

**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 2021**  
**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 2021**

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**Tête à Tête Productions Limited**  
**Report of the Trustees**  
**for the Year Ended 30 September 2021**

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 2021. 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 2021**

#### **ACHIEVEMENT AND PERFORMANCE**

##### **Charitable activities**

After a winter of planning our project delivery began with a Community Sonic Art Project to Welcome the G7 to Carbis Bay Cornwall at 13:08 Saturday 12th June 2021. This participation project was a chance for the people of Cornwall to have a lot of fun while sending a welcoming yet strong message to the world's most powerful democracies, pushing the issue of the environment to the forefront of the Summit's thinking. 300 residents from the towns and villages around Carbis Bay formed a socially distanced gathering on the vast and stunning expanse of Hayle Beach. Each had a sustainably sourced whirly tube, the simplest of musical instruments. One by one they become a huge ensemble. The material for the whirly tubes was polypropylene sourced by Waterhaul and were a mixture of end of life fishing net from South West ports, and gear collected from the local coastline. The material was then melted down and shredded into pellets of raw plastic then transformed into our whirly tubes by Techtube. After the event the whirly tubes were returned to Waterhaul to be broken down, shredded into pellets and repurposed once again.

We then went straight into the 14th Tête à Tête: The Opera Festival in July which comprised of 42 Events, 19 Live indoor performances, 2 Live outdoor performances, 20 Live Interactive Broadcasts, 20 Broadcasts On Catch Up, 1 Watch Party and 1 Web based interactive project. Events ran through to September and the final digital Catch Up ended in late October.

##### **Audiences**

Over 3,500 people watch the works.

588 people saw the live work socially distanced in a theatre:

30 - 50 per performance due to social distancing. We were able to have larger bubbles but kept separate parties at a 1m distance from one another, which put a cap on a lower capacity, but feedback told us this was welcomed.

59% of ticketed audiences paid the full ticket price (£15) for live work in the theatre and 41% the 'financially challenged' ticket price (£5).

100% of audiences at Live Performances felt safe or mostly safe.

330 attended the free to access outdoor events [www.kingscross.co.uk/cubitt-sessions](http://www.kingscross.co.uk/cubitt-sessions)

682 watched the Interactive Broadcasts either live or a recording via Cockpit Broadcasting

After the ticketed 28 days access to the Interactive Broadcast recordings all became available, free to access, in perpetuity on [www.tete-a-tete.org.uk](http://www.tete-a-tete.org.uk) here

##### **Artists**

23 new works were made by 23 lead artists from throughout the UK and beyond

207 artists worked on the productions

20 - 64 age range of lead artists

50:50 female:male lead artists

66% lead artists said their show would not have happened without TaT

100% of lead artists said they found the mentoring from Tête à Tête helpful. Not least around Covid rules, best practice and interpreting DCMS Guidance. This was in addition to our traditional artist development support around staging, marketing and technical requirements..

During the year we placed lots of resources on our website and changed the menu system to better articulate and signpost people to our work around Artistic Development. We built tools during the year to help artists make work and keep up momentum it had 4 practical strands:

##### **Learning from 2020**

17 top tips from Artistic Director Bill Bankes-Jones for putting on a festival of live work in a pandemic

Lessons from Live Opera in 2020 the Movie

Producing production photographs in a socially-distanced performance environment

Marketing in a pandemic, How We Do It

Collation of lots of other lessons from 2020 from across the sector

Motivation and tips from other artists via Guest #ForArtists Blogs

## **Tête à Tête Productions Limited**

### **Report of the Trustees for the Year Ended 30 September 2021**

Laure Meloy: ONE ART, or, opera can change your life  
Clare McCaldin: From Plain Jane to Queen Mary  
Dr Susannah Self: Finding ways to build more socially diverse audiences for new opera  
Martin Bussey: Stepping Into Your Light - The Tête à Tête Experience  
Leo Doulton: Two Kinds Of Play - Making Opera-Game Hybrids  
Vincent Katz: With Open Eyes - Creating While There's Light

#### **Diversity & Inclusion**

We further increased transparently and made it even simpler for people to get in touch to put a show on at on <https://www.tete-a-tete.org.uk/get-involved/>

We published our Diversity & Inclusion report

#### **Sustainability**

We shared a trial version of The Theatre Green Book to help our festival artists and everyone else create work in the most environmentally friendly ways possible.

#### **Fundraising activities**

##### **Trust and Foundations**

We secured a boon of £15,000 a year for 3 years from the Cockayne Foundation from an application made in 2019, whilst the foundation paused decisions for 2020 we were successful in Spring 2021 and funds go towards the 21, 22, 23 Festivals.

