

REGISTERED COMPANY NUMBER: 03513138 (England and Wales)
REGISTERED CHARITY NUMBER: 1069055

Report of the Trustees and
Unaudited Financial Statements for the Year Ended 30 September 2020
for
Tête à Tête Productions Limited

The Hughes Consultancy
1 Golden Court
Richmond
Surrey
TW9 1EU

Tête à Tête Productions Limited

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for the Year Ended 30 September 2020**

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Tête à Tête Productions Limited

Report of the Trustees for the Year Ended 30 September 2020

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 30 September 2020. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charitable objects of Tête à Tête Productions Limited are - to promote, maintain, improve, and advance education by the encouragement of the arts, including the arts of drama, mime, dance, singing and music, and all other arts relating to the performance and presentation thereof and to formulate, prepare and establish schemes therefore provided that all objects of the company shall be of a charitable nature.

Mission

Our mission is to bring artists and audience together to explore the future of opera. Our vision is to make a future where the creation and consumption of opera is open to anyone. Our values are to treat everyone conscientiously, carefully, considerately and encourage our peers and partners to do the same, and keep the emphasis on integrity and emotional honesty through all work.

Staff and Volunteers

The trustees thank everyone who helps the company meet its mission and asks it be noted that in accordance with the company's Equality and Action Plan 2018 - 2022, the company ensures it pays everyone who works for the charity, thus keeping opportunities with Tête à Tête open to all.

Tête à Tête Productions Limited

Report of the Trustees for the Year Ended 30 September 2020

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Building on our recent work in the North East, the year began in October 2019 with Tête à Tête bringing together over 20 North-East artists (poets, sound artists, composers, playwrights, folk musicians, singers, instrumentalists, directors, designers, producers) at Cobalt Studios, Newcastle. Artistic Director Bill Bankes-Jones and Music Director Tim Burke led a networking event culminating in the creation and performance of a number of tiny new operas. This event sparked many conversations in the region and has given birth to an informal 'North-East Opera Task Force' led by Tim Burke.

December saw Bill and Tim join the lead creatives of Equine Opera for a 3 day period of Research & Development in Cornwall to develop a new work for horses and humans.

Spring saw our fifth collaboration with The Royal College of Music (RCM). Decline and Fall was six 15 minute operas composed by RCM students, loosely inspired by the 100th anniversary of Evelyn Waugh's Decline and Fall. These were due to be performed by RCM singers with the New Perspectives ensemble in collaboration with Bill, Tim Burke conducting and designer Sarah Booth. The production was to have been performed twice on 16 & 17 May at the Britten Theatre, Royal College of Music and also live streamed and made available online thereafter. The dramaturgical mentoring of the composer/librettist teams was taken through to completion of the opera scores and the design process taken to near final designs.

The Covid-19 pandemic of course made all this impossible. Following some discussion of how to realise the pieces working from isolation, RCM understandably decided to cancel the project altogether at the end of March 2020. Despite this very difficult situation, Tête à Tête and RCM fulfilled their financial commitments to the professional freelancers involved. One very happy outcome is that we continued to develop one of the operas, Angela Luque and Isabela Grábalos' Elena which became the final event of Tête à Tête: The Opera Festival 2020.

On Friday 13th March ten days before lockdown we launched #CoronaChorus across social media, an open call for our community of artists to "put back a bit of love/humour/humanity/voice/singing/art into the world." Over 40 artists contributed works across Twitter, Facebook and Instagram.

