

HIGHLIGHTS PRODUCTIONS

England & Wales · Charity number 1100920

Details

Other names HIGHLIGHTS RURAL TOURING SCHEME

Status Registered

Legal form Charitable company

Company number [04646007](#)

Registered 2003-11-27

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

Contact

Address Market Cross Cabin
New Road
Brough
Kirkby Stephen
Cumbria

Phone 01768353954

Email info@highlightsnorth.co.uk

Website www.highlightsnorth.co.uk

Activities

Objects: THE OBJECT OF THE COMPANY SHALL BE TO ADVANCE THE EDUCATION OF THE PUBLIC IN THE PRACTICE AND APPRECIATION OF THE ARTS ESPECIALLY THE COUNTIES OF DURHAM, NORTHUMBERLAND AND CUMBRIA (THE "AREA OF BENEFIT"), IN PARTICULAR BUT NOT EXCLUSIVELY THROUGH THE PROVISION OF A RURAL ARTS SERVICE AND ANY OTHER CHARITABLE MEANS PERMITTED IN WRITING BY THE CHARITY COMMISSION, WITH THE OBJECTS OF IMPROVING THE QUALITY OF LIFE OF SAID PERSONS.

Activities: Highlights is a network of 65 volunteer groups in isolated rural communities in Cumbria, Northumberland and County Durham. In partnership we organise - and subsidise - over 150 high quality professional cultural events per year in village halls, schools and community centres

Classification

- **How:** Provides Advocacy/advice/information
- **What:** General Charitable Purposes, Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** ESPECIALLY THE COUNTIES OF DURHAM, NORTHUMBERLAND AND CUMBRIA.
- Cumbria
- Durham
- Northumberland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£347,118	£382,596	-	-
2024-03-31	£377,878	£382,133	-	-
2023-03-31	£299,867	£262,733	-	-
2022-03-31	£268,203	£261,658	-	-
2021-03-31	£184,669	£151,224	-	-

Trustees

Name	Role	Appointed
Cinzia Maria Hardy	Chair	2021-03-04
Berony Anne Abraham		2025-09-18
Dr Allan Christopher Jones		2023-04-17
Izaak Forrest Gledhill		2023-04-17
Lorna Amor		2025-09-18
Mary Elizabeth Ingham		2021-03-04
Sally Anne Seed		2023-04-17

HIGHLIGHTS PRODUCTIONS

England & Wales - Charity number 1100920

Accounts



highlights

rural touring scheme

Annual Report

2024-2025

Highlights is supported by:



Supported using public funding by
**ARTS COUNCIL
ENGLAND**



ORGANISATIONAL STATEMENT

1

VISION

Highlights will present vibrant, entertaining and thought-provoking cultural activities to enrich the lives of people in rural communities across the north of England.

MISSION

Highlights connects artists and audiences through inspirational and entertaining shared cultural experiences. To achieve this we will

Engage with a diverse range of artists, companies and creative practitioners.

Support a network of grassroots volunteers to programme varied creative events in village halls and community spaces in Cumbria, County Durham and Northumberland and help them provide great social occasions.

Prioritise communities who have limited access to professional cultural work.

Expand the network, giving greater access to the work and increasing the profile of rural touring across the north of England.

Work with schools and community groups to deliver events and participatory activities.

VALUES

Highlights aims to be fair minded, kind, open, collaborative and inclusive. To achieve this we will

Nurture and support our staff, artists, promoters, volunteers and audiences.

Be responsive, with a 'can do' but pragmatic approach to our work.

Consider the environmental impact of all our activities.



The financial year of 2024/2025 has seen Highlights work hard to deliver events across the region, collaborating with venues to celebrate the local and affordable nature of arts events on the doorstep.

It has been the second year of a 3-year National Portfolio agreement with Arts Council of England (ACE). In January 2024, ACE announced that the 3-year NPO agreement would be extended by one year until April 2027. The NPO agreement is awarded to Highlights and Arts Out West consortium, with Highlights as the lead partner.

Local authority funding from Cumbria and South Lakeland (now via Westmorland & Furness) and Northumberland remained at a standstill amount. Unfortunately we were not funded by County Durham this financial year, and conversations with the local authority remain ongoing for 2025-2026.

In early summer our Creative Engagement Officer, Kate Halsall, handed her notice in. Kate left in August having been at Highlights for just over five years and having built our extensive schools and workshops programme. In September we recruited for a new role, Community Programmer, which looks after our schools and community workshop programme, libraries work and Creative Highlights workshops.

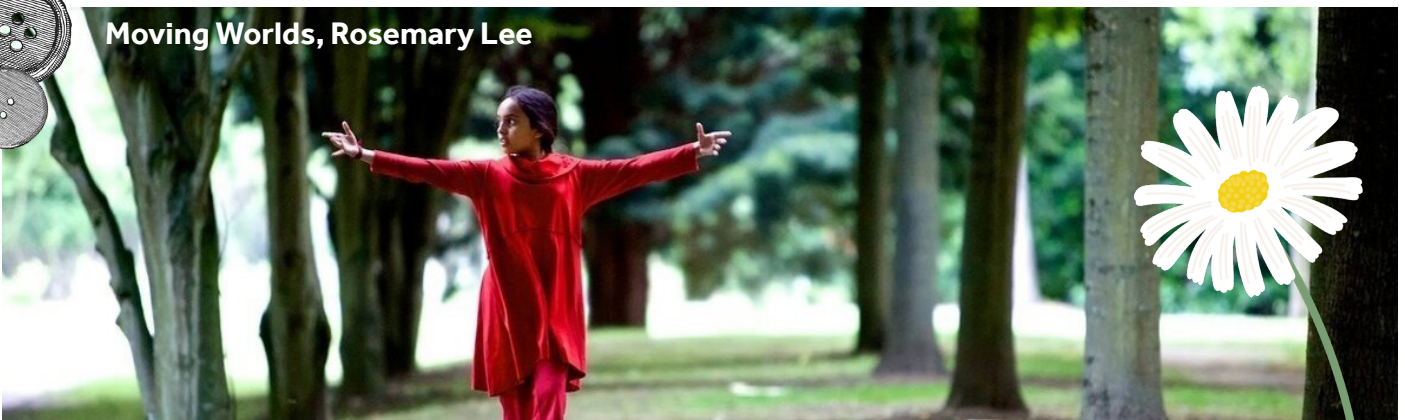
Our General Manager, Kath Wood, retired in December. After a period of recruitment in Autumn, Jo Cottrell started as General Manager in early January.

Highlights continued to work in partnership with over 70 village halls, community centres, libraries and schools across Cumbria, County Durham and Northumberland, programming performances and arts & crafts workshops alongside schools and community creative workshops.

All of our events, whether for public or for schools, are programmed in the same way. Highlights staff curate a menu of options and the venues, schools or libraries select the events that they want to host in their community, ensuring a truly collaborative approach to programming.



Moving Worlds, Rosemary Lee





Fault Lines, Lila Dance



We delivered events in 84 rural communities.

We delivered 145 performances across 64 venues, working with 36 companies and resulting in audience numbers of 5891 of which 265 were children and young people.

We delivered 39 Creative Highlights arts and crafts workshops in 26 venues. We worked with five regional artists and had 361 participants. Two workshops were cancelled due to lack of ticket sales, one workshop was cancelled due to bad weather.

We delivered 3 performances in 2 Northumberland libraries, working with 3 artists and resulting in audience numbers of 112.

Total box office income was £79,058 of which 58% was via online sales. Across the two seasons, £25,154 was returned to Highlights, meaning that venues retained £9,466.

The value of volunteer contributions equates to approx. £45,510. This is calculated at an estimated 669 volunteers giving a total of 3034 hours @ £15 per hour (an accepted, if modest, 'skilled volunteer' hourly rate).

We worked with 24 schools and 4 community groups through our Participate programme; delivering 60 events from 17 artists/companies to 2010 participants.

We delivered 4 in person and 1 online promoter training sessions in May 2025 and 6 online promoter drop-in events in October 2024.

We continued our work as a partner in the Rural Touring Dance Initiative, joining The Place, NRTF, Take Art and Sonia Sabri Company in leading the current round of this national programme, funded by Esmée Fairbairn Foundation and Arts Council England.

Highlights continued work on our Investors in the Environment accreditation, with the aim of receiving the Silver award in 2025.

We continued our artist development work alongside regional partners such as Northern Consortium of Rural Touring Schemes, North East Exchange, Venues North as well as international partners Atlantic Presenters Association, Canadian Folk Music Awards and Music PEI.

2024 - 2025 showcased as broad a range of performances as ever, with theatre, music, storytelling, family work and a digital dance presentation from the latest iteration of the Rural Touring Dance Initiative.

We were delighted to welcome gypsy and swing band Christine Tassan et Les Imposteures to the UK, the culmination of five years of planning interrupted by the pandemic. Highlights co-ordinated a 15 date tour across the UK rural touring network and hosted two performances in County Durham and Northumberland. Other Canadian artists during 2024-2025 included Allison Lupton, Shane Cook and Kyle Waymouth; Rum Ragged and Rube & Rake. All of these artists came to us thanks to our connection with Atlantic Presenters Association and their showcase event Contact East.