The majority of smaller trusts were still closed to applications due to the pandemic, however the three we did apply to were successful:

Marchus Trust £4000 festival (new)

Fidelio Foundation £ 2000 Pop Up Operas (repeat)

Kernow £4000 Pop Up Operas ( new)

##### **Subsidy**

We received a £5000 from the Cornwall Council G7 fund (new) for Song of the Sea.

We applied for a £40,000 ACE project grant for Pop Ups during the window that NPOs were able to, however this was not successful.

We applied for the ACE NPO Extension Year £102,431 and will hear the outcome in December 2021

##### **Private Donations**

Song of the Sea participants donated to take part raising £1042.

Following the call to action to support the festival in 2020 we did not revisit those donors with a new call out, but rather save them for a future emergency intervention.

Festival audiences could donate at point of booking for an Interactive Broadcast 100%, after platform charge, which we passed on direct to the appropriate artists

Festival audiences could donate via easydonate where we made each show its own page and promoted it on our websites show pages and at the Interactive broadcasts and again 100%, after platform charge, was passed on direct to the appropriate artists.

**Tête à Tête Productions Limited**  
**Report of the Trustees**  
**for the Year Ended 30 September 2021**

**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 build up reserves that are equivalent of six months' operating costs, calculated and reviewed annually (currently £6,000 a month) meaning a total of £36,000 reserves provision is ideal.

These accounts illustrate a surplus of £31,175 which breaks down as £15,000 of reserves and £16,000 provision towards the ideal £36,000. The latter combined with the outstanding Arts Council grant £10,058 paid in October 21 and £10,058 in January 22 will total cover 6 months operating costs to April 2022.

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.

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 2022 include:

Odysseus In Association with The Royal College of Music (May)  
The Fire-Work Maker's Daughter In Association with The Minack (June)  
HOME in North Shields (July)  
The 15th Tête à Tête: The Opera Festival 2022 (Aug/Sept)  
Continued 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 2021**

**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  
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 ...22nd.November.2021... and signed on its behalf by:

David Leeming

.....

David Leeming - Trustee

**Tête à Tête Productions Limited**

**Statement of Financial Activities  
for the Year Ended 30 September 2021**

	Notes	Unrestricted fund £	Restricted fund £	<b>2021 Total funds £</b>	2020 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies		<b>133,862</b>	-	<b>133,862</b>	146,560
<b>Charitable activities</b>					
Other income		<b>1,528</b>	-	<b>1,528</b>	326
Other income		-	-	-	40
<b>Total</b>		<b>135,390</b>	-	<b>135,390</b>	146,926
 <b>EXPENDITURE ON</b>					
Raising funds		-	-	-	-
<b>Charitable activities</b>					
Operatic productions		<b>81,945</b>	-	<b>81,945</b>	119,745
Support costs		<b>50,919</b>	-	<b>50,919</b>	3,271
<b>Total</b>		<b>132,864</b>	-	<b>132,864</b>	123,016
 <b>NET INCOME</b>		<b>2,526</b>	-	<b>2,526</b>	23,910
 <b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>28,649</b>	-	<b>28,649</b>	4,739
 <b>TOTAL FUNDS CARRIED FORWARD</b>		<b>31,175</b>	-	<b>31,175</b>	28,649

The notes form part of these financial statements



# Tête à Tête Productions Limited

## Balance Sheet 30 September 2021

	Notes	Unrestricted fund £	Restricted fund £	2021 Total funds £	2020 Total funds £
<b>CURRENT ASSETS</b>					
Stocks	4	2,600	-	2,600	2,600
Debtors	5	378	-	378	7,904
Cash at bank		40,102	-	40,102	52,041
		<u>43,080</u>	<u>-</u>	<u>43,080</u>	<u>62,545</u>
<b>CREDITORS</b>					
Amounts falling due within one year	6	(11,905)	-	(11,905)	(33,896)
		<u>31,175</u>	<u>-</u>	<u>31,175</u>	<u>28,649</u>
<b>NET CURRENT ASSETS</b>					
		<u>31,175</u>	<u>-</u>	<u>31,175</u>	<u>28,649</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		<u>31,175</u>	<u>-</u>	<u>31,175</u>	<u>28,649</u>
<b>NET ASSETS</b>					
		<u>31,175</u>	<u>-</u>	<u>31,175</u>	<u>28,649</u>
<b>FUNDS</b>					
Unrestricted funds	7			31,175	28,649
<b>TOTAL FUNDS</b>					
				<u>31,175</u>	<u>28,649</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 30 September 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 30 September 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- 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 22nd November 2021 and were signed on its behalf by:

David Leeming  
David Leeming - Trustee

The notes form part of these financial statements

## **Tête à Tête Productions Limited**

### **Notes to the Financial Statements for the Year Ended 30 September 2021**

#### **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 2021**

**2. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 30 September 2021 nor for the year ended 30 September 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 30 September 2021 nor for the year ended 30 September 2020.

