whilst allowing the new cohort time to embed themselves in the workings of the Company through training, induction and mentorship with existing trustees.

Five full Board Meetings took place between April 2021 – March 2022 and were approximately two hours long. All board meetings were chaired by both the Co-Chairs. Most were held on video conferencing software, with (automatically-generated) captions and chat function enabled, with two (Sunday 21 June & Monday 14 March) being held in person / hybrid online. Minutes from each meeting were generated and signed off by the board at the subsequent board meeting. In addition to the board meetings below, the board also met ad hoc when necessary, including the convening of the subcommittees and working groups (e.g. Artistic Planning Subcommittee; Finance & Risk Subcommittee; Away Day planning working group).

Date of board meeting	Type	No. of trustees present
Monday 10 May 2021	Quarterly Board Meeting	8
Sunday 21 June 2021	Quarterly Board Meeting & Away Day	12
Monday 4 October 2021	Quarterly Board Meeting	11
Wednesday 29 November 2021	Quarterly Board Meeting & AGM	11
Monday 14 March 2022	Quarterly Board Meeting	9

In June 2021, twelve trustees (nine in person and three via Zoom) and five members of the Red Ladder staff team attended an Away Day, facilitated as a hybrid online/offline event. The Away Day was facilitated by an independent facilitator, who has a significant amount of expertise in both arts management and leadership, as well as policy and governance more broadly. The facilitator and the Acting Chair co-created the agenda for the day, with the opportunity for input from all board members and the executive team. The agenda for this development day covered a broad range of areas including:

- The role of board members in business planning and executive team management. Succession planning for executive and governance roles
- Proposed changes to governance structure: (Co)Chair / Vice Chair(s) and succession planning. Board meetings, agenda, roles 'in the room'
- Communications between board members and staff team Expectations and responsibilities of the role
- It also included a dedicated section covering the Arts Council England's investment principles, led by our Relationship Manager and began with a brief board meeting to vote on and welcome the new board members

As well as providing a much-needed social and personal development opportunity for Trustees, a report was written from the findings of the day which will go on to inform the development of business plans on how the Board will continue to set, monitor and report on the targets outlined in the business plan in a way that is appropriate and realistic. This will inform, more broadly, considerations of targets that will stretch the company and create sustainable change and what new activities the company will undertake to support its ambition. In addition to the Away Day in June 2021, opportunities to attend training are regularly circulated within the board, and trustees are encouraged to attend any sessions that are relevant.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Related party relationships

Red Ladder Theatre Company has a strong, positive relationship with Arts Council England, the major funder of Red Ladder. Red Ladder's assigned officer from ACE Yorkshire is regularly kept informed of the artistic direction and ambition of the company and is an occasional observer at Board Meetings. ACE England continues to be extremely supportive of the charity and receives board papers and minutes of Trustee meetings. (See Risk Management - below)

Leeds City Council did not award core funding for the year in question, but is supportive of the company, and is regularly updated on artistic progress.

Risk management

The Finance and Risk Management Committee constantly monitor and assess the risk the company faces mitigating where necessary and report as such to the full board of Trustees.

This Committee have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to any major risks.

The major risk to the company is the possibility of not being maintained in the Arts Council National Portfolio of clients for the 2023/26 funding cycle. A decision is due on 26 October 2022.

The Edinburgh run (August 2022) and subsequent tour (Autumn 2022) revealed very disappointing audience figures with income down by £10,000 on forecast. Significant savings were made over the expenditure budgets to mitigate these losses.

That apart there have been no other major incidents to report during this financial period.

The company has comprehensive IT cover both remotely and onsite with virus cover through the server and for all incoming emails and web usage. Red Ladder also backs up server activity locally on an external hard drive that is removed off the premises each day and, also, to the Cloud daily.

The company also has a robust Financial Control Procedures in place. A Finance & Risk Management Sub-committee meets regularly prior to board meetings and, when needed, at short notice to assess new opportunities and threats to discuss the latest financial figures, add context and report to the full board. This has the advantage of crystallising key information for board members and reducing duplication during meetings. This committee consists of five Trustees with a range of skills, knowledge and experience in management accounting and financial matters.

These meetings are chaired by Red Ladder's Producer who prepares and circulates monthly cash-flows and management accounts to this committee with updated budgets and details of any new opportunities and/or threats that may arise.

During the financial year (2021/22) both the Finance & Risk Management Committee and the Trustees have received monthly cash flow forecasts and quarterly profit and loss management accounts with revised outcomes at every quarter.

Staffing

Red Ladder continued to employ two members of staff on full time salaries throughout the 2021/2022 financial year: the Artistic Director (Rod Dixon) and Producer (Chris Lloyd) and the Marketing Manager (Sasha Hawkes) on a 0.5 FTE basis. In January 2022 Sasha went on maternity leave and the company secured the services of Carla Kingham to cover this. There were a further five part time freelancers supporting the work of the company covering press and PR, social media, producing, fundraising and technical.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Red Ladder Vision:

We make theatre about how we live now, and how we hope to live. The world has got to change, and the future is not yet written. The shared experience of theatre is about transformation and imagination, where we can collectively invent a better, kinder, fairer way to be.

Red Ladder Mission:

We make theatre that gives a platform to voices that are rarely heard, and stories that are overlooked. Plays that invite you to lean in, identify, punch the air, laugh with the stranger next to you, cry in the dark, and want to take action.

We make theatre in Northern England but our world is huge and we can soar across borders. We are forward-looking, but not forgetful. We are full of heart, humour and big ideas.

We make new plays, empowering, supporting and inspiring writers and theatre artists to tell stories that start on their (often Northern, often working class) doorsteps and take radical leaps of imagination, challenging the systems that marginalise and oppress, and make inclusive, inquisitive, embracing, bracing, laughing, crying, thinking, drinking, dancing, singing theatre.

We will go wherever the audience is – to pubs and clubs, to housing estates and to theatres with velvet seats. We'll meet you there, for a good night out that ends with you stepping back out into a world that now feels different, full of possibility, and capable of transformation. And has you singing all the way home.

These principles and aims are the lenses through which we see our entire programme of work and have driven all company activity for the year April 2021 – March 2022. They will continue to guide the direction of the company and inform our trajectory throughout this Arts Council National Portfolio funding period and beyond.

Strategies for achieving objectives

- To harness internal artistic expertise and work with exceptional, innovative collaborators to create relevant, subversive theatre of outstanding quality
- To embed equality and diversity at the heart of all our work as a means to reach and represent diverse audiences of contemporary Britain
- To improve our understanding of different access requirements and prioritise access and inclusivity within our artistic programme wherever possible
- To effectively monitor and increase audience development throughout the funding period, adapting and recalibrating our strategy as required
- To maintain and strengthen our profile as a national touring theatre company through frequent and strategic studio tours and healthy, positive relationships with key presenting venues
- To nourish new work and create professional and artistic development opportunities for early-career artists or people pushing the boundaries of current theatre practices
- To continue to develop a clear and achievable fundraising model to maximise the impact and sustainability of our work

ARTISTIC PROGRAMME: ACHIEVEMENTS AND PERFORMANCE

Artist Development

The beginning of the financial year saw the new, formalised, Artist Development strategy put into practice. Rod Dixon supported a wide range of artists from emerging to established and mid-career in their funded research and development projects. This mentoring work is not necessarily aimed at reaching Red Ladder co-production but is a service we have offered in an ad hoc way and to see it formalised raises the profile of the company both regionally and nationally.

The following artists received in studio support in April, May and June of 2021:

Daniel Lukehurst (dancer making a piece with text about toxic masculinity); Jake Evans (dancer making a piece with text about his career as a drag artist); Nicky Davy (writer and actor making a piece about her great Aunt Eva who was a Jewish refugee and MI6 agent in WW2), Kate Wood (writer and actor making a piece about being a parent carer of a disabled child).

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Three film versions of Red Ladder productions – summer 2021

Through an intense rehearsal period and working with Pilot Theatre, we made digital, filmed versions of three of our successful touring shows: Smile Club, The Damned United and Glory. All three were streamed and monetised later in autumn. This was a first for Red Ladder and not only put high quality versions of our work online and onscreen that gave employment to a high number of freelancers who had lost work during the pandemic

Smile Club Audio Series by Andrea Heaton and Adam Z. Robinson

Andrea and Adam were successful in gaining funds to rewrite and record the podcast series version of Smile Club which would be recorded in late 2021 and early 2022. The rewrite had the support of our dramaturg PhD Lindsay Rodden.

The Damned United back on tour

As well as being filmed for the streaming version, the production went back on tour in the summer of 2021, proving to be the popular title we always hoped it would be when we first made the show in 2016. There is a summer tour booked for 2022. It is rare for a company to have a piece of work that can keep drawing in audiences after six years.

Homebaked The Musical with Liverpool Royal Court

In August 2021 we rehearsed and built the largest main stage production in the history of the company, our co-production with Liverpool's Royal Court, a 1300 seater theatre. The show opened at the end of September and completed a successful run of a month of performances. The show was a critical success, (Four stars in The Stage and numerous glowing local reviews in the Liverpool press) but did not sell as well as hoped. This was the typical situation in all shows in all theatres at the time – audience nervousness about Covid was one factor, and audiences saving their money at hard times so that they could buy tickets for the panto which followed our show in (an early opening for a panto which ran until February). Our production included a trademark Red Ladder community chorus and this element made the production stand out for local audiences who enjoyed seeing such a large cast on the large stage.

My Voice Was Heard But It Was Ignored by Nana-Kofi Kufuor

The Leeds Playhouse were keen to finally open this show having seen it get as far as a dress rehearsal in 2020 only to be closed for the second large lockdown. The show was very well received by a diverse audience and received strong reviews in several national publications. A short national tour followed with the show very well received in Oldham, Bristol and Sheffield theatres and several smaller venues across the country. The writer, Nana-Kofi Kufuor, came third in the Popcorn Playwright competition and he has since gone on to be commissioned by Silent Uproar, Hampstead Theatre and he has a television commission from Sky TV. Dermot Daly the director has also gone on to high profile work for the BBC and The National Theatre.