Closer to home, we were delighted to present Emmerson & Ward's Love It If We Beat Them – a production which we had followed from its first shared reading at Live Theatre rehearsal rooms in 2021. Steeped in the football and politics of the North East, we received some fantastic reviews for the writing, the acting and the transformation of our village halls into authentic social clubs complete with a full size pool table. Other regional companies have included Carole W Productions' Limelight and Frogal & Fox; Black Liver and Katie Doherty and the Navigators.

Across the year, we have seen inconsistent ticket sales – with certain performances and venues not seeing the box office returns we would have expected, despite audience feedback being overwhelmingly positive. This coupled with the recent increases in artist fees means that we have spent time during the latter part of the year reviewing our offer to ensure the performance programme remains sustainable for the future.





"It was like going to the theatre, without the need to drive. I loved it, the show was meaningful and the actors were superb. It actually made me think about my own life and what I can resolve. I also met new people and got invited to join a dance group, in the same venue, so I felt closer and excited to make new friends and connect into a new community, after moving." - **Audience feedback about Elysium Theatre's The Moth, St Thomas Church Hall, Stanhope**

"Wow! The audience said the best Highlights ever. We had two adults with dementia from Appleby memory club and several widows in their eighties. A well-rounded representation from our community. Truly thrilled with our guest musicians and the audience response. Thank you to the team." - **Tina, Promoter at Murton Village Institute, Cumbria about Allison Lupton, Shane Cooke and Kyle Waymouth**

"Unbelievably lucky to have a show of such high standard to come to our village. It allowed me to give my son an experience he wouldn't get without your charity. The show was amazing and fun for me too. He is 12 months old but was fully engaged and interacted with the cast and tasks. I love that he was able to see a performance and learn about the environment in a fun way." - **Audience member at Gilsland Village Hall about Jam Jar Theatre's Penguins**

"Thank you for your welcome and providing such wonderful hospitality. What you offer is all that's good about rural touring for travelling players, a warm welcome, generous audiences, well-loved venues." - **Carole Wears of Carole W Productions**

"Our heartfelt thanks for choosing little old Arnside to host this sophisticated and emotional piece of top flight drama. Rural touring at the absolute top of its game. It was an emotional night with some audience members moved to tears by the private dramas revealed in the second act. Everyone loved the transformation of our venue into an intimate social club. No-one was taking the easy route when it came to stage design for this tour. The attention to detail from Rob the writer (what a modest man he is, rolling his sleeves up to move gear in and out), Alison, PJ and Camilla paid such dividends in terms of audience belief. We were in that club before the house lights were even down. This show really did personify that intimacy of rural touring that Kate summed up so well in her 6 Music spot." - **Debbie, Promoter at Arnside Educational Institute**



CREATIVE HIGHLIGHTS

Creative Highlights is a series of arts and crafts workshops delivered by regional artists in village halls and community spaces. For 2024-2025 Highlights continued to programme Creative Highlights events in both seasons.

In planning of the programme, we now try to schedule workshops on a tour basis, scheduling the same artist in several locations within one county, over a shorter time span, to ensure that we fulfil our objectives regarding sustainability and our impact on the environment.

During the year we worked with five regional artists: Carrie Dennison of Crafts for Wellbeing (County Durham), Jessica Kinnersley (Northumberland), Claire Priestley of Teesdale Felt (County Durham), Julie Evans Printmaker (Lancashire) and Steve Pardue (Northumberland). We offered workshops in lino printing, metal embossing, wet felting, needle felting, Provincetown white line printing and nature journalling. The workshops were all half-day and provided a valuable social occasion as well as a chance to learn a new skill.

The workshops programme continues to be well received by participants, although audiences are now more difficult to reach, and some consideration and development of the programme is required to ensure we can continue to offer excellent quality workshops of interest to venues and audiences alike.

"The event was very well organised and extremely enjoyable. Carrie is an excellent teacher and her knowledge and creativity ensured that the session was focussed, well structured and productive. I hope that she comes to do further workshops at Arnside." - **Participant at a Metal Embossing workshop, Arnside Educational Institute**

"Absolutely brilliant! I loved learning a new skill with different techniques. Claire was super helpful. Very patient with great ideas to improve our work. What a wonderful day". - **Participant at a Wet Felting Landscape workshop, Mickleton Village Hall**

"Thank you so much for pushing me right out of my comfort zone on your 'Nature Journalling Workshop'. I've loved completing it over the last week or so and will now turn over and fill the other side with the walk I did after the workshop, beyond Barningham village." - **Participant at a Nature Journalling workshop, Barningham Village Hall**

Our work with schools and community groups has continued in 2024-2025. We have an impressive portfolio of artists and practitioners, and we work with artists from our performance menu as well as engaging artists specifically to deliver this work.

We completed our work on Rural Young Creatives, the final year of a three-year project working with a portfolio of seven artists based in the north of England with under-represented protected characteristics. Workshops were delivered in schools in rurally isolated communities, specifically targeting children and young people with lower levels of arts engagement. This project received funding from Eden District Council (now Westmorland & Furness), James Knott Foundation, Cumbria Community Foundation and Tyne & Wear Community Foundation. Many of these artists remain on our menu of workshops for future programming.

In March 2025 we took part in a Big Give Arts for Impact fundraising campaign, raising money to provide young people in rural areas the chance to explore their creativity through free arts workshops in their secondary schools. We hope these experiences will open doors to new career possibilities and inspire the next generation of artists, audiences and volunteer promoters. The campaign raised £3,930 excluding gift aid, bringing us to 98% of our target.

WORKSHOPS DELIVERED:

Gav Cross - storytelling

Indigo Moon Theatre

Jam Jar Theatre

Kate Gregson - theatre production

Kate Halsall - music

Georgia Hill - puppetry

Aileen Kelly - props & costume

Virpi Kettu - animation

Let's Circus - circus skills

Life & Limb - puppetry

Rowan McCabe - poetry

Meta 4 Dance - dance

Maddie Morris - music

Moving Parts Arts - puppetry

Supriya Nagarajan - music raga

Kema Sikazwe - music

Robin Webb - animation



Shap C of E Primary School



CASE STUDY

Crosby Ravensworth Primary School is a small but wonderful school in the heart of Cumbria. The village has a population of approximately 500 people, with 29 children attending the school.

In October 2024, rapper and actor Kema Sikazwe ran a music workshop for the whole school, helping the pupils to craft their own lyrics and rhymes about their school. Kema is a Zambian-British performer and has written extensively about his experiences of growing up in Newcastle-upon-Tyne, having arrived in the country at the age of three. In an interview with NARC Mag he shared that: "I've been chased and I've been jumped, just because of my skin colour, so I never felt like I belonged there."

In the 2011 census, Crosby Ravensworth was 99.6% white, with one resident in the area of African heritage. For the pupils at Crosby Ravensworth, then, it was very significant for Kema to deliver a workshop in their school - not only because of the great fun they had experiencing a new art form, but also because it introduced them to a young, male role model from a different background.

CRPS headteacher, Duncan Priestley, shared that the pupils, *"really enjoyed meeting Kema - that's hugely important given the lack of diversity in our community."* The feedback from the children was fantastic, and Duncan added that the workshop was, *"fun, fast, all got involved in the session. It was well led and had a great end product."* He said that the pupils enjoyed, *"making the rap about their school with their own contributions," and that they, "probably would have liked it to have lasted longer!"*

A video that Duncan created of the workshop can be found on the CRPS website: <https://www.crosbyravensworth.cumbria.sch.uk/our-videos>



We have continued our work with promoters, offering regular in person and online training opportunities and supporting them with marketing and promotion of their events.

We have had some very successful in person season launch events, with venues enjoying networking opportunities. We continue to offer online events as an option for those who find this more convenient..

We have been able to attract new venues to the scheme across all areas.

New venues in 2024-2025 are Blanchland Abbey and Newbrough Town Hall, Northumberland; Burnhope Community Centre and Coundon & Leeholme Community Centre, County Durham; Penruddock Village Hall and Stainton Village Hall, Cumbria.

We welcomed three venues who were previously with Arts Out West to the scheme, after the local authority reorganisation. Gleaston Village Hall, Ireleth Temperance Hall and Rampside Village Hall are now regularly booking events.



Dufton Village Hall, Westmorland & Furness



RURAL TOURING DANCE INITIATIVE

Rural Touring Dance Initiative (RTDI) is a national project which supports dance artists and rural promoters to make great dance performance events happen in rural spaces.

Highlights is proud to be one of five cultural partners who collectively make up RTDI. In July 2022 the current partners (The Place, Highlights, National Rural Touring Forum, Sonia Sabri Company and Take Art) were awarded £400,000 from Esmée Fairbairn Foundation and £450,000 from Arts Council England for 2023 – 2026. As well as supporting up to 10 new Associate Venues to programme dance in rural areas and market towns, many of them in Levelling Up for Culture places, the funding enables RTDI to support eight dance artists and companies per year to tour their work to rural areas, delivering over 200 performances and 90 workshops between autumn 2023 and summer 2026.

Since January 2023 Highlights has hosted one of the three regional RTDI Coordinators, Susan Coffey, who helps to deliver more high-quality dance to the network of village halls and market town venues in the north of England and Scotland, from Aberdeenshire to Cheshire.