In the face of the surge of online art and to remind the sector this can only ever be a poor relation to the real thing on 15th May Tête à Tête launched this Manifesto:

1. We are artists who make opera.
2. Our world is limited only by the boundaries of our imagination.
3. We can do or make anything.
4. We work together, and together with our audiences. We will not make art in isolation.
5. A defining feature of our work is that our artists affect our audiences and our audiences affect our artists in real time.
6. This escalating spiral of creativity can only happen when human beings come together in the same space.
7. This can be a real space, or a space in our imaginations.
8. We propose an imaginary world in which a real festival of real opera performances can take place.
9. We will build and share this world together.
10. We will share our creative processes as we construct this dream as much and as widely as we are able.
11. This sharing may be online, but will not be defined by that, and will take other forms as well.
12. We will work hard to include those who do not have access to the online world, and to include those who cannot access the physical spaces of opera.
13. We will strive to make our festival and imaginary world as inclusive as possible.
14. We hope and aim to make this festival in the 'real' world, but also believe that its imagined manifestations have a very great, real value.

The manifesto was signed by over 80 makers of new opera.

In May as #BlackLivesMatter took hold it felt very important for Tête à Tête to respond. Rather than making a knee-jerk response with a public gesture, we felt something more thoughtful and with power to change would be more appropriate. Marketing Director Leo Doulton volunteered to write a report on inclusion working with an advisory committee. The report will be published in December 2020.

By late May programming for the 2020 festival was well underway with web pages built for all our artists to share their ideas and visions for what they wanted to do. Whilst floundering in a sea of uncertainty, but with the Manifesto to cling on to, we began the most intense and connected period of artist development we've experienced with Tête à Tête.

Tête à Tête Productions Limited
Report of the Trustees
for the Year Ended 30 September 2020

In addition to much increased 1-on-1 conversation with individual lead artists, we also held twice-weekly collective meetings on Zoom. These were a forum for sharing information on the constantly changing situation, both for putting shows on with us and sector-wide issues for these vulnerable freelance artists when information was not coming from anywhere else. Even more unexpectedly, they were a focus and trigger for lobbying by lead artists and Bill's extensive work for Freelancers Make Theatre Work and #WeShallNotBeRemoved.

On 26th July 2020 we presented the first live indoor opera performance for a paying public since March. Héloïse Werner performed extracts of operas at the Cockpit Theatre, London. Working closely with the Department for Digital, Culture, Media, and Sport (DCMS), we were the only opera company presenting one of their pilot events for the return to indoor performances. It was also the inaugural event of Tête à Tête: The Opera Festival 2020.

On 2nd September the full festival programme went live and on sale. The 13th Tête à Tête: The Opera Festival included 31 brand new operas and ran over a 4 month period. From tentative steps with the DCMS pilot performance above, into 2 weeks of live performances at The Cockpit 8th - 20th September, alongside Interactive Broadcasts & 28 day on demand recordings, through to a final interactive broadcast of Elena on 27th November whose on demand recording ended Christmas Day. 435 audience members attended the socially distanced shows in the theatre and over 2000 saw the broadcasts and online works.

All of the work we have made in the year is available to read about and watch online in full for free at www.tete-a-tete.org.uk

Throughout the year we continued to develop our website as a tool for opening up our artistic development tools. In December 2019 we took advantage of the free Digital Culture Network, Arts Council of England service who carried out an audit to identify quick wins and fixes to our website. We continued to make and roll out a series of tools for artists under our #forartists banner. We continued to promote MyNewOpera our You Tube Channel, not least during our annual TàTvent across social media. We continued to grow our alumni Facebook group The TàTers which now has over 100 members and is a space where past artists connect.

Fundraising activities

In the immediate response to Coronavirus we saw applications submitted to trusts and foundations put on hold and those identified to apply to closing to applications.

A huge thanks must be given to the Arts Council of England for their confirmation early on that National Portfolio Grants were secure and an additional year's funding had been made available to take their support to Spring 2023. This news was a real boon that enabled us to act with confidence during the rest of the year.