Taxi!

A further R&D two weeks were held in our space in City Exchange in December 2021. We made considerable progress on the structure of the show and we were able to use this as a foundation to write the first draft of the script. It is hoped that Leeds 2023 will be co-producers of this immersive, non-touring show in partnership with Sarah Shead's Spin Arts and Douglas Thorpe's company, Mad Dog Dance Theatre. The production is planned for August 2023.

Red Ladder Local

The company continued to promote and book shows onto our Wakefield, Barnsley and Leeds circuit of non-traditional venues. The Damned United played and several shows by local company Wrongsemble, whose family work introduced new audiences to the venues. Their two shows, Tinsel and The Not So Ugly Sisters were very popular. Red Ladder co-produced The Not So Ugly Sisters which was delayed twice by Covid but finally went on tour in 2021.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Participation and Engagement

As described above, we invited two teams of local people to take part as a choir and chorus in Homebaked The Musical. We recruited a diverse range of people with 25% being residents from L4, the area of Liverpool where the play is set.

Red Grit Actor Training

The courses were on hold because of the higher infection rate of the Delta Variant – and by the end of March 2022 there were 86 people who had expressed an interest in the course which was planned to run May-June 2022. Two courses were run in April/May 2022 at the new studios in Leeds City College Quarry Hill Campus.

Key Developments for Red Ladder Theatre Company

As described above, the collaboration with Liverpool's Royal Court for Homebaked (September 2021) provided an amazing platform for Red Ladder to showcase its ability to play the biggest stages in the country. The four and a half week run was the highest profile run in the company's history. The burgeoning relationship with Leeds City College which saw us film all three productions, Smile Club, The Damned United and Glory in their black box theatre space.

Collaborations and Partnerships

In addition to those collaborations mentioned above, Red Ladder continues to work closely with Leeds Playhouse on presenting our work (The Damned United - June 2021 and My Voice Was Heard November 2021) and also hosting other events and performances set in community venues. Leeds Playhouse was also the platform to host our three filmed shows as part of the Digital Streaming project. The Red Ladder Local circuit has continued to cement excellent relations with the three hub venues (Wakefield Theatre Royal, Barnsley Civic and Leeds Playhouse) which support the scheme through their marketing and box office departments.

Over the last 18 months a number of networking groups have been resurrected or initiated due to the increased time and capacity many people in the industry have had. These supported fellow companies as well as interacting with trade bodies like the Arts Council, The Audience Agency and the Independent Theatre Council to try and adopt a cohesive and supported approach to minimise damage and risk caused by the pandemic. These include a Producing & Touring Companies Network facilitated by Fuel Theatre Company, The Yorkshire National Portfolio Organisations facilitated by Pilot Theatre Company and The Yorkshire Touring Network - facilitated by Unlimited Theatre Company. Wherever possible the pay-rolled staff have endeavoured to attend these meetings to keep abreast of initiatives around anti-racism, Arts Council Cultural recovery initiatives, ableism and trying to keep a dialogue going between touring companies and venues. Of particular relevance and help has been a sustainability sub-group meeting weekly via the Fuel network. With Environmental Responsibility being a key element for delivery in the new Arts Council Ten Year Strategy, Let's Create, such networking discussions are very important.

During the year the Company has forged strong partnerships with leading educational establishments in the region including Leeds City College. The new studio spaces at the Quarry Hill campus were where Smile Club was technically rehearsed and where the three films were made for streaming. This sits alongside existing relationships with the University of Leeds, Leeds Beckett University and conservatoires: Northern School of Contemporary Dance and Leeds Conservatoire (the renamed College of Music). These links help support the progression routes for students and, hopefully, encourage more to stay in Leeds once they finish their studies.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Future Developments

My Voice Was Heard – Edinburgh 2022 and tour 2022

A shortened version of the 2021 production will be rehearsed this summer to run at Summerhall in the Edinburgh Fringe and then to tour through September and October to a variety of venues across the UK from as far north as Alnwick right down to Arts Depot in Barnet outside London.

Taxi

Since 2019, Rod Dixon has been researching a new piece of work with choreographer Dougie Thorp. This piece, based on Dougie's real experiences as a taxi driver, will be entitled Taxi! and will be a highly physical hybrid of theatre, film and dance. The piece will not tour but like previous successful productions (The Shed Crew 2017, Mother Courage 2018) will be presented in a warehouse type space - at the Old Woollen, a former disused mill in Farsley, currently managed by Trouble At Mill. The piece is an opportunity to engage with other Leeds based organisations (Dougie's company Mad Dog Dance Theatre and his producer Spin Arts), with the potential to tie in with Leeds 2023 Year of Culture. The date for production will be August 2023. Alice Barber, Red Ladder's Creative Producer, will lead on this project. The infrastructure built into the space for Taxi will be used for other performances either by other artists; local, regional, national and, possibly, international and/or alongside extant pieces of Red Ladder work such as Glory or Smile Club.

Sanctuary by Sarah Woods and Boff Whalley

The earliest discussions have begun for a new touring musical for 2024. Sarah Woods is a high-profile playwright with commissions including Cardboard Citizens, Welsh National Opera and The National Theatre. Sarah and Boff pitched a strong idea about an asylum seeker looking for safety in a church. The musical is based on stories collated by Sarah and Boff when working with refugees last year. The piece will be highly relevant as world events force ever increasing numbers of displaced people onto the borders of all European countries including the UK. The idea for the show was stimulated by a protest in Glasgow which saved a house of refugees from being detained and deported by Immigration Officers of the Home Office.

Financial review

The net expenditure for the year was £19,532.

The budgeted deficit was £44,259.00 so this represents a pleasing outcome for the year.

Principal Funding

Principal funding was received from Arts Council England via National Portfolio (£168,036) and project grants (£27,837).

A summary of funding is set out in note 2 to the financial statements.

The 2021/22 financial year was the final one in the original National Portfolio funding cycle but Red Ladder successfully submitted documents allowing the extension year funding for 2022/23 to be awarded.

Beyond 2022/23 the company has applied for continued tenure in the Arts Council's Portfolio – a decision is due in October 2022.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Reserves policy

The reserves policy is to ensure there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months trading equates to £60,000 and this is updated on a monthly basis and is calculated on a rolling annual timeline.

This is a minimum requirement to mitigate an unexpected financial emergency. The Management recognise that in times of particular funding uncertainty around our core funder, it is prudent to build reserves above this to enable the company to survive and deliver our mission in the event of loss of a major element of our grant income and it has therefore been a stated aim to rebuild company reserves over the current Arts Council funding period, to bring them to a level which would withstand such longer term changes to our business model. The ambition is to sustain reserves that allow the company to function fully for a one year period outside of the Arts Council of England's National Portfolio and this has been set at £115,000.

The company had succeeded in this during the year to 31 March 2022, and reserves at year-end stand at £143,984.

The budget for 2022/23 has the company utilizing £57,448 of these reserves but the aim will be to achieve reserves of £115,000 should the company not achieve continued existence in the 2023/26 ACE Portfolio.

CO-CHAIRS' STATEMENT

The Board of Trustees presents this report as an accurate representation of activity which has been delivered during the financial year in question. The company is thankful to our independent examiners West Yorkshire Charities Accounting Service (WYCAS) for their prudent and consistent guidance in the presentation of management/year end accounts, to ensure the company's full compliance with statutory charitable accounting principles.

Our Co-Chairs' statement for the period April 2021 – October 2022 is written in the shadow of the continuing Covid-19 pandemic which still poses significant challenges to the world. Each new variant of the virus continues to result in Covid outbreaks affecting every organisation and the people within it, as we all struggle, on whatever level, to deal with its consequences. Red Ladder Theatre Company is no different. Whilst this period may not have been as devastating as 2020/2021, it was definitely challenging for the staff team, freelancers we work with and the Board. That said, for a very small organisation, we have achieved an enormous amount of which we are all very rightly proud.

As a Board, we continue to build on the work of our vision and mission, of improving our governance structure and the rolling recruitment of Board members, as long-serving trustees move on to new challenges and new phases of their lives. We have said a fond farewell and express our enormous gratitude to seven such Board members who have given several decades of service to Red Ladder between them, and we have enthusiastically welcomed seven new Board members to add their diverse voices and lived experiences to the Red Ladder family. We hope to welcome another two Board members in the next few months who will strengthen our expertise in artistic direction and production in particular.

It is important to reflect, also, that alongside the significant work of recruiting new members to the Board, it is the first year that Red Ladder Theatre has had a Co-Chair structure. As Co-Chairs we have put in a huge amount of time and effort into making co-chairing work not only for ourselves but for everyone associated with Red Ladder and we continue to learn every step of the way. A year into the job and we think it's going quite well! There's much more to do and achieve but thanks to our shared vision and values and the support of everyone at Red Ladder, we have found something that really works well for us and shares the responsibilities and workload that being a Chair brings. Our annual Board Away Days in July 2021 and then again in 2022 were particular highlights enabling us to come together and bond as a new team as well as continuing the important work of taking forward strategy and governance. A major focus for this year's was the company's artistic direction and what that might look like in five years' time.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

We continue to actively encourage and support our Board members to undertake governance training and any other type of training they feel they might need to carry out their work for the company. To date, some members have undertaken training in board governance for new board members, finance, performance appraisal and Easy Read training.

We are incredibly proud of the artist development work and support of emerging, mid-career and established artists, the filmed versions of four Red Ladder classic productions to make them available online and onscreen as well as employ freelancers who had been impacted by the pandemic, the Smile Club audio series, the remount of the Damned United and of course, the two new Red Ladder productions: Homebaked and My Voice Was Heard But It was Ignored. All of this was delivered alongside a vibrant Red Ladder local programme of live theatre in non-theatre spaces and our participation and engagement programme including our Red Grit Actor training.