In March 2025, Highlights hosted a residency with Pagrav Dance and Britten Sinfonia to support the development of a new piece of work. This was based at The Maltings Berwick and included a workshop with the Memory Laners Music Group, a regular community group for people with dementia and their carers and a sharing of excerpts to the general public and invited guests.



Workshop with the Memory Laners Music Group

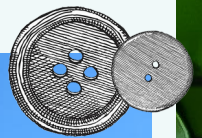




ENVIRONMENTAL MANAGEMENT

Highlights acknowledge that our work has an effect on the environment and has identified key aspects that could contribute to our carbon footprint and other negative impacts.

As a staff, we have committed to the Investors in the Environment (IIE) accreditation process, achieving bronze in Autumn 2023 and working towards our silver. Rural Touring has significantly better green credentials than its town or city equivalent. A study by Take Art and the National Rural Touring Forum found that rural performances produce 57% less carbon emissions per audience member than city equivalents, with distances travelled being much lower as well as the emissions produced by the venues. Partnering with small-scale multi-purpose community spaces, we bring art closer to the doorstep of audiences.



Members of the Highlights team volunteering at Eden Rivers Trust, Penrith

We do acknowledge that our work has an impact on the environment, and we have identified key aspects that could contribute to our carbon footprint. To support our aspirations, we are proud to be members of Investors in the Environment and in the year 2024-25, held the Bronze Award for our commitment to improving our green credentials.

OFFICE

2024-25 was our first full year in our new office in Brough. It is a purpose-built low-impact building with energy-efficient heating and lighting. Despite using the space more than we used to use the old office in Penrith, our annual electricity use has reduced by over 2000kwh. We are also pleased to have switched to Octopus Energy, which supplies 100% renewable energy. We furnished the office with second-hand furniture and use environmentally friendly cleaning products. Our office toilet is twinned with a toilet in Uganda - Toilet Twinning is a charity which funds hygiene education via community-led workshops and sources local materials for families and communities to build their own toilets.

PROGRAMMING

As part of our commitment to engage the community with the importance of sustainability, Highlights programmes work with environmental themes. In the year 2024-25, Penguins, Polaris and A Shortcut to Nature Journalling were programmed in community spaces and schools.

VENUES

Many of the venues we partner with are working hard to make their spaces more sustainable, and we use our website to showcase their environmental stories – including the installation of solar panels, heat pumps and electric charging stations.

PRINT

We use two local suppliers to print our marketing materials – HH Reeds in Penrith and Cerberus, Kirkby Stephen. Both suppliers are partnered with the Woodland Trust Carbon Capture scheme and source environmentally friendly materials for print and use carbon neutral web hosting. Reeds were the first company in Cumbria to achieve the international and independent ISO 14001 certification for environmental management, putting them in the top 300 energy efficient companies in the UK. In the year 2024-25 we significantly reduced the amount of print we require by redesigning our brochure to use half the paper, and printed a smaller number.

ENVIRONMENTAL PROJECTS

We have partnered with Eden Rivers Trust and have committed to volunteer at their tree nursery twice a year. In September 2024, four members of staff spent an afternoon removing seeds from rowan berries taken from native rowan trees in Swindale and potting them ready to be germinated over the winter. The new saplings will be planted back on the riverside in Swindale, supporting the local ecosystem. In January 2025, three members of staff and one trustee returned to the tree nursery and spent the afternoon potting tiny hawthorn trees, native to the area, and helping with landscaping.





ORGANISATIONAL UPDATE

GOVERNANCE

The Board of Trustees started the year with eight members and ended the year with seven members. Robert Burns resigned in December 2024.

During the year, the trustees undertook a skills analysis to ensure the board collectively had both the breadth and depth of necessary skills and experience.

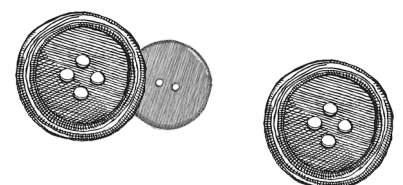
Further recruitment will take place in 2025-2026.

ACCOUNTANTS

Jane Ascroft from Barnard Castle remains our accountant and Independent Auditor.

TRAINING

- Individual trustees attended training on-
Equality, Diversity & inclusion
- Environmental practices
- Community Engagement
- Protecting Your Charity's Finances
- Cyber Security for Small Charities



STAFF

Kate Halsall, Creative Engagement Officer, left Highlights in August after 5 years working on our schools and workshop programme. Kath Wood, General Manager, retired in December.

During the year we recruited two new members of staff. Joel Phillimore joined as Community Programmer in September, and Jo Cottrell joined as General Manager in January.

STAFF TRAINING & DEVELOPMENT

NRTF Conference (Kate Lynch, Dawn Foster, Susan Coffey)

Anti Racism Cumbria

WOMEX

Manchester Folk Festival

GDPR and Cyber Security

Canada Folk Music Awards

Showcase PEI

COLLABORATORS

During 2023-24, Highlights has maintained many partnerships and introduced new collaborations. Partnerships include:

Arts Out West

National Rural Touring Forum

Rural Touring Dance Initiative

– The Place, Take Art, NRTF, Sonia Sabri Company

Northern Consortium of Rural Touring Schemes

Northumberland Library Services

Atlantic Presenters Association

Music PEI

Canada Folk Music Awards

Sound Roots UK

COMPANY DETAILS

Registered Office: Market Cross Cabin, New Road, Brough CA17 4AS

Phone number: 01768 353954

Registered charity no. 1100920

Company Limited by Guarantee no. 4646007



LIST OF VENUES

CUMBRIA:

Alston Town Hall; Appleby HUB/Appleby Public Hall; Armathwaite Old School Hall; Arnside Educational Institute; Askham & Helton Community Centre; Burgh by Sands Village Hall; Casterton Village Hall; Crosby Ravensworth Village Hall; Dufton Village Hall; Gleaston Village Hall; Grasmere Village Hall; Helsington & Brigsteer Village Hall; Ireleth Temperance Hall; Kentmere Village Institute; Lazonby Village Hall; Levens Village Hall; Melmerby Village Hall; Murton Village Institute; Orton Market Hall; Rampside Village Hall; Skirwith Village Hall; Soulby Village Hall; The Club, Kirkby Stephen; The Community Hall, Grizebeck.

COUNTY DURHAM:

Barningham Village Hall; Boldron Village Hall; Bowes & Gilmonby Parish Hall; Burnhope Community Centre; Cotherstone Village Hall; Coundon & Leeholme Community Centre; Edmundbyers Village Hall; Frosterley Village Hall; Hamsterley Village Hall; Mickleton Village Hall; Scarth Memorial Hall, Staindrop; St Thomas Church Hall, Stanhope; UTASS, Middleton in Teesdale; Woodland Village Hall.

NORTHUMBERLAND:

Allendale Village Hall; Amble Parish Hall; Bardon Mill & Henshaw Village Hall; Berwick Library; Blanchland Abbey; Felton Village Hall; Great Whittington Village Hall; Hepscott Parish Hall; Hexham Library; Howick Village Hall; Lesbury Village Hall; Middleton & Todridge Village Hall; Newbrough Town Hall; Newton & Bywell Village Hall; Shilbottle Community Hall; St Cuthberts Church, Norham; St Mary's Village Hall; The Cheviot Centre, Wooler; The Hearth Arts Centre, Horsley; Wark Town Hall & Mechanics Institute; Whittingham Memorial Institute; Wingates Village Institute.

LIST OF ARTISTS

PERFORMANCE ARTISTS

Allison Lupton, Shane Cooke, Kyle
Waymouth
Badapple Theatre Company
Black Liver
CaroleW Productions
Christine Tassan et les Imposteures
Clare Sands
Darryl J Carrington
Elysium Theatre Company
Emmerson & Ward
Fifi La Mer
Get Lost and Found
George Egg
Indigo Moon Theatre
James Rowland
Jam Jar Theatre
Just Some Theatre
Katie Doherty & The Navigators
Kenneth Wilson
Lara Deutsch & Adam Cicchillitti
Lovely Assistant
Lyon and Bird
Maddie Morris
Mindfell
Moscow Drug Club
Noble Jacks
Patrick Monahan
PSYCHEdelight Theatre Company of
Sanctuary
Rosemary Lee
Rube & Rake
Rum Ragged
Storm in the North
The Bookshop Band
The Great Baldini
Whattalife Productions - Lucy Stevens
While & Matthews

VISUAL ARTISTS

Adeline and Twine
Crafts for Wellbeing
Jessica Kinnersley Textiles
Julie Evans Printmaker
Steve Pardue Art
Teesdale Felt

PARTICIPATE ARTISTS

Gav Cross
Indigo Moon Theatre
Jam Jar Theatre
Kate Gregson
Kate Halsall
Georgia Hill
Aileen Kelly
Virpi Kettu
Let's Circus
Life & Limb
Rowan McCabe
Meta 4 Dance
Maddie Morris
Moving Parts Arts
Supriya Nagarajan
Kema Sikazwe
Robin Webb

LIST OF EVENTS

SPRING 2024

IdLib
 Gertrude Lawrence A Lovely Way To
 Spend An Evening
 Katie Doherty & The Navigators
 Creative Highlights: Metal Embossed
 Coasters
 Limelight
 Creative Highlights: Floral Lino Printing
 with Chine Colle
 Patrick Monahan: Exclusively
 The Regalettes
 Clare Sands
 While & Matthews
 Out of the Box
 Creative Highlights: Landscapes in
 Watercolour and Stitch
 Frogal & Fox: A Life in Song
 Noble Jacks (duo)
 Rum Ragged

AUTUMN 2024

Creative Highlights: Needle Felted
 Herdwick Sheep
 Highway Cello
 Creative Highlights: Metal Embossed
 Christmas Ornament
 James Rowland Dies at the End of the
 Show
 Wanderlust
 Creative Highlights: Wet Felted
 Landscapes
 Creative Highlights: Christmas Card Lino
 Printing with Chine Colle
 Love It If We Beat Them
 George Egg: Set Menu
 Lyon & Bird
 Moving Worlds
 Moscow Drug Club
 Allison Lupton, Shane Cook and Kyle
 Waymouth
 The Bookshop Band

AUTUMN 2024 (cont.)