In April we rolled out a 75:25 private donor campaign splitting 75% of any donations evenly between each festival company to share between their artists, while allocating the remaining 25% to Tête à Tête to give them all a secure and safe environment to perform in. Despite a great response to the 75:25 campaign from both our loyal and new supporters, with all other fundraising options closed, at the beginning of August we were in danger of having a festival to deliver without the funds to do so. Bill quickly contacted a number of friendly philanthropists with a specific emergency ask and the result was phenomenal. Special thanks goes to the following for their very generous and rapid response: Anthony Bolton, Sir Peter Bazalgette, The Nicholas Boas Trust, Sir Anthony & Lady Cleaver, Sir Vernon & Lady Ellis, Peter & Fiona Espenhahn, Patrick and Louise Grattan, Jane Plumptre and Sir David and Lady Verey.

In addition the Paul Hamlyn Foundation offered us support much of which we were able to pass on direct to our festival artists.

We strongly encouraged audiences to donate direct to the artists both when buying tickets and post-event. Thanks must be given to The Cockpit who waived any commission on donations.

Tête à Tête Productions Limited

Report of the Trustees for the Year Ended 30 September 2020

FINANCIAL REVIEW

Reserves policy

The Trustees believe that the company should hold financial reserves. It has no endowment funding and is entirely dependent on income from grants, earned income, sponsorship and donors. Inevitably, these fluctuate.

The company also requires protection against unforeseen events and the ability to continue operating in spite of the unforeseen. It has been the policy of the Board to manage with minimal reserves and to fund productions, when they occur by appealing for donations.

The Trustees believe that the minimum level of reserves should ideally be the equivalent of six months' operating costs, calculated and reviewed annually (approximately £25,000). The surplus of £28,649 this year comprises of £8,489 reserves and £20,160 for pre payment for operating costs over the next 6 months.

The Trustees believe that the reserves should be built up to the desired level in stages consistent with the charity's overall financial position and its need to maintain and develop its charitable activities. This year £3,750 was allocated to reserves.

In general, the company funds its charitable activities on a project by project basis; an estimate of expenses is made and sufficient funding is sought.

FUTURE PLANS

Our Plans for 2021 include:

The 14th Tête à Tête: The Opera Festival 2021

Pop Up Opera commissions and performances extended beyond London to both Newcastle and Cornwall.

Programmes of artist and community development in Cornwall and the North East

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Tête à Tête Productions Limited ("the company") was incorporated as a company limited by guarantee (Company number: 03513138) on 18 February 1998 and registered as a charity (Charity number: 1069055) on 7 April 1998.

The governing documents of the charitable company are its Memorandum and Articles of Association.

Appointment of trustees

The trustees, who act as Directors for the purposes of the Companies Act 2006 and Trustees in respect of the Charities Act 1993, are appointed by the Board in the first instance and then retire at each Annual General Meeting and, if they wish so, stand for re-election.

Potential candidates who act as new trustees are identified by the existing Board, as well as posts advertised, to fill vacancies or to provide additional skills or expertise. Candidates are invited to attend a series of board meetings to establish their suitability and to propose their appointment. The appointment of new trustees is ratified by a General Meeting of the members. Training is made available for new trustees if necessary, particularly with regard to the special responsibilities of trusteeship of a charity.

Organisational structure

The Company structure now comprises a Board of Trustees who delegate day to day operations to a management team.

The Board represents a broad spectrum of skills: artistic, legal, accounting, education & training, management & administration.

The Board of Trustees meets quarterly to review the financial position and progress of projects and additionally ad hoc, when important milestone decisions need to be made. The day to day management of approved projects to agreed budgets is delegated to the Artistic and Administrative Directors. Every board meeting reviews those risks relevant to the next operational period as laid out in our existing risk assessment policy.