Outside of everything we are doing artistically, as a current Arts Council England National Portfolio Organisation (NPO), this year we have had to apply for the 2023-2026 programme which necessitated several months of intense work with the staff team and Board working closely together to produce our submission which we have done to the best of our ability. We are looking forward to being able to deliver our artistic programme for the next three years against the Outcomes in Let's Create, Arts Council England's Strategy (2020-30) but of course there is no guarantee that we will be included in the next NPO so we are planning accordingly. We remain very hopeful for the October announcement. Whatever the outcome, we will do our best to continue this company's vital work in contributing to social change and global justice.

We could not close without expressing the Board's huge thanks and admiration for everything they do, in often difficult circumstances, to the company's core team of staff and freelancers, led by Rod Dixon and Chris Lloyd including Sasha, Alice, Carla, Faye, Tom, Rob, Chris O, Lindsay and Dee. We would also like to offer additional thanks too to the talented teams of creative practitioners and artists who we have collaborated with us this year. We thank our core funder, the Arts Council England and greatly appreciate the support of Leeds City Council. And finally, we thank our audiences and supporters wherever you are and whomever you are. We never forget that we're all in this together!

Fiona Gell & Emma McDowell

Co-Chairs & Trustees.

October 2022.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2022

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

Company law requires the trustees to prepare financial accounts 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 the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the accounts on a 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Approved by the board of trustees on 6/12/2022

Emma McDowell (Trustee)

Red Ladder Theatre Company Limited (The)

Independent examiner's report to the trustees of Red Ladder Theatre Company Limited (The)

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2022, which are set out on pages 15 to 22.

Responsibilities and basis of report

As the charity's trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

Since the charitable company's gross income exceeded £250,000 your examiner must be a fellow 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 fellow of ACIE which is one of the listed bodies.

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

- 1 accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Simon Bostrom FCIE

9/12/2022

West Yorkshire Community Accountancy Service CIO

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 March 2022

	Notes	2022 Unrestricted funds £	2022 Restricted funds £	2022 Total funds £	2021 Total funds £
Income from:					
Grants and donations	(2)	195,871	39,402	235,273	204,894
Theatre tax relief		11,663	-	11,663	13,232
Income from performances		21,745	-	21,745	200
Other earned income		2,446	-	2,446	1,591
Bank interest		44	-	44	81
Total income		231,769	39,402	271,171	219,998
Expenditure on:					
Production costs	(3)	-			
Performing and stage management fees		29,661	17,977	47,638	35,887
Sets props and costumes		855	-	855	4,306
Venue and rehearsal room hire		17,310	-	17,310	925
Creative fees		311	11,360	11,671	15,171
Technical equipment hires and consumables		-	-	-	247
Writers' fees, royalties and commissions		18,099	-	18,099	10,683
Accommodation, allowances and travel		10,619	-	10,619	1,776
Evaluation and monitoring		9,567	-	9,567	368
Production miscellaneous		515	-	515	725
Marketing and publicity		22,456	-	22,456	8,912
Overheads					
Salaries, NI and pensions		95,518	10,065	105,583	103,043
Rent and rates		11,660	-	11,660	3,835
Insurance		2,096	-	2,096	1,133
Repairs and maintenance		142	-	142	12
Phone and internet		1,260	-	1,260	1,405
Computer software and maintenance		6,680	-	6,680	3,337
Printing, postage and stationery		856	-	856	135
Trade subscriptions		1,226	-	1,226	886
Sundry expenses		569	-	569	1,229
Motor expenses		1,048	-	1,048	1,925
Travel and subsistence		1,509	-	1,509	-
Consultancy fees		15,733	-	15,733	10,546
Training and conferences		940	-	940	2,959
Bank charges		24	-	24	25
Independent examination		1,500	-	1,500	1,350
Depreciation		1,342	-	1,342	2,113
Total expenditure		251,496	39,402	290,898	212,933
Net gains/(losses) on investments		195	-	195	-
Net income / (expenditure)		(19,532)	-	(19,532)	7,065
Fund balances brought forward		165,760	-	165,760	158,695
Fund balances carried forward	(4)	146,228	-	146,228	165,760

All incoming resources and resources expended derive from continuing activities.

Red Ladder Theatre Company Limited (The)

Balance sheet

as at 31 March 2022

		2022	2022	2022	2021
		Unrestricted	Restricted	Total	Total
		£	£	£	£
Fixed assets					
Tangible assets	(5)	2,244	-	2,244	3,232
Total fixed assets		<u>2,244</u>	<u>-</u>	<u>2,244</u>	<u>3,232</u>
Current assets					
Debtors and prepayments	(6)	21,927	-	21,927	19,919
Current asset investments	(7)	10,195	-	10,195	-
Cash at bank and in hand	(8)	166,887	-	166,887	147,932
Total current assets		<u>199,009</u>	<u>-</u>	<u>199,009</u>	<u>167,851</u>
Current liabilities:					
amounts falling due within one year					
Creditors and accruals	(9)	55,025	-	55,025	5,323
Total current liabilities		<u>55,025</u>	<u>-</u>	<u>55,025</u>	<u>5,323</u>
Net current assets / (liabilities)		<u>143,984</u>	<u>-</u>	<u>143,984</u>	<u>162,528</u>
Net assets		<u>146,228</u>	<u>-</u>	<u>146,228</u>	<u>165,760</u>
Funds					
Unrestricted funds		146,228	-	146,228	165,760
Restricted funds		-	-	-	-
Total funds		<u>146,228</u>	<u>-</u>	<u>146,228</u>	<u>165,760</u>

For the year ending 31 March 2022 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on 6/12/2022

Emma McDowell (Trustee)

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2022

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Lighting, sound and visual equipment: at 25% reducing balance

Motor vehicles: over 5 years, straight line

Office equipment: at 25% reducing balance

Computer equipment: written off in the year

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Red Ladder Theatre Company Limited (The)
Notes to the accounts
for the year ended 31 March 2022

1 Accounting policies continued

Fund accounting

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2022

2 Grants and donations	2022	2022	2022	2021
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
Arts Council England (ACE)	168,036	-	168,036	168,036
Arts Council England (ACE)	-	27,837	27,837	-
Arts Council England (ACE)	-	1,500	1,500	-
HMRC Job Retention Scheme (JRS)	-	10,065	10,065	30,540
Leeds City Council Covid relief funds	3,615	-	3,615	2,448
Land Securities Ltd re. vacant spaces	17,077	-	17,077	-
Other donations	7,143	-	7,143	3,870
	<u>195,871</u>	<u>39,402</u>	<u>235,273</u>	<u>204,894</u>

3 Staff costs and numbers	2022	2021
	£	£
Gross salaries	95,824	93,736
Social security costs	5,608	5,299
Pensions	4,151	4,008
	<u>105,583</u>	<u>103,043</u>

The average number of employees during the year was 3.2, being an average of 2.6 full time equivalent (2021: 3, 2.5 FTE). There were no employees with emoluments above £60,000.

Defined contribution pension scheme	2022	2021
	£	£
Costs of the scheme to the charity for the year	4,151	4,008
Amount of any contributions outstanding at the year end	953	334

4 Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
HMRC JRS	-	10,065	10,065	-	-
ACE Digital engagement	-	27,837	27,837	-	-
ACE Smile Club	-	1,500	1,500	-	-
	<u>-</u>	<u>39,402</u>	<u>39,402</u>	<u>-</u>	<u>-</u>

Fund name	Purpose of restriction
HMRC JRS	Towards the salary costs of furloughed staff.
ACE Digital engagement	Towards the digital engagement project costs.
ACE Smile Club	Remaining retention payment in respect of Smile club production.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2022

5 Tangible assets	Computer equipment	Office equipment	Motor vehicles	Lighting and sound	Total
Cost	£	£	£	£	£
At 1 April 2021	9,358	3,281	800	23,921	37,360
Additions	594	-	-	89	683
Disposals	-	-	(800)	-	(800)
At 31 March 2022	9,952	3,281	-	24,010	37,243
Depreciation					
At 1 April 2021	9,358	2,864	472	21,434	34,128
Depn reversed re. disposals	-	-	(472)	-	(472)
Charge for year	594	105	-	644	1,343
At 31 March 2022	9,952	2,969	-	22,078	34,999
Net book value					
At 31 March 2022	-	312	-	1,932	2,244
At 31 March 2021	-	417	328	2,487	3,232

6 Debtors and prepayments	2022	2021
	£	£
Debtors	4,659	-
Prepayments	1,887	3,077
Accrued income	15,381	15,996
Other debtors	-	846
	21,927	19,919

7 Current asset investments	2022	2021
	£	£
Cash equivalents on deposit	10,195	-
	10,195	-

8 Cash at bank and in hand	2022	2021
	£	£
Cash at bank	166,527	147,758
Cash in hand	360	174
	166,887	147,932

9 Creditors and accruals	2022	2021
	£	£
Creditors	7,840	650
Amounts received on account for contracts / performance related grants	42,009	-
Accruals	1,500	1,625
Taxation and social security	2,252	2,380
Other creditors	1,424	668
	55,025	5,323

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2022

Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee remuneration and benefits

No trustee received any remuneration or benefit during this or the previous year.

Remuneration and benefits received by key management personnel

The total employee benefits received by key management personnel were £84,178 (previous year: £84,178).