Devilled Eggs
 Christine Tassan: On The Road
 The Plot Thickens
 Magic Cabaret
 Maddie Morris
 Mohand & Peter
 Creative Highlights: Christmas Card
 Lino Printing with Chine Colle
 Penguins
 Polaris The Polar Bear

SPRING 2025

Rube & Rake
 Seedheart
 Lovely Assistant
 Creative Highlights: Needle Felted
 Easter Eggs
 Creative Highlights: Illuminated Felt
 Bowl
 Fifi La Mer: Let us take you to Paris
 Creative Highlights: A Shortcut to
 Nature Journalling
 Creative Highlights: Carve, Paint & Print
 - Provincetown White Line
 The Moth
 Creative Highlights: Macrame Plant
 Hanger
 Roald Dahl and the Imagination Seekers
 The Dreamtime Fellrunner

Company Registration Number: 4646007
Charity Registration Number: 1100920

Highlights Productions
Financial Statements
For the Year Ending
31 March 2025

JANE ASCROFT ACCOUNTANCY LIMITED

Chartered accountants
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Highlights Productions

Financial Statements

Year Ended 31 March 2025

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Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31 March 2025

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2025.

Objectives and Activities

Objectives

The object of the charity is to advance the education of the public in the practice and appreciation of the arts, especially in the counties of Durham, Northumberland and Cumbria, through the provision of a rural arts service. The company aims to meet its objectives by presenting and promoting a programme of drama, dance, literature, music, storytelling and visual arts. It achieves these aims through:-

- continuing support of volunteer promoters to enable them to provide a professional service in providing a programme of high quality events in their venues;
- continuing choice of a wide range of performances to the highest quality
- securing the necessary funds to put these objectives in place and ensure the sustainability of the programme.

Review of the Development, Activities and Achievements of the Charity

The financial year of 2024/2025 has been the second year of a 3-year National Portfolio agreement with the Arts Council of England (ACE). In December 2024, we submitted an application to extend this funding to April 2027. The NPO agreement is awarded to Highlights (H) and Arts Out West (AOW) consortium, with H as the lead partner.

Local authority funding from Westmorland & Furness Council (previously Cumbria & South Lakeland) and Northumberland County Council remained at a standstill amount. Unfortunately, for the first time in many years, we received no funding from County Durham Council.

There have been two major staffing changes during the year, with the Creative Engagement Officer leaving in August and the General Manager retiring in December. We thanked them for the work they'd done for Highlights over the years. In September we welcomed a Community Programmer to the team in a new role for the organisation and in January we welcomed a new General Manager.

Highlights continues to work in partnership with over 65 village halls, community centres, libraries and schools across Cumbria, County Durham and Northumberland. Seasons continue to run as normal, with two per year in Spring and Autumn, and venues hosting performances and/or arts and crafts workshops.

The Highlights Participate programme has worked in primary and secondary schools across Cumbria, County Durham and Northumberland, delivering workshops from regional and national artists.

In March we launched a week-long fundraising campaign via The Big Give Arts for Impact to support the provision of free creative workshops in secondary schools across the three counties, inspiring the next generation of audiences, promoters, artists and arts administrators.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2025

Achievements

- We successfully programmed 145 performances during 2024 - 2025 plus 4 performances for Northumberland libraries.
- We programmed a range of Creative Highlights workshops, working with regional artists across both seasons. 39 workshops were delivered.
- We continued to build our Participate programme, delivering workshops to primary and secondary schools and community groups.
- Highlights continued to work as a lead partner in the Rural Touring Dance Initiative (RTDI). We work alongside The Place, National Rural Touring Forum, Take Art and Sonia Sabri Company to deliver this national programme, funded by Esmée Fairbairn Foundation and Arts Council England.
- As part of the RTDI programme we hosted a residency for Pagrav Dance and Britten Sinfonia at The Maltings Berwick, which included a workshop with Memory Laner's Music Group, a group for people with dementia and their carers, and a sharing for members of the public and invited guests.
- Our Big Give Arts for Impact campaign raised over £4,000 to support work in secondary schools across the three counties.
- Highlights continue our artist development work alongside regional partners such as Northern Consortium of rural touring schemes, North East Exchange and Venues North as well as international partners Contact East Canada, Music PEI (Prince Edward Island) and Canadian Folk Music Awards.
- Highlights continued its work with Investors in the Environment (IIE), an environmental management system, the aim being to reduce our carbon footprint. As part of this project members of staff and trustees started volunteering at Eden River's Trust tree nursery in Penrith.

Financial Review

Finances

The organisation made an overall deficit of £35,478 (2024 - £4,255). This was made up of a deficit of £28,237 on unrestricted funds and a deficit of £7,241 on restricted funds. When the overall deficit is added to the funds brought forward of £191,238 it gives closing funds of £155,760 of which £15,439 are for restricted funds. This leaves general reserves of £140,321 as at 31 March 2025. Of that, £2,778 relates to fixed assets and £20,000 has been earmarked for a number of projects and so unrestricted free reserves at the end of the year were £117,543.

Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which provides sufficient funds to cover management, administration and support costs for six months. At the 31 March 2025 unrestricted reserves were above this minimum level.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2025

Investment Policy

The Memorandum and Articles of Association of the Charity permit wide powers of investment. The Trustees should invest the money of the charity not immediately required for its purposes, in or upon such investments, securities or properties as may be thought fit.

Risk Assessment

The Trustees regularly review the risks to which the charity is exposed and consider the implication of those risks. The Trustees consider that the current volatile economic climate and its effects on possible audience numbers, together with the government financial reviews meaning local authority funding is less secure, as the most significant risks to the organisation. They are keeping these risks under continuous review.

Financial Plans for Future Periods

With approved funding from the Arts Council in place until March 2026, and an expectation that this may well be extended for a further year or possibly two, the grant income will not increase significantly to reflect the increased costs of overheads and programming. The Charity are going through a process of consolidation and in-depth data analysis of its activities. This analysis will assist with forming the basis for strategic development of the programming of events and projects to ensure the financial security of Highlights.

Highlights has consistently over-delivered on its key performance indicators from grant funders, and whilst continuing to support our volunteer promoters, we need to consolidate our activities to ensure the KPI's are delivered at a rate which matches our grant funding whilst still meeting our organisations aims and objectives of providing a professional, high quality and varied menu of events across the north of England.

Plans for Future Periods

- Consolidate our use of Eventotron, online event management system, to streamline our working processes.
- Develop and launch a new website, fully integrated with Eventotron and its booking system, bringing online sales in-house.
- Continued development of a funding strategy to secure the future of Highlights.
- Work on silver accreditation from Investors in the Environment (IIE), an environmental management system.
- As part of our work with the Rural Touring Dance Initiative, host a residency for Ceyda Tanc Dance.
- Continue to develop an induction and training programme for new volunteer promoters and venues.
- Work with other northern schemes to drive forward our development of rural and community touring in the north of England, in line with the action plan developed during 2024-2025.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2025

Structure, Governance and Management

Governing Document

Highlights Productions is a company limited by guarantee and registered charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

Management Structure

Highlights Productions is governed by a Board of Trustees who are both Trustees under charity legislation and Directors under company legislation. At each Annual General Meeting (AGM) one third of the Trustees must retire from office and may be re-elected at that same meeting. The members to retire shall be those longest in office since their last election. Between AGM's the Trustees may co-opt persons onto the Board to fill any vacancies. All co-opted members must stand down at the AGM following their co-option and are similarly eligible for re-election. All new trustees are subject to an open and robust selection process and undergo an induction process once co-opted/elected.

Day to day management of the company is delegated to the Director (Chief Executive Officer), line-managing staff, and developing strategies and policies in consultation with, and subject to the approval of, the Board.

Governance

The Board of Trustees continued to meet regularly, with 50% of meetings in person and 50% online.

The Board started the year with seven members and ended with the same members with no resignations or new members. Cinzia Hardy remains Chair and Mary Ingham remains Vice Chair.

During the year, the Board reviewed several policies in accordance with the policy schedule, and continued to review the organisation's risk register at each meeting.

The Finance Committee met four times, 25% of which were in person, and is made up of three trustees and the General Manager.