Tête à Tête Productions Limited

**Report of the Trustees
for the Year Ended 30 September 2020**

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
03513138 (England and Wales)

Registered Charity number
1069055

Registered office
1 Golden Court
Richmond
Surrey
TW9 1EU


Trustees
David Leeming
N Sutcliffe (resigned 16/1/2020)
Ms M Kilby (resigned 16/1/2020)
Ms V Chok (resigned 16/1/2020)
J Wright
Ms K L Price
R Ault
O Shahryar

Company Secretary
David Leeming

Artistic Director
Bill Bankes-Jones

Administrative Director
Anna Gregg

Approved by order of the board of trustees on 5/1/2021 and signed on its behalf by:


.....
David Leeming - Trustee

Tête à Tête Productions Limited

**Statement of Financial Activities
for the Year Ended 30 September 2020**

	Notes	Unrestricted fund £	Restricted fund £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		146,560	-	146,560	111,185
Charitable activities					
Other income		326	-	326	5,286
Other trading activities	2	-	-	-	9,000
Other income		40	-	40	2,827
Total		146,926	-	146,926	128,298
EXPENDITURE ON					
Raising funds		-	-	-	-
Charitable activities					
Operatic productions		119,745	-	119,745	142,602
Support costs		3,271	-	3,271	1,493
Total		123,016	-	123,016	144,095
NET INCOME/(EXPENDITURE)		23,910	-	23,910	(15,797)
RECONCILIATION OF FUNDS					
Total funds brought forward		4,739	-	4,739	20,536
TOTAL FUNDS CARRIED FORWARD		28,649	-	28,649	4,739

The notes form part of these financial statements

Tête à Tête Productions Limited

**Balance Sheet
30 September 2020**

	Notes	Unrestricted fund £	Restricted fund £	2020 Total funds £	2019 Total funds £
CURRENT ASSETS					
Stocks	5	2,600	-	2,600	2,600
Debtors	6	7,904	-	7,904	25,145
Cash at bank		52,041	-	52,041	822
		<u>62,545</u>	<u>-</u>	<u>62,545</u>	<u>28,567</u>
CREDITORS					
Amounts falling due within one year	7	(33,896)	-	(33,896)	(23,828)
		<u>28,649</u>	<u>-</u>	<u>28,649</u>	<u>4,739</u>
NET CURRENT ASSETS					
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>28,649</u>	<u>-</u>	<u>28,649</u>	<u>4,739</u>
NET ASSETS/(LIABILITIES)					
		<u>28,649</u>	<u>-</u>	<u>28,649</u>	<u>4,739</u>
FUNDS					
Unrestricted funds	8			28,649	4,739
TOTAL FUNDS					
				<u>28,649</u>	<u>4,739</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 September 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 September 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 5/11/2021 and were signed on its behalf by:


David Leeming - Trustee

The notes form part of these financial statements

**Notes to the Financial Statements
for the Year Ended 30 September 2020**

1. ACCOUNTING POLICIES

Basis of accounting

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards and the requirements of the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in March 2005 (SORP 2005).

Without limiting the information given, the financial statements meet the accounting and disclosure requirements of the Companies Act 2006 and have been prepared in accordance with applicable accounting standards.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Sponsorship and grants

Sponsorship and grant income is recognised as incoming resources when the conditions for its receipt have been met and is included in full in the Statement of Financial Activities when receivable.

Stocks

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

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

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

Tête à Tête Productions Limited

**Notes to the Financial Statements - continued
for the Year Ended 30 September 2020**

2. OTHER TRADING ACTIVITIES

	2020	2019
	£	£
Sponsorships	-	9,000
	<u> </u>	<u> </u>

3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 30 September 2020 nor for the year ended 30 September 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 30 September 2020 nor for the year ended 30 September 2019.