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities including comparatives for all funds
(including summary income and expenditure account)
for the year ended 31 March 2022

	2022 Unrestricted funds £	2021 Unrestricted funds £	2022 Restricted funds £	2021 Restricted funds £	2022 Total funds £	2021 Total funds £
Income						
Grants and donations	195,871	171,906	39,402	32,988	235,273	204,894
Theatre tax relief	11,663	13,232	-	-	11,663	13,232
Income from performances	21,745	200	-	-	21,745	200
Other earned income	2,446	1,591	-	-	2,446	1,591
Bank interest	44	81	-	-	44	81
Total income	231,769	187,010	39,402	32,988	271,171	219,998
Expenditure						
Production costs						
Performing and stage management fees	29,661	35,887	17,977	-	47,638	35,887
Sets props and costumes	855	4,306	-	-	855	4,306
Venue and rehearsal room hire	17,310	925	-	-	17,310	925
Creative fees	311	15,171	11,360	-	11,671	15,171
Technical equip. hires and consumables	-	247	-	-	-	247
Writers' fees, royalties and commissions	18,099	10,683	-	-	18,099	10,683
Accommodation, allowances and travel	10,619	1,776	-	-	10,619	1,776
Evaluation and monitoring	9,567	368	-	-	9,567	368
Production miscellaneous	515	725	-	-	515	725
Marketing and publicity	22,456	8,912	-	-	22,456	8,912
Overheads						
Salaries, NI and pensions	95,518	72,503	10,065	30,540	105,583	103,043
Rent and rates	11,660	1,387	-	2,448	11,660	3,835
Insurance	2,096	1,133	-	-	2,096	1,133
Repairs and maintenance	142	12	-	-	142	12
Phone and internet	1,260	1,405	-	-	1,260	1,405
Computer software and maintenance	6,680	3,337	-	-	6,680	3,337
Printing, postage and stationery	856	135	-	-	856	135
Trade subscriptions	1,226	886	-	-	1,226	886
Sundry expenses	569	1,229	-	-	569	1,229
Motor expenses	1,048	1,925	-	-	1,048	1,925
Travel and subsistence	1,509	-	-	-	1,509	-
Consultancy fees	15,733	10,546	-	-	15,733	10,546
Training and conferences	940	2,959	-	-	940	2,959
Bank charges	24	25	-	-	24	25
Independent examination	1,500	1,350	-	-	1,500	1,350
Depreciation	1,342	2,113	-	-	1,342	2,113
Total expenditure	251,496	179,945	39,402	32,988	290,898	212,933
Net gains/(losses) on investments	195	-	-	-	195	-
Net income / (expenditure)	(19,532)	7,065	-	-	(19,532)	7,065
Fund balances brought forward	165,760	158,695	-	-	165,760	158,695
Fund balances carried forward	146,228	165,760	-	-	146,228	165,760

THE RED LADDER THEATRE COMPANY LIMITED

England & Wales - Charity number 1037653

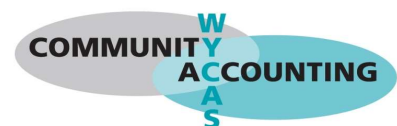
Accounts

Red Ladder Theatre Company Limited (The)

Charity number 1037653

A company limited by guarantee number 01258679

Annual Report and Financial Statements for the year ended 31 March 2021



West Yorkshire Community Accounting Service

Red Ladder Theatre Company Limited (The)

Annual Report and Financial Statements for the year ended 31 March 2021

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Prepared by West Yorkshire Community Accounting Service

Red Ladder Theatre Company Limited (The)

Trustees' report for the year ended 31 March 2021

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Emma McDowell	Co-Chair	
Fiona Gell	Co-Chair	Appointed May 2021
Ryan Case	Co Vice-Chair	Appointed June 2021
Janet Alexander	Co Vice-Chair	Appointed May 2021
Tessa Gordziejko	Chair	Resigned June 2021
Martyn Potter		
Dan Bye		
Ben Rothera		
Craig Jefferies		
Jamie Jones-Buchanan		
Lucinda Yeadon		
Amy Leach		Resigned October 2021
Anna Turzynski		Appointed June 2021
Catherine Brennan		Appointed June 2021
Richard Lee		Appointed June 2021
Sheila Freeman		Appointed June 2021
Company Secretary	Chris Lloyd	
Charity number	1037653	Registered in England and Wales
Company number	01258679	Registered in England and Wales
Registered and principal address	Bankers	
3 St Peters Building	The Co-operative Bank	Triodos Bank UK Ltd
York Street	19/20 Commercial Street	Deanery Road
Leeds LS9 8AJ	Leeds LS1 6AL	Bristol, BS1 5AS
Independent examiner		
Simon Bostrom FCIE		
West Yorkshire Community Accounting Service		
Stringer House		
34 Lupton Street		
Leeds		
LS10 2QW		

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Board of Trustees

Red Ladder Theatre Company (RLTC) recognises that the breadth of perspectives and experiences that diversity at board level can offer leads to a more resilient, inclusive and relevant organisation. In 2020-2021, the Board of Trustees (also referred to in this report as the Management Committee) began a significant programme of activity to better reflect the diverse lived experiences of the communities with whom the company works. This section provides an overview of the management, training and recruitment structures of the RLTC Board of Trustees, as well as an outline of activity that has taken place over the last 12 months (March 2020- July 2021) at governance level. The Board recognises that this activity is just one part of an ongoing overarching governance strategy which aims to offer broader opportunities for individuals to play a part in shaping the company's future, both in terms of how the company is run, and through the stories that are told onstage.

Structure of governance, recruitment of Trustees and the Charity's objects

The charity is a company limited by guarantee and was formed on 17 May 1976. It is governed by a memorandum and articles of association as amended by special resolution 20 January 1994 and 5 November 2015. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The management of the company is the responsibility of the Management committee members who are elected and co-opted under the terms of the company's governing documents. One third of the directors/trustees retire annually by rotation and are eligible for re-election. The constitution of the Committee is regularly reviewed and new appointments made after discussions regarding suitability for the specific needs of the company. The Company is established to promote, maintain, improve and advance education, particularly by the production of educational plays and the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and to formulate, prepare and establish schemes therefore provided that all objects of the Company shall be of a charitable nature.

Governance & Management: introduction

The following information is made publicly available on their dedicated governance pages (redladder.co.uk/about/governance) to act as a resource for current and prospective trustees.

- Details of the RLTC governing document & copy of articles of association
- Role description for trustee & code of conduct
- Links to key company policies
- Staff & Board Member biographies
- Contact details for prospective board members to hear more

Additional Charity governance resources

- Link to RLTC Charity Commission Report
- Link to The Essential Trustee (CC3), a publication by the Charity Commission detailing main duties of a charity trustee, as well as additional resources providing guidance on public benefit, decision making, annual reports, expenses, conflicts of interest, disagreements and disputes, board recruitment, resignation and removal, digital work and charity governance, finance and resilience, risk management and safeguarding young people
- Link to Charity Governance Code, and Voluntary Action Leeds factsheets
- Glossary of terms

Organisational structure and decision-making

The Trustees meet at least four times a year and are responsible for the strategic direction and policy of the company. The day to day responsibility for the company is delegated to the Senior Management Team of Red Ladder Theatre Company which, currently, comprises an Artistic Director and a Producer. The company also has a Chair and a Vice-Chair position voted on by the Board of Trustees (more detail on this below).

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

All board members are expected to read the papers in advance of board meetings and ask for further information and clarification when deemed necessary. Our board meetings currently take place on video conferencing software and we are in discussions about how we might continue as social distancing guidelines change. We aim to be as flexible as possible with meeting times and locations to suit individuals' working patterns and commitments. It is also expected that board members will attend shows, and support the company and the staff team when needed.

As a registered charity, RLTC board members do not get paid to be on the board. However the company will reimburse any reasonable expenses (e.g. travel/childcare) incurred by (e.g.) attending board meetings and Red Ladder is committed to covering costs incurred by any additional (e.g. access) needs of prospective and current board members, such as BSL signing services.

In addition to board meetings, there are also two standing board subcommittees: the Finance Planning subcommittee, and the recently established Artistic Planning subcommittee (set up in 2020). Board members are invited to take part in these according to their skills and expertise, and also meet with staff members regularly when needed (e.g. for business planning, policy review etc).

Trustee roles & responsibilities

Below is an overview of what the Charity Commission set out, broadly speaking, as the six main duties for a Trustee of a charity. We have developed below what we believe this to mean in the context of RLTC more specifically:

- **Ensuring the charity is carrying out its purposes for public benefit** - *this could be things like asking the important questions that make sure we're doing the things that really matter for our audiences, communities and the people who work with us*
- **Complying with the charity's governing document and the law** - *as it sounds... making sure we don't break the law*
- **Acting in the charity's best interests** – *using your judgement, experience, instinct and ideas to make sure that together we make the right decisions to get to where we want to be and make the change we want to see.*
- **Ensuring the charity is accountable** – *in a financial sense, but also that we stay true to our mission and objectives for the 'public good' as a charitable organisation*
- **Managing the charity's resources responsibly** - *being part of making sure our money is looked after and managed properly. You don't necessarily have to have a financial background or experience; we try to make this information as clear as possible, and you are encouraged to ask for support in helping you understand it if needed. Of course, if you are a financial expert, that's great too - our Exec Producer Chris loves having people to talk numbers with!*
- **Acting with reasonable care and skill** – *individual people have different skills, experience and interests that they bring to the table. It's important that we show one another mutual respect and understanding, and to be open to having (sometimes difficult) conversations with sensitivity and compassion.*

But we think there are so many other things that are part of being a Red Ladder trustee, such as:

- **Coming along to see our shows and events** (you'll almost always get a free ticket for you and a guest)
- **Meeting new people and being part of a community** that shout about and encourage each others' work outside their Trustee role
- **Thinking big about our future** and what Red Ladder could and should be in another 50 years
- **Being a vital part of conversations about the theatre** that we make and why we make it – key to shaping the company
- **Using your particular expertise and experience** to provide mentoring or support to a fun, friendly and generally fantastic staff team

The Trustees meet at least four times a year and are responsible for the strategic direction and policy of the company. The day to day responsibility for the company is delegated to the Senior Management Team of Red Ladder Theatre Company which, currently, comprises an Artistic Director and a Producer. The Company also has a Chair and a Vice-Chair position voted on by the Board of Trustees.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Induction process for new trustees

Prospective board members may also meet one or more Board Members in advance, to hear more about what being a Board Member involves and be encouraged to ask further questions. Prospective Board Members are then invited to the next Board Meeting as an observer.