We continue to operate with three bank accounts, two for investment of reserves, and the main current account for daily working capital. Transfers were made between accounts as required to support the day-to-day management of finances, with board approval for each transfer.

During the year, a full skills audit indicated financial and HR management as well as an understanding the effects of social media on the organisation as areas which require development of understanding and target skills for future recruitment of new members.

Reference and Administrative Details

Registered charity name Highlights Productions

Charity registration number 1100920

Company registration number 4646007

Principal office and registered office Market Cross Cabin
New Road
Brough
Kirkby Stephen
Cumbria
CA17 4AS

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2025

The Trustees

Ms C Hardy
Ms M Ingham
Ms E Lugg
Ms J A Campbell
Mr R Burns (Resigned 31 May 2024)
Mr I F Gledhill
Dr A C Jones
Ms S A Seed

Company Secretary Ms K Lynch

Independent Examiner Jane Ascroft FCA MA (Cantab)
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

Ms K Lynch
Charity Secretary

Highlights Productions

Independent Examiner's Report to the Trustees of Highlights Productions

Year Ended 31 March 2025

I report to the trustees on my examination of the financial statements of Highlights Productions ('the charity') for the year ended 31 March 2025.

Responsibilities and Basis of Report

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

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

Independent Examiner's Statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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.

Jane Ascroft FCA MA (Cantab)
Independent Examiner

Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Highlights Productions

Statement of Financial Activities (including income and expenditure account)

Year Ended 31 March 2025

			2025		2024
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	156,009	110,530	266,539	305,262
Charitable activities	6	76,322	–	76,322	67,972
Investment income	7	4,257	–	4,257	4,644
Total income		<u>236,588</u>	<u>110,530</u>	<u>347,118</u>	<u>377,878</u>
Expenditure					
Expenditure on charitable activities	8,9	264,825	117,771	382,596	382,133
Total expenditure		<u>264,825</u>	<u>117,771</u>	<u>382,596</u>	<u>382,133</u>
Net expenditure and net movement in funds		<u>(28,237)</u>	<u>(7,241)</u>	<u>(35,478)</u>	<u>(4,255)</u>
Reconciliation of funds					
Total funds brought forward		168,558	22,680	191,238	195,493
Total funds carried forward		<u>140,321</u>	<u>15,439</u>	<u>155,760</u>	<u>191,238</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 9 to 19 form part of these financial statements.

Highlights Productions

Statement of Financial Position

31 March 2025

	Note	2025 £	2024 £
Fixed Assets			
Tangible fixed assets	15	2,778	3,541
Current Assets			
Debtors	16	8,121	34,266
Cash at bank and in hand		163,581	158,664
		<u>171,702</u>	<u>192,930</u>
Creditors: amounts falling due within one year	17	<u>18,720</u>	<u>5,233</u>
Net Current Assets		<u>152,982</u>	<u>187,697</u>
Total Assets Less Current Liabilities		<u>155,760</u>	<u>191,238</u>
Net Assets		<u>155,760</u>	<u>191,238</u>
Funds of the Charity			
Restricted funds		15,439	22,680
Unrestricted funds		140,321	168,558
Total charity funds	19	<u>155,760</u>	<u>191,238</u>

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

Ms C Hardy
Trustee

The notes on pages 9 to 19 form part of these financial statements.

Highlights Productions

Notes to the Financial Statements

Year Ended 31 March 2025

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Market Cross Cabin, New Road, Brough, Kirkby Stephen, Cumbria, CA17 4AS.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

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

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

Going Concern

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

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The trustees consider that there are no significant estimates or judgements affecting these financial statements.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2025

3. Accounting Policies *(continued)*

Income

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

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.

Investment income is included when receivable.

Income from charitable trading activity is accounted for when earned.

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

Expenditure

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

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2025

3. Accounting Policies *(continued)*

Tangible Assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-	25% reducing balance
Equipment	-	Over 3 years reducing balance

Impairment of Fixed Assets

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

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial Instruments

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

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2025

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

4. Limited by Guarantee

The liability of the members is limited. Every member of the charity undertakes to contribute to the assets of the charity in the event of the organisation being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the charity contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, but not exceeding £1.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2025

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Donations			
Donations	983	–	983
Promoters' membership fees	3,325	–	3,325
Reimbursed expenses	800	–	800
Grants			
ACE NPO Funds	120,694	12,000	132,694
ACE NPO Funds (AOW)	–	43,040	43,040
Bishop Auckland Town Hall	–	1,500	1,500
Live Borders	–	1,650	1,650
Cheshire West & Chester Council	–	1,300	1,300
Kirkgate Arts	–	4,000	4,000
Northumberland CC	8,748	–	8,748
Rural Arts	–	4,275	4,275
Westmorland & Furness Council	14,500	600	15,100
Spot On	–	1,350	1,350
Cumbria Community Foundation	–	1,000	1,000
CRTA	–	1,600	1,600
The Place	6,000	38,215	44,215
Other grants	959	–	959
	<u>156,009</u>	<u>110,530</u>	<u>266,539</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2025

5. Donations and Legacies (continued)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations	707	–	707
Gift aid	65	–	65
Promoters' membership fees	3,440	–	3,440
Reimbursed expenses	1,519	11,289	12,808
Grants			
ACE NPO Funds	120,694	12,000	132,694
ACE NPO Funds (AOW)	–	43,040	43,040
ACE HANDS	–	4,937	4,937
Durham County Council	9,374	–	9,374
Northumberland CC	8,748	–	8,748
Community Foundation Tyne & Wear	–	3,080	3,080
Westmorland & Furness Council	14,500	600	15,100
The Place	6,000	41,476	47,476
Culture Recovery Fund	22,500	–	22,500
Other grants	1,293	–	1,293
	<u>188,840</u>	<u>116,422</u>	<u>305,262</u>

6. Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Workshop income	6,177	–	6,177
Ticket sales	70,145	–	70,145
	<u>76,322</u>	<u>–</u>	<u>76,322</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Workshop income	6,450	–	6,450
Ticket sales	59,230	2,292	61,522
	<u>65,680</u>	<u>2,292</u>	<u>67,972</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	<u>4,257</u>	<u>4,257</u>	<u>4,644</u>	<u>4,644</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2025

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Performance costs	117,770	54,442	172,212
Staff costs	121,674	15,999	137,673
Administration	8,438	106	8,544
Marketing and advertising	6,736	38	6,774
Grants payable	–	43,640	43,640
Premises costs	6,854	–	6,854
Depreciation	927	–	927
Legal and professional fees	2,426	3,546	5,972
	<u>264,825</u>	<u>117,771</u>	<u>382,596</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Performance costs	97,025	54,460	151,485
Staff costs	121,377	16,700	138,077
Administration	6,704	2,658	9,362
Marketing and advertising	12,062	7,173	19,235
Grants payable	–	52,000	52,000
Premises costs	6,424	–	6,424
Depreciation	1,176	–	1,176
Legal and professional fees	2,344	2,030	4,374
	<u>247,112</u>	<u>135,021</u>	<u>382,133</u>

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Grant funding of activities £	Total funds 2025 £	Total fund 2024 £
Performance costs	172,212	–	172,212	151,485
Staff costs	137,673	–	137,673	138,077
Administration	8,544	–	8,544	9,362
Marketing and advertising	6,774	–	6,774	19,235
Grants payable	–	43,640	43,640	52,000
Premises costs	6,854	–	6,854	6,424
Depreciation	927	–	927	1,176
Legal and professional fees	5,972	–	5,972	4,374
	<u>338,956</u>	<u>43,640</u>	<u>382,596</u>	<u>382,133</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2025

10. Analysis of Grants

	2025	2024
	£	£
Grants to Institutions		
Arts Out West	43,040	43,040
Heron Theatre	600	600
HANDS Legacy Bursaries	–	8,360
	<u>43,640</u>	<u>52,000</u>
Total grants	<u>43,640</u>	<u>52,000</u>

11. Net Expenditure

Net expenditure is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets	<u>927</u>	<u>1,176</u>

12. Independent Examination Fees

	2025	2024
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>960</u>	<u>990</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	122,750	121,039
Social security costs	4,513	4,172
Employer contributions to pension plans	4,910	3,631
	<u>132,173</u>	<u>128,842</u>

The average head count of employees during the year was 6 (2024: 6). The average number of full-time equivalent employees during the year is analysed as follows:

	2025	2024
	No.	No.
Direct staff	4	4
Admin and office staff	<u>2</u>	<u>2</u>
	<u>6</u>	<u>6</u>

No employee received employee benefits of more than £60,000 during the year (2024: Nil).

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2025

13. Staff Costs (continued)

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £48,221 (2024:£45,465).

14. Trustee Remuneration and Expenses

No remuneration directly or indirectly out of the funds of the charity was paid or payable for the year to any trustee or to any person or persons known to be connected with any of them.

Four trustees were reimbursed a total of £215 for travel expenses in the year (2024 - One trustee reimbursed a total of £129).