**3. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

	Unrestricted fund £	Restricted fund £	Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	146,560	-	146,560
<b>Charitable activities</b>			
Other income	326	-	326
Other income	40	-	40
<b>Total</b>	<u>146,926</u>	<u>-</u>	<u>146,926</u>
<b>EXPENDITURE ON</b>			
Raising funds	-	-	-
<b>Charitable activities</b>			
Operatic productions	119,745	-	119,745
Support costs	3,271	-	3,271
<b>Total</b>	<u>123,016</u>	<u>-</u>	<u>123,016</u>
<b>NET INCOME</b>	<u>23,910</u>	<u>-</u>	<u>23,910</u>
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward	4,739	-	4,739
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>28,649</u></u>	<u><u>-</u></u>	<u><u>28,649</u></u>

**Tête à Tête Productions Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 30 September 2021**

**4. STOCKS**

	<b>2021</b>	2020
	£	£
Stocks	<b>2,600</b>	2,600
	<u>          </u>	<u>          </u>

**5. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2021</b>	2020
	£	£
Amounts due from donors	<b>378</b>	7,904
	<u>          </u>	<u>          </u>

**6. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2021</b>	2020
	£	£
Trade creditors	<b>7,162</b>	31,105
Deferred Income	<b>2,000</b>	-
VAT	<b>1,993</b>	1,291
Accrued expenses	<b>750</b>	1,500
	<u>          </u>	<u>          </u>
	<b>11,905</b>	33,896
	<u>          </u>	<u>          </u>

**7. MOVEMENT IN FUNDS**

	At 1.10.20 £	Net movement in funds £	At 30.9.21 £
<b>Unrestricted funds</b>			
Unrestricted	<b>28,649</b>	<b>2,526</b>	<b>31,175</b>
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<b>28,649</b>	<b>2,526</b>	<b>31,175</b>
	<u>          </u>	<u>          </u>	<u>          </u>

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

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
Unrestricted	<b>135,390</b>	<b>(132,864)</b>	<b>2,526</b>
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<b>135,390</b>	<b>(132,864)</b>	<b>2,526</b>
	<u>          </u>	<u>          </u>	<u>          </u>

**Tête à Tête Productions Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 30 September 2021**

**7. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

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

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

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

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

	At 1.10.19 £	Net movement in funds £	At 30.9.21 £
<b>Unrestricted funds</b>			
Unrestricted	4,739	26,436	31,175
<b>TOTAL FUNDS</b>	<u>4,739</u>	<u>26,436</u>	<u>31,175</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 £
<b>Unrestricted funds</b>			
Unrestricted	282,316	(255,880)	26,436
<b>TOTAL FUNDS</b>	<u>282,316</u>	<u>(255,880)</u>	<u>26,436</u>

**Tête à Tête Productions Limited**

**Notes to the Financial Statements - continued  
for the Year Ended 30 September 2021**

**8. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 30 September 2021.

**Tête à Tête Productions Limited**

**Detailed Statement of Financial Activities  
for the Year Ended 30 September 2021**

	2021 £	2020 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Private donations individuals (including Gift Aid)	2,431	27,129
Vernon Ellis Foundation	-	2,000
Paul Hamlyn Foundation	-	15,000
Arts Council England	102,431	102,431
King's Cross Central GP Ltd	5,000	-
Marchus Trust	4,000	-
Hall for Cornwall	5,000	-
Cockayne Foundation	15,000	-
	<hr/> 133,862	<hr/> 146,560
<b>Charitable activities</b>		
Box office income	1,528	326
<b>Other income</b>		
Other Income	-	40
	<hr/>	<hr/>
<b>Total incoming resources</b>	135,390	146,926
<b>EXPENDITURE</b>		
<b>Other trading activities</b>		
Opening stock	2,600	2,600
Closing stock	(2,600)	(2,600)
	<hr/>	<hr/>
	-	-
<b>Charitable activities</b>		
Operatic productions	81,945	77,141
Marketing activities	16,620	14,136
	<hr/>	<hr/>
	98,565	91,277
<b>Support costs</b>		
<b>Management</b>		
Insurance	-	1,301
Postage and stationery	1,942	-
Subscriptions	970	1,087
Administration office expenses	2,593	2,424
Administration fees	24,980	26,080
Travel and subsistence	3,247	-
	<hr/>	<hr/>
	33,732	30,892

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 2021**

	2021 £	2020 £
<b>Management Finance</b>		
Bank charges	<b>157</b>	97
<b>Governance costs</b>		
Accountancy and legal fees	<b>410</b>	750
Total resources expended	<b>132,864</b>	123,016
<b>Net income</b>	<b>2,526</b>	23,910

This page does not form part of the statutory financial statements