On acceptance from both parties the new Board Member will be invited to attend the following Board Meeting, at which they will be voted on to the Board. They will then be issued with a full induction pack, which includes the following information:

- Companies House / Charity Commission recruitment paperwork
- Co-op bank declaration form 3b for new Board members (for protection against money laundering)
- Most recent Trustee's report and annual accounts, and minutes from the last AGM
- Most recent business plan
- Minutes from the last 3 board meetings (incl. latest artistic, fundraising, marketing, press reports)
- A Declaration to sign to confirm understanding of the above information and of the expectations and duties of a Board Member and/or acceptance of the Trustee's code of conduct

The Company Secretary will issue the following forms:

- Bank declarations form 3b for new Board members (for protection against money laundering) for all accounts
- The new Board member will also complete an RLTC new trustee declaration form to ensure their suitability as a Board member.

In addition to the information provided above, it is expected that additional resource and/or information will be needed to accommodate any additional access needs of prospective board members, to be mutually agreed between prospective board members and the existing board on a case-by-case basis. RLTC is also committed to supporting all board members to carry out their duties effectively, e.g. board members will be regularly offered the opportunity to attend board training through a qualified body.

Recruitment of new RLTC Trustees (2020-21)

In March 2020, the Artistic Director, Vice-Chair and Chair attended a 'Diversifying Your Board training' day ran by the Clore Foundation. In April – June 2020, the Vice-Chair led on a consultation with the Red Ladder Board of Trustees and staff team to comprehensively review all aspects of the Board's operations, with a specific focus on broadening the diversity of the Board of Trustees. This resulted in an 8 page report of findings which presented an overview of:

- The commitment of Red Ladder's board and staff team to the company's mission of championing diversity
- How the board currently supports the Red Ladder team
- What the current board value and enjoy about being on Red Ladder's board
- Whose voice/s is/are missing from the Red Ladder board
- What the board/staff need from a Chair of Trustees
- How the company might break down barriers for prospective board members

In July 2020, this training and consultation process fed into the launch of an (ongoing) recruitment process for new board members, and a refresh of the Governance pages – a dedicated space on the Red Ladder website for details and information on becoming a trustee. By November 2020, we had had 14 people respond to our public call out, plus an additional list of potential candidates to contact, developed from a comprehensive board audit of skills and experience.

After an AGM and board meeting in November 2020, a working group from the Board interviewed potential candidates from a broad range of backgrounds and personal/professional experience. Successful candidates were asked to attend board meetings (in February and July 2021), and 7 new members subsequently joined the board.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

In May 2021, it was agreed at a board meeting that the board would increase the maximum number of trustees from 12 to 17. This allowed the Trust the flexibility to make the most of the experience of skills of existing Trustees on the Board whilst allowing the new cohort time to embed themselves in the workings of the Company through training, induction and mentorship with existing trustees.

Summary of governance activity 2020-21

7 full Board Meetings took place between April 2020 - August 2021 and were approximately 2 hours long. With the exception of the board meeting as part of the Away Day, all board meetings were chaired by the [Acting] Chair and were held on video conferencing software, with (automatically-generated) captions and chat function enabled. Minutes from each meeting were generated and signed off by the board at the subsequent board meeting. In addition to the board meetings below, the board also met ad hoc when necessary, including the convening of the subcommittees and working groups (e.g. Artistic Planning Subcommittee; Finance & Risk Subcommittee; Board recruitment working group).

Date [time] of board meeting	Type	No. of trustees present [total no. of trustees]
Thursday 9 th April 2020 [5pm]	Extraordinary Board Meeting*	7 [9]
Thursday 14 th May 2020 [5.30pm]	Quarterly Board Meeting	9 [9]
Monday 3 August 2020 [5pm]	Quarterly Board Meeting	6 [9]
Wednesday 18 th November 2020 [5pm]	Quarterly Board Meeting & AGM	8 [9]
Monday 8 th February 2021 [6pm]	Quarterly Board Meeting	8 [9]
Monday 10 th May 2021 [5pm]	Quarterly Board Meeting	8 [11]
Sunday 27 th June 2021 [9.30am]	Extraordinary Board Meeting [as part of Away Day]	12 [16]
Monday 4 th October 2021 [5pm]	Quarterly Board Meeting	9 [14]

*This board meeting was called in response to COVID-19 national lockdown.

**One board member resigned after 6 years of service at the June 2021 Board Meeting.

In June 2021, 12 trustees (9 in person and 3 via Zoom) and 5 members of the Red Ladder staff team attended an Away Day, facilitated as a hybrid online/offline event. The Away Day was facilitated by an independent facilitator, who has a significant amount of expertise in both arts management and leadership, as well as policy and governance more broadly. The facilitator and the Acting Chair co-created the agenda for the day, with the opportunity for input from all board members and the executive team. The agenda for this development day covered a broad range of areas including:

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

- The role of board members in business planning and executive team management
- Succession planning for executive and governance roles
- Proposed changes to governance structure: (Co)Chair / Vice Chair(s) & succession planning
- Board meetings, agenda, roles 'in the room'
- Communications between board members and staff team
- Expectations and responsibilities of the role

It also included a dedicated section covering the Arts Council England's investment principles, led by our Relationship Manager and began with a brief board meeting to vote on and welcome the new board members.

As well as providing a much-needed social and personal development opportunity for Trustees, a report was written from the findings of the day which will go on to inform the development of business plans on how the Board will continue to set, monitor and report on the targets outlined in the business plan in a way that is appropriate and realistic. This will inform, more broadly, considerations of targets that will stretch the company and create sustainable change and what new activities the company will undertake to support its ambitions.

In addition to the Away Day in June 2021, the following month saw 5 trustees attend a 'Boards and Governance' training workshop run by the Independent Theatre Council. Opportunities to attend training are regularly circulated within the board, and trustees are encouraged to attend any sessions that are relevant.

Related party relationships

Red Ladder Theatre Company has a strong, positive relationship with Arts Council England, the major funder of Red Ladder. Red Ladder's assigned officer from ACE Yorkshire is regularly kept informed of the artistic direction and ambition of the company and is an occasional observer at Board Meetings. ACE England continues to be extremely supportive of the charity and receives board papers and minutes of Trustee meetings. (See Risk Management - below)

Leeds City Council has elected an ex-officio representative to receive Board papers and attend Board meetings. Leeds City Council did not award core funding for the year in question, but is supportive of the company, and is regularly updated on artistic progress.

Risk management

The Management Committee members have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the company, and are satisfied that systems and procedures are in place to mitigate our exposure to any major risks.

The COVID-19 pandemic outbreak has had a profound impact on the industry and the world at large. Red Ladder's response is noted below.

That apart there have been no other major incidents to report during this financial period.

The company has comprehensive IT cover both remotely and onsite with virus cover through the server and for all incoming emails and web usage. Red Ladder also backs up server activity locally on an external hard drive that is removed off the premises each day and, also, to the Cloud daily.

The company also has a robust Financial Control Procedures in place. A Finance & Risk Management Sub-committee meets regularly prior to board meetings and, when needed, at short notice to assess new opportunities and threats to discuss the latest financial figures, add context and report to the full board. This has the advantage of crystallising key information for board members and reducing duplication during meetings. This committee consists of four Trustees with a range of skill, knowledge and experience in management accounting and financial matters.

These meetings are chaired by Red Ladder's producer who prepares and circulates monthly cash-flows and management accounts to this committee with updated budgets and details of any new opportunities and/or threats that may arise.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

The reserves policy is in place to ensure there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months trading equates to £60,000 and this is updated on a monthly basis and is calculated on a rolling annual timeline. This figure provides a base layer of financial cover. The ambition is to achieve a reserves figure of £115,000 which is deemed sufficient to ensure the continued liquidity of the company should Red Ladder fail to maintain core funded status with Arts Council, England. The unrestricted reserves for 2020/2021 were in the region of £163,000, some £48,000 over the higher of these two thresholds. This is mainly due to the Government's furlough scheme and the tour of My Voice was Heard being postponed in December 2020. The budget for 2021/22 has these additional reserves being utilised on the artistic programme bringing **that** levels back to those as stated in the policy.

Red Ladder has survived the first eighteen months of the pandemic due mainly to core funding from the Arts Council and the Government's Job Retention Scheme (JRS) - furlough - which enabled all employees on the Company's payroll and core freelancers to be paid in full throughout the financial year. Employees on the payroll have been able to work part time where possible with the financial support of the flexible furlough scheme (JRS). There have also been three small-scale grants awarded by Leeds City Council for fixed building costs. The Company applied unsuccessfully for an Arts Council Creative Recovery Fund (CRF) award in July 2020 and, subsequently, the Board decided against applying during the second round of CRF applications in January 2021.

Arts Council England have added an additional year of funding for current National Portfolio clients (of which Red Ladder is one). The company will be applying for this additional year in September 2021 and, if successful, will take the core funding cycle to 31 March 2023.

During the current financial year (2021/22) both the Finance & Risk Management Committee and the Trustees have received monthly cash flow forecasts. There has been one annual budget update since the original annual budget was approved in February 2021. The restructured annual budget for 2021/22 as of 30 June 2021 commits just under £39,000 of unrestricted reserves to support the work of the Company; this is a £7,000 reduction from the original budget due, mainly, to the continued support of the JRS furlough scheme. This level of activity is forecast to result in the company having just over £123,500 in unrestricted reserves by 31 March 2022.

Staffing

Red Ladder continued to employ two members of staff on full time salaries throughout the 2020/2021 financial year: the Artistic Director (Rod Dixon) and Producer (Chris Lloyd) and the Marketing Manager (Sasha Hawkes) on a 0.5 FTE basis. The Artistic Director and Marketing Manager went on to full time furlough in May 2020 and in July 2020 a phased return to work was instigated. By November 2020 both employees were virtually back up to full working hours. However, as a result of the second national lockdown, all three staff members have been working on a flexible furlough basis since December 2020 and will continue to do so until the scheme ends in September 2021 or until such a time as they are able to work full time once again.

There were a further seven part time freelancers supporting the work of the company covering press and PR, social media, producing, fundraising, technical and project management (Homebaked x 2). In March 2020 our Press and PR manager, Amanda Trickett, decided to step down and we welcomed Faye Dawson on to the freelance rota as our new Press & PR Consultant.