15. Tangible Fixed Assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 April 2024	9,288	20,766	30,054
Additions	–	164	164
At 31 March 2025	<u>9,288</u>	<u>20,930</u>	<u>30,218</u>
Depreciation			
At 1 April 2024	9,102	17,411	26,513
Charge for the year	47	880	927
At 31 March 2025	<u>9,149</u>	<u>18,291</u>	<u>27,440</u>
Carrying amount			
At 31 March 2025	<u>139</u>	<u>2,639</u>	<u>2,778</u>
At 31 March 2024	<u>186</u>	<u>3,355</u>	<u>3,541</u>

16. Debtors

	2025 £	2024 £
Trade debtors	8,121	28,793
Other debtors	–	5,473
	<u>8,121</u>	<u>34,266</u>

17. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	14,818	218
Accruals and deferred income	900	2,114
Social security and other taxes	2,183	2,182
Pension creditor	819	719
	<u>18,720</u>	<u>5,233</u>

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2025

18. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £4,910 (2024: £3,631).

19. Analysis of Charitable Funds

Unrestricted funds

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
General reserves	111,147	236,588	(262,528)	32,336	117,543
Fixed asset reserves	3,541	–	(927)	164	2,778
Potential office move	162	–	(162)	–	–
IT development	1,000	–	(1,000)	–	–
Creative Eng - Secondary school	208	–	(208)	–	–
Commissioning pot	20,000	–	–	–	20,000
Staffing budget	10,000	–	–	(10,000)	–
Culture Recovery Fund	22,500	–	–	(22,500)	–
	<u>168,558</u>	<u>236,588</u>	<u>(264,825)</u>	<u>–</u>	<u>140,321</u>

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
General reserves	107,039	236,664	(241,806)	9,250	111,147
Fixed asset reserves	4,717	–	(1,176)	–	3,541
CRM	3,000	–	–	(3,000)	–
Fundraising support	1,400	–	–	(1,400)	–
Potential office move	2,000	–	(1,838)	–	162
IT development	1,000	–	–	–	1,000
Creative Eng - Secondary school	2,500	–	(2,292)	–	208
Commissioning pot	20,000	–	–	–	20,000
Staffing budget	10,000	–	–	–	10,000
Culture Recovery Fund	–	22,500	–	–	22,500
	<u>151,656</u>	<u>259,164</u>	<u>(247,112)</u>	<u>4,850</u>	<u>168,558</u>

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2025

19. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
HANDS	1,848	–	–	–	1,848
Arts Out West	–	43,640	(43,640)	–	–
Participate	8,451	13,000	(13,931)	–	7,520
RTDI	12,381	53,890	(60,200)	–	6,071
	<u>22,680</u>	<u>110,530</u>	<u>(117,771)</u>	<u>–</u>	<u>15,439</u>

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
HANDS	25,263	4,937	(26,982)	(1,370)	1,848
Arts Out West	–	43,640	(43,640)	–	–
Participate	12,810	17,372	(18,251)	(3,480)	8,451
RTDI	5,764	52,765	(46,148)	–	12,381
	<u>43,837</u>	<u>118,714</u>	<u>(135,021)</u>	<u>(4,850)</u>	<u>22,680</u>

20. Analysis of Net Assets Between Funds

	Unrestricted Funds	Restricted Funds	Total Funds 2025
	£	£	£
Tangible fixed assets	2,778	–	2,778
Current assets	156,263	15,439	171,702
Creditors less than 1 year	(18,720)	–	(18,720)
Net assets	<u>140,321</u>	<u>15,439</u>	<u>155,760</u>

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Tangible fixed assets	3,541	–	3,541
Current assets	170,250	22,680	192,930
Creditors less than 1 year	(5,233)	–	(5,233)
Net assets	<u>168,558</u>	<u>22,680</u>	<u>191,238</u>

Highlights Productions

Management Information

Year Ended 31 March 2025

The Following Pages Do Not Form Part of the Financial Statements.

Highlights Productions

Detailed Statement of Financial Activities

Year Ended 31 March 2025

	2025 £	2024 £
Income and endowments		
Donations and legacies		
Donations	983	707
Gift aid	–	65
Promoters' membership fees	3,325	3,440
Reimbursed expenses	800	12,808
ACE NPO Funds	132,694	132,694
ACE NPO Funds (AOW)	43,040	43,040
ACE HANDS	–	4,937
Bishop Auckland Town Hall	1,500	–
Live Borders	1,650	–
Cheshire West & Chester Council	1,300	–
Durham County Council	–	9,374
Kirkgate Arts	4,000	–
Northumberland CC	8,748	8,748
Community Foundation Tyne & Wear	–	3,080
Rural Arts	4,275	–
Westmorland & Furness Council	15,100	15,100
Spot On	1,350	–
Cumbria Community Foundation	1,000	–
CRTA	1,600	–
The Place	44,215	47,476
Culture Recovery Fund	–	22,500
Other grants	959	1,293
	<u>266,539</u>	<u>305,262</u>
Charitable activities		
Workshop income	6,177	6,450
Ticket sales	70,145	61,522
	<u>76,322</u>	<u>67,972</u>
Investment income		
Bank interest receivable	4,257	4,644
	<u>4,257</u>	<u>4,644</u>
Total income	<u><u>347,118</u></u>	<u><u>377,878</u></u>

Highlights Productions

Detailed Statement of Financial Activities *(continued)*

Year Ended 31 March 2025

	2025 £	2024 £
Expenditure		
Performance costs		
Accommodation	100	1,043
Artists' fees	156,720	129,530
Workshop artist fees	5,580	13,218
Promoter training	62	667
Craft artist fees	9,750	7,027
	<u>172,212</u>	<u>151,485</u>
Staff costs		
Wages	122,750	121,039
Employer's NIC	4,513	4,172
Pension costs	4,910	3,631
Freelance work	–	2,750
Travel	5,278	4,756
Staff training and other staff costs	222	1,729
	<u>137,673</u>	<u>138,077</u>
Administration		
Printing and stationery	198	188
Refreshments	561	937
Postage	90	49
Telephone	1,291	1,085
Computer & website expenses	2,578	2,425
Photocopying	589	607
Subscriptions	2,223	764
Administration	–	1,647
Research costs	666	323
Office equipment	164	1,107
Bank charges and interest	184	250
Bad debts	–	(20)
	<u>8,544</u>	<u>9,362</u>

Highlights Productions

Detailed Statement of Financial Activities *(continued)*

Year Ended 31 March 2025

	2025	2024
	£	£
Marketing and advertising		
Advertising and marketing	645	10,436
Brochures	2,910	4,082
Mailing list	529	2,655
Photographs	–	140
Posters	2,690	1,922
	<u>6,774</u>	<u>19,235</u>
Grants payable		
Arts Out West	43,040	43,040
Heron Theatre	600	600
HANDS Bursaries	–	8,360
	<u>43,640</u>	<u>52,000</u>
Premises costs		
Rent	4,200	3,000
Water rates	310	130
Light and heat	424	973
Repairs and renewals	–	602
Insurance	1,463	1,424
Laundry and cleaning	173	257
Room hire	198	38
Health & Safety	86	–
	<u>6,854</u>	<u>6,424</u>
Depreciation		
Deprecation	927	1,176
Legal and professional fees		
Accountancy fees	2,206	990
Organisational development	62	2,799
Other costs	158	585
RTDI grants returned	3,546	–
	<u>5,972</u>	<u>4,374</u>
Total expenditure	<u>382,596</u>	<u>382,133</u>
Net expenditure	<u>(35,478)</u>	<u>(4,255)</u>

HIGHLIGHTS PRODUCTIONS

England & Wales - Charity number 1100920

Accounts

Company Registration Number: 4646007
Charity Registration Number: 1100920

Highlights Productions
Financial Statements
For the Year Ending
31 March 2024

JANE ASCROFT ACCOUNTANCY LIMITED

Chartered accountants
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Highlights Productions

Financial Statements

Year Ended 31 March 2024

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Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31 March 2024

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2024.

Objectives

The object of the charity is to advance the education of the public in the practice and appreciation of the arts, especially in the counties of Durham, Northumberland and Cumbria, through the provision of a rural arts service. The company aims to meet its objectives by presenting and promoting a programme of drama, dance, literature, music, storytelling and visual arts. It achieves these aims through: continuing support of volunteer promoters to enable them to provide a professional service in providing a programme of high quality events in their venues; continuing choice of a wide range of performances to the highest quality - securing the necessary funds to put these objectives in place and ensure the sustainability of the programme.

Review of the Development, Activities and Achievements of the Charity

The financial year of 2023/24 has been the first year of a new 3-year National Portfolio agreement with Arts Council England (ACE). In January 2024, ACE announced that the 3-year NPO agreement would be extended by one year until April 2027. The NPO agreement is awarded to Highlights (H) and Arts Out West (AOW) consortium, with H as the lead partner.

Local authority funding from Cumbria (now via Westmorland & Furness), County Durham, South Lakeland (now via Westmorland & Furness) remained at a standstill amount, funding from Northumberland reduced slightly but is an annual commitment until March 2026. Towards the end of the year, we were awarded a one-off funding grant of £22,500 from Westmorland & Furness Council, as part of their Cultural Recovery Fund.

In April 2023 we recruited an Admin Assistant, who works 4 days / week. In October 2023, Highlights moved its office from a room in the BlueJam Arts building to newly-built premises in Brough, Cumbria. This is a great move for the team, who are benefitting from a modern environment with much improved environmental impacts.