4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	111,185	-	111,185
Charitable activities			
Other income	5,286	-	5,286
Other trading activities	9,000	-	9,000
Other income	2,827	-	2,827
	<u> </u>	<u> </u>	<u> </u>
Total	128,298	-	128,298
 EXPENDITURE ON			
Raising funds	-	-	-
Charitable activities			
Operatic productions	142,602	-	142,602
Support costs	1,493	-	1,493
	<u> </u>	<u> </u>	<u> </u>
Total	144,095	-	144,095
	<u> </u>	<u> </u>	<u> </u>
NET INCOME/(EXPENDITURE)	(15,797)	-	(15,797)
 RECONCILIATION OF FUNDS			
Total funds brought forward	20,536	-	20,536
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS CARRIED FORWARD	<u>4,739</u>	<u>-</u>	<u>4,739</u>

Tête à Tête Productions Limited

Notes to the Financial Statements - continued
for the Year Ended 30 September 2020

5. STOCKS

	2020	2019
	£	£
Stocks	<u>2,600</u>	<u>2,600</u>

6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£	£
Amounts due from donors	<u>7,904</u>	<u>25,145</u>

7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£	£
Trade creditors	31,105	20,019
VAT	1,291	3,009
Accrued expenses	<u>1,500</u>	<u>800</u>
	<u>33,896</u>	<u>23,828</u>

8. MOVEMENT IN FUNDS

	At 1.10.19 £	Net movement in funds £	At 30.9.20 £
Unrestricted funds			
Unrestricted	4,739	23,910	28,649
TOTAL FUNDS	<u>4,739</u>	<u>23,910</u>	<u>28,649</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Unrestricted	146,926	(123,016)	23,910
TOTAL FUNDS	<u>146,926</u>	<u>(123,016)</u>	<u>23,910</u>

Tête à Tête Productions Limited

**Notes to the Financial Statements - continued
for the Year Ended 30 September 2020**

8. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.10.18 £	Net movement in funds £	At 30.9.19 £
Unrestricted funds			
Unrestricted	20,536	(15,797)	4,739
TOTAL FUNDS	<u>20,536</u>	<u>(15,797)</u>	<u>4,739</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Unrestricted	128,298	(144,095)	(15,797)
TOTAL FUNDS	<u>128,298</u>	<u>(144,095)</u>	<u>(15,797)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.10.18 £	Net movement in funds £	At 30.9.20 £
Unrestricted funds			
Unrestricted	20,536	8,113	28,649
TOTAL FUNDS	<u>20,536</u>	<u>8,113</u>	<u>28,649</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
Unrestricted	275,224	(267,111)	8,113
TOTAL FUNDS	<u>275,224</u>	<u>(267,111)</u>	<u>8,113</u>

**Notes to the Financial Statements - continued
for the Year Ended 30 September 2020**

9. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 30 September 2020.

Tête à Tête Productions Limited

**Detailed Statement of Financial Activities
for the Year Ended 30 September 2020**

	2020 £	2019 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Private donations individuals (including Gift Aid)	27,129	4,150
Vernon Ellis Foundation	2,000	-
Paul Hamlyn Foundation	15,000	-
Arts Council England	<u>102,431</u>	<u>107,035</u>
	146,560	111,185
Other trading activities		
Sponsorships	-	9,000
Charitable activities		
Box office income	326	5,286
Other income		
Other Income	<u>40</u>	<u>2,827</u>
Total incoming resources	146,926	128,298
EXPENDITURE		
Other trading activities		
Opening stock	2,600	2,600
Closing stock	<u>(2,600)</u>	<u>(2,600)</u>
	-	-
Charitable activities		
Operatic productions	77,141	97,125
Marketing activities	<u>14,136</u>	<u>16,645</u>
	91,277	113,770
Support costs		
Management		
Insurance	1,301	835
Subscriptions	1,087	439
Administration office expenses	2,424	3,545
Administration fees	<u>26,080</u>	<u>25,000</u>
	30,892	29,819
Finance		
Bank charges	97	106
Governance costs		
Accountancy and legal fees	750	400

This page does not form part of the statutory financial statements

Tête à Tête Productions Limited

**Detailed Statement of Financial Activities
for the Year Ended 30 September 2020**

	2020 £	2019 £
Total resources expended	<u>123,016</u>	<u>144,095</u>
Net income/(expenditure)	<u>23,910</u>	<u>(15,797)</u>

This page does not form part of the statutory financial statements