All pay rolled and permanent freelance staff took part in staff appraisals in February 2021 led by a member of the Board. The Board will continue to run annual appraisals with all staff (on payroll and freelance) as well as having regular communications with the Artistic Director and Producer.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Objectives and activities

Redefining Red Ladder:

Over the closing months of 2020, we carried out an extensive exercise to dig into Red Ladder's purpose, ethos, and unique offer as a theatre company. This exercise has been integral to our current planning as we look towards the next National Portfolio, particularly given the impetus placed in the Investment Principles on understanding how an organisation is perceived, by those both in and outside of it.

We gathered together and interrogated all the ways that the company talks about itself – across social media, the website, in funding applications, on press releases - as well as canvassing opinion amongst those who currently and have previously engaged with the company. At Board level, we had previously spoken about a desire to get better at expressing what we do, both accurately and in a way that represents the work the company has made in recent years, rather than what the company was 50 years ago. We aimed to identify the unifying strands across our activity, and develop a new confidence in our own identity.

This process of 'Defining Red Ladder' intended to:

- Outline a clear ethos – that all staff and associated parties are sure of and believe in – that will carry through all future work
- Review the language currently used about Red Ladder and decide what is still relevant to / true of the company, and what isn't

With these practical outcomes:

- Updating the Vision and Mission
- Clearly identifying and outlining what Red Ladder's tone and personality are
- Producing new short, medium and long copy for use across external platforms and other company literature

Red Ladder Vision:

We make theatre about how we live now, and how we hope to live. The world has got to change, and the future is not yet written. The shared experience of theatre is about transformation and imagination, where we can collectively invent a better, kinder, fairer way to be.

Red Ladder Mission:

We make theatre that gives a platform to voices that are rarely heard, and stories that are overlooked. Plays that invite you to lean in, identify, punch the air, laugh with the stranger next to you, cry in the dark, and want to take action.

We make theatre in Northern England but our world is huge and we can soar across borders. We are forward-looking, but not forgetful. We are full of heart, humour and big ideas.

We make new plays, empowering, supporting and inspiring writers and theatre artists to tell stories that start on their (often Northern, often working class) doorsteps and take radical leaps of imagination, challenging the systems that marginalise and oppress, and make inclusive, inquisitive, embracing, bracing, laughing, crying, thinking, drinking, dancing, singing theatre.

We will go wherever the audience is – to pubs and clubs, to housing estates and to theatres with velvet seats. We'll meet you there, for a good night out that ends with you stepping back out into a world that now feels different, full of possibility, and capable of transformation. And has you singing all the way home.

These principles and aims are the lenses through which we see our entire programme of work and have driven all company activity for the year April 2020 – March 2021. They will continue to guide the direction of the company and inform our trajectory throughout this Arts Council National Portfolio funding period and beyond.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Strategies for achieving objectives

- To harness internal artistic expertise and work with exceptional, innovative collaborators to create relevant, subversive theatre of outstanding quality
- To embed equality and diversity at the heart of all our work as a means to reach and represent diverse audiences of contemporary Britain
- To improve our understanding of different access requirements and prioritise access and inclusivity within our artistic programme wherever possible
- To effectively monitor and increase audience development throughout the funding period, adapting and recalibrating our strategy as required
- Maintain and strengthen our profile as a national touring theatre company through frequent and strategic studio tours and healthy, positive relationships with key presenting venues
- To nourish new work and create professional and artistic development opportunities for early-career artists or people pushing the boundaries of current theatre practices
- To continue to develop a clear and achievable fundraising model to maximise the impact and sustainability of our work

Artistic Programme – April 2020 – March 2021 - Achievements and performance

The beginning of the financial year saw numerous performances postponed and cancelled as the Covid-19 pandemic started to take hold. Smile Club, The Damned United, Wrong 'Un and our co-production with family theatre company, Wrongsemble, The Not So Ugly Sisters all suffered similar fates.

Smile Club by Andrea Heaton and Adam Z Robinson

Set in a near future this one-woman show about systemic sexism in society opened at Leeds Playhouse in March 2020 a week before the first national lockdown. It completed a week of touring before all theatres were forced to close. Although short lived the show was acclaimed by critics including a glowing 4 star review in The Guardian.

It is a powerful piece of work and one that Red Ladder will revisit by filming it for audiences to download. Writers Andrea Heaton and Adam Z. Robinson have also secured Arts Council funding to rewrite as an audio podcast series which Red Ladder will produce.

Connected by Chris O'Connor and Paul Fox

During the first national lockdown we commissioned local writer Chris O'Connor to develop a topical and humorous podcast series of short episodes tracing the beginning of the pandemic through the lockdown. Working in partnership with the men's mental health podcast Mantality and its presenter, rugby league player Stevie Ward, 'Connected' was listened to by 10,000 podcast subscribers and was very well received. The piece was co-written by local writer and actor, Paul Fox, who also performed in the podcasts alongside Stevie Ward himself.

My Voice Was Heard But It Was Ignored by Nana-Kofi Kufuor

We brought forward this new play about the wrongful apprehension of a young black school student which had been planned programme for 2021 as the context became extremely relevant and more urgent as a response to the Black Lives Matter Movement which responded with new protest marches after the murder in America of George Floyd.

In autumn 2020 the lockdown was eased and we were able to rehearse with Covid safety restrictions. The production went as far as dress rehearsal at Leeds Playhouse Courtyard but then the second lockdown prevented opening. The production will be remounted in November 2021 on the same stage, and with more support from Leeds Playhouse. James Brining - Leeds Playhouse's Artistic Director - saw the dress rehearsal and is keen that his building is associated with the play.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Participation and Engagement

Artist Development

In summer of 2020 the Artistic Planning Committee, a sub-group of the Red Ladder Board, plus staff and external artists, was set up and meets online via Zoom sporadically - when and if the Artistic Director needs support or advice regarding the artistic programme.

Although the pandemic restricted virtually all face to face participation and engagement, Red Ladder still mentored and supported the following artists and organisations: Saoirse Teale, Clasp Theatre, Arts At The Arms, Kerry Wright and Nicki Davy.

Red Grit Training

Unfortunately, due to the epidemic and the impossibility of structured courses operating during the year all Red Grit courses were put on hold.

Key Developments for Red Ladder Theatre Company

The collaboration with Liverpool's Royal Court for Homebaked (September 2021) will provide an amazing platform for Red Ladder to showcase its ability to play the biggest stages in the country. The four and a half week run will be the highest profile run in the company's history.

The burgeoning relationship with Leeds City College that saw us rehearse Smile Club in 2020 there has developed to the college hosting two weeks of rehearsals and filming as part of the Digital Streaming initiative.

Later in 2021 it is hoped that an embryonic relationship with a triptych of venues (Derby Theatre, Keswick's Theatre by the Lake and Oldham Coliseum) will result in a commission for an emerging writer to have their work produced and presented on mid to large scale stages in 2024.

Collaborations and Partnerships

In addition to those collaborations mentioned above Red Ladder, continue to work closely with Leeds Playhouse on presenting our work (The Damned United - June 2021 and My Voice Was Heard November 2021) and also hosting other events and performances set in community venues. We are also in talks with the Playhouse to be the platform to host our three shows as part of the Digital Streaming project.

The Red Ladder Local circuit has cemented excellent relations with the three hub venues (Wakefield Theatre Royal, Barnsley Civic and Leeds Playhouse) who support the scheme through their marketing and box office departments.

Red Ladder was approached to be one of fifteen companies supporting Sphinx Theatre Company to mark their 30th year of making work. The landmark Sphinx 30 programme will also support female playwrights selected via an open call, designed to ensure all talent across the UK is reached and that writers at all stages of their careers are included, which will be fully funded by Sphinx with Arts Council England support.

Red Ladder are also working with Silent Uproar (a Hull Based new writing company) to encourage and mentor new writers with a view to producing their work in the future.

Due to the increased time and capacity, many in the industry have over the last 18 months resurrected or formed a number of networking groups. These supported fellow companies as well as interacting with trade bodies like the Arts Council, The Audience Agency and the Independent Theatre Council to try and adopt a cohesive and supported approach to minimise damage and risk caused by the pandemic. These include a quite powerful Producing & Touring Companies Network facilitated by Fuel Theatre Company, The Yorkshire National Portfolio Organisations facilitated by Pilot Theatre Company and The Yorkshire Touring Network - facilitated by Unlimited Theatre Company. Wherever possible the payrolled staff have endeavoured to attend these meetings to keep abreast of initiatives around anti-racism, Arts Council Cultural recovery initiatives, ableism and trying to keep a dialogue going between touring companies and venues.

During the year the Company has forged strong partnerships with leading educational establishments in the region including Backstage Academy, Wakefield College and Leeds City College. These sit aside existing relationships with the University of Leeds, Leeds Beckett University and conservatoires: Northern School of Contemporary Dance and Leeds College of Music. These links help support the progression routes for students and, hopefully, encourage more to stay in Leeds once they finish their studies.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Future Developments

During June, July and September 2021 we have filmed three different productions in order to capture them for posterity and for archiving purposes as well as an income stream via paid distribution. We are working in partnership with Pilot Theatre and Leeds City College to film three Red Ladder 'hits' - The Damned United, Smile Club and Glory. These filmed versions will then be launched as digital downloads.

The Damned United

In July 2021 The Damned United toured, fulfilling some of the postponed performances from a year earlier and also played in a couple of venues new to Red Ladder. The old and new venues included Leeds Playhouse, the main stage at York Theatre Royal as well Mansfield's Palace Theatre and The Gala Theatre in Durham.

Homebaked the Musical by Boff Whalley

The co-production of this new large-scale musical with Liverpool's Royal Court will premiere in September 2021 having originally been scheduled for May 2021.

Originally, the piece was going to be co-written by Rebekah Harrison and Boff Whalley (formally of the band Chumbawamba) but, due to other commitments, it was decided that Boff would undertake the whole of the script and song writing.