Highlights continues to work in partnership with over 60 village halls, community centres, libraries and schools across Cumbria, County Durham and Northumberland. Performance seasons continue to run as normal, with two seasons per year.

For the first time, Highlights was able to programme Creative Highlights events in both the Spring and Autumn seasons thanks to the uplift in funding from Arts Council England - a series of arts and crafts workshops delivered by regional artists in village halls and community spaces. These are well received by promoters and participants alike and are now an integral part of our offer to community venues.

The Highlights Participate programme has worked in primary and secondary schools across Cumbria, County Durham and Northumberland, delivering workshops from regional and national artists. We continued to deliver workshops by artists with under-represented protected characteristics thanks to funding from Sir James Knott Trust, Tyne & Wear Community Foundation and Cumbria Community Foundation.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2024

Achievements

- We successfully programmed 131 performances during 2023 - 2024 plus 8 performances for Northumberland libraries.
- We increased the number of Creative Highlights workshops we programmed, working with regional artists across both seasons. 30 workshops were delivered.
- We continued to build our Participate programme, increasing the number of and income received from participating schools and the range of artists and work on offer, delivering 75 workshops to primary and secondary schools and community groups.
- Highlights continued to work as a lead partner in the Rural Touring Dance Initiative. We work alongside The Place, National Rural Touring Forum, Take Art and Sonia Sabri Company to deliver this national programme, funded by Esmée Fairbairn Foundation and Arts Council England. As part of the programme we hosted a residency for Speedwell Dance at Brough Memorial Hall.
- Highlights continues our artist development work alongside regional partners such as Northern Consortium of rural touring schemes, North East Exchange and Venues North as well as international partners Contact East Canada, Music PEI (Prince Edward Island) and Canadian Folk Music Awards.
- Highlights programmed Canadian artists for the first time since the pandemic, with two Canadian artists performing in the area during 2023-24.
- Highlights worked alongside partners in Cumbria to develop and steer the Volunteering Futures funded project, Helping Hands.
- Highlights achieved bronze accreditation from Investors in the Environment (IIE), a reflection of the work we have done on our environment as part of Going Green Together, an environmental management system, the aim being to reduce our carbon footprint.

Financial Review

Finances

The organisation made an overall deficit of £4,255 (2023 - surplus of £37,134). This was made up of a surplus of £16,902 on unrestricted funds and a deficit of £21,157 on restricted funds. When the overall deficit is added to the funds brought forward of £195,493 it gives closing funds of £191,238 of which £22,680 are for restricted funds. This leaves general reserves of £168,558 as at 31 March 2024. Of that, £3,541 relates to fixed assets and £53,870 has been earmarked for a number of projects and so unrestricted free reserves at the end of the year were £111,147.

Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which provides sufficient funds to cover management, administration and support costs for six months. At the 31 March 2024 unrestricted reserves were above this minimum level.

Investment Policy

The Memorandum and Articles of Association of the Charity permit wide powers of investment. The Trustees should invest the money of the charity not immediately required for its purposes, in or upon such investments, securities or properties as may be thought fit.

Risk Assessment

The Trustees regularly review the risks to which the charity is exposed and consider the implications of those risks. The Trustees consider the COVID-19 pandemic and associated future funding implications as a significant risk. They are keeping this risk under continuous review.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2024

Plans for Future Periods

- Put in place a comprehensive induction programme for new trustees.
- Develop a Trustees' Handbook.
- Increase the number of venues we work with in County Durham.
- Develop a relationship with County Durham Library Services.
- Work with the Rural Touring Dance Initiative programme.
- Champion work from regional artists.
- Develop our relationship with venues and schools in the Barrow-in Furness area of Westmorland & Furness.
- Work on silver accreditation from Investors in the Environment (IIE), a reflection of the work we have done on our environment as part of Going Green Together, an environmental management system.
- Develop a funding strategy to support the future of Highlights.
- Use Eventotron, Event Management System, to streamline our working processes.
- Develop an induction and training programme for new volunteer promoters and venues.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2024

Structure, Governance and Management

Governing Document

Highlights Productions is a company limited by guarantee and registered charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association.

Management Structure

Highlights Productions is governed by a Board of Trustees who are both Trustees under charity legislation and Directors under company legislation. At each Annual General Meeting (AGM) one third of the Trustees must retire from office and may be re-elected at that same meeting. The members to retire shall be those longest in office since their last election. Between AGMs the Trustees may co-opt persons onto the Board to fill any vacancies. All co-opted members must stand down at the AGM following their co-option and are similarly eligible for re-election. All new trustees are subject to an open and robust selection process and undergo an induction process once co-opted/elected.

Day to day management of the company is delegated to the Director (Chief Executive Officer), line-managing staff, and developing strategies and policies in consultation with, and subject to the approval of, the Board.

Governance

The Board of Trustees continued to meet regularly, with 50% of meetings in person and 50% online.

The Board of Trustees started the year with five members and ended the year with eight. Four new trustees were appointed in summer 2023, and Geof Keys stepped down at our Annual General Meeting in October 2023. Cinzia Hardy remains Chair, Mary Ingham was appointed as Vice Chair.

The Board reviewed several policies throughout the year and a new set of Memorandum and Articles were reviewed, updated and accepted by the full board.

We opened a third bank account to spread our financial risk and to make sure that none of the accounts had balances over what is covered by the financial services compensation scheme.

We set up a new Finance Committee, with three trustees and the General Manager, meeting as needed.

Trustees attended a finance workshop from our accountant, as well as various other training sessions in Environmental Practices, Community Engagement, Protecting Your Charity's Finances and Cyber Security for Small Charities, all provided by Durham Community Action.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2024

Reference and Administrative Details

Registered charity name Highlights Productions

Charity registration number 1100920

Company registration number 4646007

Principal office and registered office Market Cross Cabin
New Road
Brough
Kirkby Stephen
Cumbria
CA17 4AS

The Trustees

Ms C Hardy
Ms M Ingham
Mr T G Keys (Resigned 4 October 2023)
Ms E Lugg
Ms J A Campbell
Mr R Burns (Appointed 17 April 2023)
Mr I F Gledhill (Appointed 17 April 2023)
Dr A C Jones (Appointed 17 April 2023)
Ms S A Seed (Appointed 17 April 2023)

Company Secretary Ms K Lynch

Independent Examiner Jane Ascroft FCA MA (Cantab)
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on and signed on behalf of the board of trustees by:

Ms K Lynch
Charity Secretary

Highlights Productions

Independent Examiner's Report to the Trustees of Highlights Productions

Year Ended 31 March 2024

I report to the trustees on my examination of the financial statements of Highlights Productions ('the charity') for the year ended 31 March 2024.

Responsibilities and Basis of Report

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

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

Independent Examiner's Statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements 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.

Jane Ascroft FCA MA (Cantab)
Independent Examiner

Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Highlights Productions

Statement of Financial Activities (including income and expenditure account)

Year Ended 31 March 2024

		2024		2023	
	Note	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Income and endowments					
Donations and legacies	5	188,840	116,422	305,262	232,487
Charitable activities	6	65,680	2,292	67,972	66,709
Investment income	7	4,644	–	4,644	671
Total income		<u>259,164</u>	<u>118,714</u>	<u>377,878</u>	<u>299,867</u>
Expenditure					
Expenditure on charitable activities	8,9	247,112	135,021	382,133	262,733
Total expenditure		<u>247,112</u>	<u>135,021</u>	<u>382,133</u>	<u>262,733</u>
Net (expenditure)/income		<u>12,052</u>	<u>(16,307)</u>	<u>(4,255)</u>	<u>37,134</u>
Transfers between funds		4,850	(4,850)	–	–
Net movement in funds		<u>16,902</u>	<u>(21,157)</u>	<u>(4,255)</u>	<u>37,134</u>
Reconciliation of funds					
Total funds brought forward		151,656	43,837	195,493	158,359
Total funds carried forward		<u>168,558</u>	<u>22,680</u>	<u>191,238</u>	<u>195,493</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 9 to 20 form part of these financial statements.

Highlights Productions

Statement of Financial Position

31 March 2024

	Note	2024 £	2023 £
Fixed Assets			
Tangible fixed assets	16	3,541	4,717
Current Assets			
Debtors	17	34,266	4,741
Cash at bank and in hand		158,664	195,082
		<u>192,930</u>	<u>199,823</u>
Creditors: amounts falling due within one year	18	<u>5,233</u>	<u>9,047</u>
Net Current Assets		<u>187,697</u>	<u>190,776</u>
Total Assets Less Current Liabilities		<u>191,238</u>	<u>195,493</u>
Net Assets		<u>191,238</u>	<u>195,493</u>
Funds of the Charity			
Restricted funds		22,680	43,837
Unrestricted funds		168,558	151,656
Total charity funds	20	<u>191,238</u>	<u>195,493</u>

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on, and are signed on behalf of the board by:

Ms C Hardy
Trustee

The notes on pages 9 to 20 form part of these financial statements.

Highlights Productions

Notes to the Financial Statements

Year Ended 31 March 2024

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Market Cross Cabin, New Road, Brough, Kirkby Stephen, Cumbria, CA17 4AS.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

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

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

Going Concern

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

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The trustees consider that there are no significant estimates or judgements affecting these financial statements.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

3. Accounting Policies *(continued)*

Income

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

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.