Research and interviews for the piece were delayed by the pandemic restrictions but once these were relaxed the writer, Boff Whalley, was able to meet with the community and gather material from the true story. At this stage, the script is in draft form but has been very well received. The partnership with the Royal Court is very positive and there is ambition between our two organisations to make this a very successful show with national profile and recognition and the potential to transfer to London at a future date.

My Voice Was Heard But It Was Ignored by Nana-Kofi Kufuor

This is the remounting of the piece that was curtailed due to the second lockdown (see Artistic Activity). Both previous cast members are available, as is director Dermot Daly.

The show will open at Leeds Playhouse on 11 November 2021 and then go out on tour - finishing at The Crucible in Sheffield at the end of the month.

Taxi

Since 2019, Rod Dixon has been researching a new piece of work with choreographer Dougie Thorp. This piece, based on Doug's real experiences as a taxi driver, will be entitled Taxi! and will be a highly physical hybrid of theatre, film and dance. The piece will not tour but like previous successes (The Shed Crew 2017, Mother Courage 2018) will be presented in a warehouse or other found space and run for up to two weeks in Leeds. The piece is an opportunity to engage with other Leeds based organisations (Doug's company Mad Dog Dance Theatre and his producer Spin Arts), with the potential to tie in with Leeds's year of culture: Leeds2023. The date for production will be either 2022 or 2023. Alice Barber, Red Ladder's Creative Producer, will lead on this project and the ambition is to work with Dick Bonham's organisation, which uses a disused mill in Farsley. The infrastructure built into the space for Taxi will be used for other performances either by other artists; local, regional, national and, possibly, international and/or alongside extant pieces of Red Ladder work such as Glory or Smile Club.

The Not So Ugly Sisters - Wrongsemble

We are also co-producers on a family show made by local company Wrongsemble. Their show, The Not So Ugly Sisters, is booked to tour from Easter 2022 following the postponement in April 2020.

Participation & Engagement

Throughout summer 2021, and after rewriting the company strategy for Artist Development, Rod Dixon has worked with several artists to support the development of their work including: Sandrine Monin (dancer), Nicky Davy (performer/writer), Jake Evans (Drag Artist), Lisa Howard (actor), Alex Moran (theatremaker), Kate Martinwood (playwright).

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Financial review

Financial results

The net income for the year was £7,065 all relating to unrestricted funds.

Principal funding

Principal funding was received from Arts Council England, England via National Portfolio funding and Project Grants. A summary of funding is set out in note 2 to the financial statements.

Following the outbreak of the pandemic in March 2020, the Arts Council quickly made a decision to extend funding for National Portfolio clients for a further year on completion of an updated artistic programme supported by a satisfactory business plan. The deadline for this submission is mid-September 2021.

Reserves policy

The reserves policy is to ensure there are sufficient reserves available to finance adequately, for at least three months, the operation of the company in the event of unforeseen circumstances. This reserve may be depleted to satisfy scheduled temporary liquidity deficiencies. Currently three months trading equates to £60,000 and this is updated on a monthly basis and is calculated on a rolling annual timeline.

This is a minimum requirement to mitigate an unexpected financial emergency. The Management recognise that in times of particular funding uncertainty around our core funder, it is prudent to build reserves above this to enable the company to survive and deliver our mission in the event of loss of a major element of our grant income and it has therefore been a stated aim to rebuild company reserves over the current Arts Council funding period, to bring them to a level which would withstand such longer term changes to our business model. The ambition is to sustain reserves that allow the company to function fully for a one year period outside of the Arts Council of England's National Portfolio and this has been set at £115,000. The company had succeeded in this during the year to 31 March 2021, and reserves at year-end stand at £162,528.

The revised budget for 2021 / 2022 shows the utilisation of approximately £39,000 to discharge the Company's body of work which would bring unrestricted reserves down to £123,528 as at 31 March 2022.

Covid-19 and going concern

Whilst the activities of the charity have been affected by the coronavirus pandemic, the trustees have considered the financial position of the charity and concluded that there are no material uncertainties so significant as to cast doubt over the ability of the charity to continue as a going concern.

Chair's statement

The Board of Trustees presents this report as an accurate representation of activity which has been delivered during the financial year in question.

2020-21 has been an unprecedented year spent predominantly in a state of international emergency as a consequence of the global Covid-19 pandemic. Within the broader challenges and extensive societal pressures this threat brings to the very fabric of our society lies the difficult and uncomfortable truth that it is those communities that have historically been oppressed and marginalised by systemic white supremacy, ableism, homophobia, transphobia, prejudice and ignorance who have been amongst the hardest hit. Therefore it seems that Red Ladder's mission to continue to tell stories that challenge these systems that marginalise and oppress is more crucial than ever.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Yet it is also the time for the company, along with the entire arts and cultural sector, to urgently address its shortcomings by way of inclusion, representation and diversity, to tackle these deep-rooted issues with meaningful action and change and to ask questions, collaborate and find solutions, over simply offering empty promises and virtue signalling. Despite its challenges, this year has enabled the company to begin this process, including a review of the vision and mission of the company, the implementation of a flatter, more diverse governance structure, and recruitment of new board members. We acknowledge as a board and company team, some of whom are freelance practitioners themselves, that the pandemic continues to do immeasurable harm to the independent and freelance sector. So in addition to honour all our financial project commitments, we also made the decision to offer a matched pension contribution for all our freelancers (both within our core team and those on projects), and continued to maintain our freelance rates and hours of pay throughout the pandemic.

Throughout this year, the company has prioritised business planning processes, aiming to build our resilience as a company, including a concerted and successful effort to increase the diversity of our board of Trustees and ensure inclusive and accessible communications and activity. The creation of the Artistic Planning Committee last year, led by our Artistic Director, has enabled us an additional space for discussions around how our creative activities and output can further benefit from a diverse and inclusive artistic practice. As we enter into a new year, we look to further this process, developing our working practices to ensure our decision-making processes at governance and executive level especially, are rigorous and inclusive of the diverse points of view and lived experience we are lucky enough to benefit from.

Throughout lockdown, members of the team continued their important work with emerging artists and companies - providing support from developing funding bids, to directorial and dramaturgical support in the rehearsal room. The podcast series of new writing shorts 'Connections' kept audiences entertained online, and the company were successful in generating funding to film three Red Ladder productions, to enable continued work with artists and creatives in a sector as well as opening up a medium for audiences who may not be able to attend theatre in person to access high-quality Red Ladder shows online.

Despite being able to take advantage of the Government's nationwide furlough scheme, and having the support of our core funders - in particular Arts Council England and Leeds City Council, this year has been a challenging one. The level of the company's reserves has been impacted, as large proportions of the company's activity has had to be reconfigured or cancelled entirely. Due to venue closures and the enforcement of a national lockdown in March 2020, the company was forced to cancel a significant portion of the extensive national tour of new feminist dystopian thriller *Smile Club*. Despite a loosening of restrictions over summer, the country was hit with another prolonged lockdown in Autumn 2020, which forced the cancellation of the premiere of the play by 'My Voice Was Heard But Was Ignored', which was due to take place in a socially distanced auditorium at the Leeds Playhouse, after having been painstakingly rehearsed and produced following strict Covid-19 preventative protocols.

Despite all this, the Board and staff have met regularly to monitor and manage cash flow, and invest the company's charitable funds to realise its mission and charitable objects. While the Board has supported decisions to apply for discretionary funds that have been made available throughout the pandemic, we have not received, or not been found eligible for, any significant amounts of emergency funding. We are nevertheless grateful to core funders, in particular Arts Council England and Leeds City Council, with whom we have been able to continue and develop a strong strategic partnership in spite of the challenges this year's unprecedented events have created. We are also extremely grateful to our dedicated group of Ladderista supporters, who have been unwavering in their support of the company through this difficult time. The company is thankful to our independent examiners West Yorkshire Charities Accounting Service (WYCAS) for their prudent and consistent guidance in the presentation of management/year end accounts, to ensure the company's full compliance with statutory charitable accounting principles.

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

The unprecedented events of the year has necessitated a somewhat flexible approach. It should not go without saying that the admirable work of the company's core team of staff and freelancers, led by Rod Dixon and Chris Lloyd, has been tireless, generous and determined, despite the inevitable strains and pressures of working in unpredictable and often difficult circumstances. Particular thanks to team members past and present: Sasha, Alice, Amanda, Faye, Tom, Chris O, Rob, Sam, Shamima, Leon and no small thanks too to the countless teams of creative practitioners and artists who we have collaborated with us this year, and to those communities and audiences who have supported the company throughout this time.

We are endlessly grateful to the work of our Chair, Tessa Gordziejko, who after 6 years of service as Chair and Trustee, stepped down from the role. So on a more personal note, a final thanks to the whole Red Ladder team - staff team members, freelancers, and board members alike, including those who have worked with us this year, and those that continue to work with us, for their support and encouragement throughout my year-long tenure as Acting Chair. I look forward to continuing to learn and grow with you all and the Co-Chairs and Vice-Chairs, to safeguard Red Ladder's future as a company producing new theatre that contributes to social change and global justice.

Emma McDowell - Acting Chair, & Trustee
August 2021

Red Ladder Theatre Company Limited (The)

Trustees' report (continued) for the year ended 31 March 2021

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

Company law requires the trustees to prepare financial accounts 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 the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the accounts on a 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 which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Signed on behalf of the board of trustees on 22/11/2021

Emma McDowell (Trustee)

Red Ladder Theatre Company Limited (The)

Independent examiner's report to the trustees of Red Ladder Theatre Company Limited (The)

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2021, which are set out on pages 18 to 24.

Responsibilities and basis of report

As the charity's trustees of the charitable company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the charitable company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act ('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

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

- 1 accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
- 2 the accounts do not accord with those records; or
- 3 the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Simon Bostrom FCIE

23/11/2021

West Yorkshire Community Accounting Service

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 March 2021

	Notes	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Income from:					
Grants and donations	(2)	171,906	32,988	204,894	330,416
Theatre tax relief		13,232	-	13,232	35,980
Income from performances		200	-	200	15,539
Other earned income		1,591	-	1,591	13,500
Bank interest		81	-	81	449
Total income		187,010	32,988	219,998	395,884
Expenditure on:					
Production costs					
Performing and stage management fees		35,887	-	35,887	32,637
Auditions		-	-	-	156
Sets props and costumes		4,306	-	4,306	13,152
Venue and rehearsal room hire		925	-	925	4,950
Creative fees		15,171	-	15,171	11,564
Technical equipment hires and consumables		247	-	247	1,955
Writers' fees, royalties and commissions		10,683	-	10,683	9,333
Accommodation, allowances and travel		1,776	-	1,776	5,563
Evaluation and monitoring		368	-	368	9,581
Production miscellaneous		725	-	725	3,455
Marketing and publicity		8,912	-	8,912	31,976
Overheads					
Salaries, NI and pensions	(3)	72,503	30,540	103,043	94,897
Rent and rates		1,387	2,448	3,835	4,334
Insurance		1,133	-	1,133	1,434
Repairs and maintenance		12	-	12	6
Phone and internet		1,405	-	1,405	1,728
Computer software and maintenance		3,337	-	3,337	3,471
Printing, postage and stationery		135	-	135	356
Trade subscriptions		886	-	886	965
Sundry expenses		1,229	-	1,229	604
Motor expenses		1,925	-	1,925	1,703
Travel and subsistence		-	-	-	1,126
Consultancy fees		10,546	-	10,546	16,146
Training and conferences		2,959	-	2,959	1,345
Bank charges		25	-	25	25
Independent examination		1,350	-	1,350	2,045
Depreciation		2,113	-	2,113	968
Total expenditure		179,945	32,988	212,933	255,475
Net income / (expenditure)		7,065	-	7,065	140,409
Fund balances brought forward		158,695	-	158,695	18,286
Fund balances carried forward	(4)	165,760	-	165,760	158,695

All incoming resources and resources expended derive from continuing activities.

Red Ladder Theatre Company Limited (The)

Balance sheet

as at 31 March 2021

		2021	2021	2021	2020
		Unrestricted	Restricted	Total	Total
		£	£	£	£
Fixed assets					
Tangible assets	(5)	3,232	-	3,232	3,668
Total fixed assets		<u>3,232</u>	<u>-</u>	<u>3,232</u>	<u>3,668</u>
Current assets					
Debtors and prepayments	(6)	17,165	2,754	19,919	18,833
Cash at bank and in hand	(7)	150,686	(2,754)	147,932	145,418
Total current assets		<u>167,851</u>	<u>-</u>	<u>167,851</u>	<u>164,251</u>
Current liabilities:					
amounts falling due within one year					
Creditors and accruals	(8)	5,323	-	5,323	9,224
Total current liabilities		<u>5,323</u>	<u>-</u>	<u>5,323</u>	<u>9,224</u>
Net current assets / (liabilities)		<u>162,528</u>	<u>-</u>	<u>162,528</u>	<u>155,027</u>
Net assets		<u>165,760</u>	<u>-</u>	<u>165,760</u>	<u>158,695</u>
Funds					
Unrestricted funds		165,760	-	165,760	158,695
Restricted funds		-	-	-	-
Total funds		<u>165,760</u>	<u>-</u>	<u>165,760</u>	<u>158,695</u>

For the year ending 31 March 2021 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on 22/11/2021

Emma McDowell (Trustee)

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2021

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Lighting, sound and visual equipment: at 25% reducing balance

Motor vehicles: over 5 years, straight line

Office equipment: at 25% reducing balance

Computer equipment: written off in the year

Red Ladder Theatre Company Limited (The)

Notes to the accounts

for the year ended 31 March 2021

1 Accounting policies continued

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Fund accounting

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

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

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

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2021

2 Grants and donations	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Arts Council England (ACE)	168,036	-	168,036	274,167
HMRC Job Retention Scheme (JRS)	-	30,540	30,540	-
Leeds City Council	-	2,448	2,448	-
Leeds Community Foundation	-	-	-	10,000
Home Office (Building a Stronger Britain)	-	-	-	15,242
Paul Hamlyn Foundation	-	-	-	24,000
Wades Charity	-	-	-	3,000
Other donations	3,870	-	3,870	4,007
	<u>171,906</u>	<u>32,988</u>	<u>204,894</u>	<u>330,416</u>

fo correct

3 Staff costs and numbers	2021 £	2020 £
Gross salaries	93,736	84,952
Social security costs	5,299	5,937
Pensions	4,008	4,008
	<u>103,043</u>	<u>94,897</u>

The average number employees during the year was 3, being an average of 2.5 full time equivalent (2020: 3, 2.5 FTE). There were no employees with emoluments above £60,000.

Defined contribution pension scheme	2021 £	2020 £
Costs of the scheme to the charity for the year	4,008	4,008
Amount of any contributions outstanding at the year end	334	334

4 Restricted funds	Balance b/f £	Incoming £	Outgoing £	Transfers £	Balance c/f £
HMRC JRS	-	30,540	30,540	-	-
LCC covid relief	-	2,448	2,448	-	-
	<u>-</u>	<u>32,988</u>	<u>32,988</u>	<u>-</u>	<u>-</u>

Fund name	Purpose of restriction
HMRC JRS	Towards furloughed staff employment costs
LCC covid relief	Towards property related costs

Red Ladder Theatre Company Limited (The)
Notes to the accounts continued
for the year ended 31 March 2021

5 Tangible assets	Computer equipment	Office equipment	Motor vehicles	Lighting and sound	Total
<u>Cost</u>			£	£	£
At 1 April 2020	8,296	2,856	800	23,731	35,683
Additions	1,062	425	-	190	1,677
At 31 March 2021	9,358	3,281	800	23,921	37,360
<u>Depreciation</u>					
At 1 April 2020	8,296	2,725	390	20,604	32,015
Charge for year	1,062	139	82	830	2,113
At 31 March 2021	9,358	2,864	472	21,434	34,128
<u>Net book value</u>					
At 31 March 2021	-	417	328	2,487	3,232
At 31 March 2020	-	131	410	3,127	3,668

6 Debtors and prepayments	2021	2020
	£	£
Debtors	-	4,472
Prepayments	3,077	2,424
Accrued income	16,842	11,937
	<u>19,919</u>	<u>18,833</u>

7 Cash at bank and in hand	2021	2020
	£	£
Cash at bank	147,758	145,029
Cash in hand	174	389
	<u>147,932</u>	<u>145,418</u>

8 Creditors and accruals	2021	2020
	£	£
Creditors	3,698	7,449
Accruals	1,625	1,775
	<u>5,323</u>	<u>9,224</u>

9 Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee remuneration and benefits

No trustee received any remuneration or benefits during the year (previous year: one trustee was paid £6,210 in respect of marketing services).

Remuneration and benefits received by key management personnel

The total payments to key management personnel were £84,178 (previous year: £84,178).

No trustee received any remuneration or benefit in this capacity during this or the previous year.

There were no other related party transactions.

Red Ladder Theatre Company Limited (The)
Statement of Financial Activities including comparatives for all funds
(including summary income and expenditure account)
for the year ended 31 March 2021

	2021 Unrestricted funds £	2020 Unrestricted funds £	2021 Restricted funds £	2020 Restricted funds £	2021 Total funds £	2020 Total funds £
Income						
Grants and donations	171,906	169,007	32,988	161,409	204,894	330,416
Theatre tax relief	13,232	35,980	-	-	13,232	35,980
Income from performances	200	15,539	-	-	200	15,539
Other earned income	1,591	13,500	-	-	1,591	13,500
Bank interest	81	449	-	-	81	449
Total income	187,010	234,475	32,988	161,409	219,998	395,884
Expenditure						
Production costs						
Performing and stage management	35,887	22,826	-	9,811	35,887	32,637
Auditions	-	101	-	55	-	156
Sets props and costumes	4,306	12,361	-	791	4,306	13,152
Venue and rehearsal room hire	925	4,050	-	900	925	4,950
Creative fees	15,171	9,939	-	1,625	15,171	11,564
Technical equipment hires	247	1,955	-	-	247	1,955
Writers' fees and commissions	10,683	9,286	-	47	10,683	9,333
Accommodation & travel	1,776	4,561	-	1,002	1,776	5,563
Evaluation and monitoring	368	6	-	9,575	368	9,581
Production miscellaneous	725	2,863	-	592	725	3,455
Marketing and publicity	8,912	22,513	-	9,463	8,912	31,976
Overheads						
Salaries, NI and pensions	72,503	45,444	30,540	49,453	103,043	94,897
Rent and rates	1,387	4,334	2,448	-	3,835	4,334
Insurance	1,133	1,434	-	-	1,133	1,434
Repairs and maintenance	12	6	-	-	12	6
Phone and internet	1,405	1,728	-	-	1,405	1,728
Computer maintenance	3,337	3,471	-	-	3,337	3,471
Printing, postage and stationery	135	356	-	-	135	356
Trade subscriptions	886	965	-	-	886	965
Sundry expenses	1,229	604	-	-	1,229	604
Motor expenses	1,925	1,703	-	-	1,925	1,703
Travel and subsistence	-	1,126	-	-	-	1,126
Consultancy fees	10,546	8,985	-	7,161	10,546	16,146
Training and conferences	2,959	1,345	-	-	2,959	1,345
Bank charges	25	25	-	-	25	25
Independent examination	1,350	2,045	-	-	1,350	2,045
Depreciation	2,113	968	-	-	2,113	968
Total expenditure	179,945	165,000	32,988	90,475	212,933	255,475
Net income / (expenditure)	7,065	69,475	-	70,934	7,065	140,409
Transfers between funds	-	70,934	-	(70,934)	-	-
Net movement in funds	7,065	140,409	-	-	7,065	140,409
Fund balances brought forward	158,695	18,286	-	-	158,695	18,286
Fund balances carried forward	165,760	158,695	-	-	165,760	158,695