Investment income is included when receivable.

Income from charitable trading activity is accounted for when earned.

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

Expenditure

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

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

3. Accounting Policies *(continued)*

Tangible Assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-	25% reducing balance
Equipment	-	Over 3 years reducing balance

Impairment of Fixed Assets

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

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial Instruments

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

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

4. Limited by Guarantee

The liability of the members is limited. Every member of the charity undertakes to contribute to the assets of the charity in the event of the organisation being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the charity contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, but not exceeding £1.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations			
Donations	707	–	707
Gift aid	65	–	65
Promoters' membership fees	3,440	–	3,440
Reimbursed expenses	1,519	11,289	12,808

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

5. Donations and Legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Grants			
ACE NPO Funds	120,694	12,000	132,694
ACE NPO Funds (AOW)	–	43,040	43,040
ACE HANDS	–	4,937	4,937
Durham County Council	9,374	–	9,374
Northumberland CC	8,748	–	8,748
Community Foundation Tyne & Wear	–	3,080	3,080
Westmorland & Furness Council	14,500	600	15,100
The Place	6,000	41,476	47,476
Culture Recovery Fund	22,500	–	22,500
Other grants	1,293	–	1,293
	<u>188,840</u>	<u>116,422</u>	<u>305,262</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations	1,323	–	1,323
Gift aid	126	–	126
Promoters' membership fees	3,920	–	3,920
Reimbursed expenses	1,276	400	1,676
Grants			
ACE NPO Funds	87,694	–	87,694
ACE NPO Funds (AOW)	–	34,310	34,310
ACE HANDS	–	19,749	19,749
Cumbria County Council	10,000	–	10,000
Durham County Council	9,373	–	9,373
Northumberland CC	9,721	–	9,721
South Lakeland DC	5,100	–	5,100
Eden District Council	18,500	6,500	25,000
Cumbria Community Foundation	–	3,000	3,000
Sir James Knott Foundation	–	6,160	6,160
The Place	6,000	9,335	15,335
	<u>153,033</u>	<u>79,454</u>	<u>232,487</u>

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

6. Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Workshop income	6,450	–	6,450
Ticket sales	59,230	2,292	61,522
	<u>65,680</u>	<u>2,292</u>	<u>67,972</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Workshop income	85	4,230	4,315
Ticket sales	62,394	–	62,394
	<u>62,479</u>	<u>4,230</u>	<u>66,709</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	<u>4,644</u>	<u>4,644</u>	<u>671</u>	<u>671</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2024

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Performance costs	97,025	54,460	151,485
Staff costs	121,377	16,700	138,077
Administration	6,704	2,658	9,362
Marketing and advertising	12,062	7,173	19,235
Grants payable	–	52,000	52,000
Premises costs	6,424	–	6,424
Depreciation	1,176	–	1,176
Legal and professional fees	2,344	2,030	4,374
	<u>247,112</u>	<u>135,021</u>	<u>382,133</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Performance costs	95,967	13,410	109,377
Staff costs	83,738	3,523	87,261
Administration	7,133	2,021	9,154
Marketing and advertising	13,502	–	13,502
Grants payable	600	34,310	34,910
Premises costs	5,617	470	6,087
Depreciation	1,572	–	1,572
Legal and professional fees	870	–	870
	<u>208,999</u>	<u>53,734</u>	<u>262,733</u>

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Grant funding of activities £	Total funds 2024 £	Total fund 2023 £
Performance costs	151,485	–	151,485	109,377
Staff costs	138,077	–	138,077	87,261
Administration	9,362	–	9,362	9,154
Marketing and advertising	19,235	–	19,235	13,502
Grants payable	–	52,000	52,000	34,910
Premises costs	6,424	–	6,424	6,087
Depreciation	1,176	–	1,176	1,572
Legal and professional fees	4,374	–	4,374	870
	<u>330,133</u>	<u>52,000</u>	<u>382,133</u>	<u>262,733</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2024

10. Analysis of Grants

	2024 £	2023 £
Grants to Institutions		
Arts Out West	43,040	34,310
Heron Theatre	600	600
HANDS Legacy Bursaries	8,360	–
	<u>52,000</u>	<u>34,910</u>
Total grants	<u>52,000</u>	<u>34,910</u>

11. Net (Expenditure)/Income

Net (expenditure)/income is stated after charging/(crediting):

	2024 £	2023 £
Depreciation of tangible fixed assets	<u>1,176</u>	<u>1,572</u>

12. Independent Examination Fees

	2024 £	2023 £
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>990</u>	<u>870</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024 £	2023 £
Wages and salaries	121,039	72,547
Social security costs	4,172	326
Employer contributions to pension plans	3,631	2,196
	<u>128,842</u>	<u>75,069</u>

The average head count of employees during the year was 6 (2023: 2). The average number of full-time equivalent employees during the year is analysed as follows:

	2024 No.	2023 No.
Direct staff	4	1
Admin and office staff	<u>2</u>	<u>1</u>
	<u>6</u>	<u>2</u>

No employee received employee benefits of more than £60,000 during the year (2023: Nil).

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £45,465 (2023:£35,690).

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2024

14. Trustee Remuneration and Expenses

No remuneration directly or indirectly out of the funds of the charity was paid or payable for the year to any trustee or to any person or persons known to be connected with any of them.

One trustee was reimbursed a total of £129 for travel expenses in the year (2023 - Three trustees reimbursed a total of £432).

15. Transfers Between Funds

During the year £4,850 was transferred from restricted to unrestricted funds. This represented management costs for HANDS and Participate projects.

16. Tangible Fixed Assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 April 2023 and 31 March 2024	<u>9,288</u>	<u>20,766</u>	<u>30,054</u>
Depreciation			
At 1 April 2023	9,042	16,295	25,337
Charge for the year	<u>60</u>	<u>1,116</u>	<u>1,176</u>
At 31 March 2024	<u>9,102</u>	<u>17,411</u>	<u>26,513</u>
Carrying amount			
At 31 March 2024	<u>186</u>	<u>3,355</u>	<u>3,541</u>
At 31 March 2023	<u>246</u>	<u>4,471</u>	<u>4,717</u>

17. Debtors

	2024 £	2023 £
Trade debtors	28,793	4,741
Other debtors	<u>5,473</u>	<u>-</u>
	<u>34,266</u>	<u>4,741</u>

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

18. Creditors: amounts falling due within one year

	2024	2023
	£	£
Trade creditors	3,119	2,098
Accruals and deferred income	2,114	4,884
Social security and other taxes	—	2,065
	<u>5,233</u>	<u>9,047</u>

19. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,631 (2023: £2,196).

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2024

20. Analysis of Charitable Funds

Unrestricted funds

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
General reserves	107,039	236,664	(241,806)	9,250	111,147
Fixed asset reserves	4,717	–	(1,176)	–	3,541
CRM	3,000	–	–	(3,000)	–
Fundraising support	1,400	–	–	(1,400)	–
Potential office move	2,000	–	(1,838)	–	162
IT development	1,000	–	–	–	1,000
Creative Eng -					
Secondary school	2,500	–	(2,292)	–	208
Commissioning pot	20,000	–	–	–	20,000
Staffing budget	10,000	–	–	–	10,000
Culture Recovery Fund	–	22,500	–	–	22,500
	<u>151,656</u>	<u>259,164</u>	<u>(247,112)</u>	<u>4,850</u>	<u>168,558</u>

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
General reserves	138,402	216,183	(207,427)	(40,119)	107,039
Fixed asset reserves	5,770	–	(1,572)	519	4,717
CRM	–	–	–	3,000	3,000
Fundraising support	–	–	–	1,400	1,400
Potential office move	–	–	–	2,000	2,000
IT development	–	–	–	1,000	1,000
Creative Eng -					
Secondary school	–	–	–	2,500	2,500
Commissioning pot	–	–	–	20,000	20,000
Staffing budget	–	–	–	10,000	10,000
	<u>144,172</u>	<u>216,183</u>	<u>(208,999)</u>	<u>300</u>	<u>151,656</u>

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2024

20. Analysis of Charitable Funds *(continued)*

Restricted funds

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
HANDS	25,263	4,937	(26,982)	(1,370)	1,848
Arts Out West	–	43,640	(43,640)	–	–
Participate	12,810	17,372	(18,251)	(3,480)	8,451
RTDI	5,764	52,765	(46,148)	–	12,381
	<u>43,837</u>	<u>118,714</u>	<u>(135,021)</u>	<u>(4,850)</u>	<u>22,680</u>

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
HANDS	14,187	19,749	(8,373)	(300)	25,263
Arts Out West	–	34,310	(34,310)	–	–
Participate	–	20,290	(7,480)	–	12,810
RTDI	–	9,335	(3,571)	–	5,764
	<u>14,187</u>	<u>83,684</u>	<u>(53,734)</u>	<u>(300)</u>	<u>43,837</u>

21. Analysis of Net Assets Between Funds

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Tangible fixed assets	3,541	–	3,541
Current assets	170,250	22,680	192,930
Creditors less than 1 year	(5,233)	–	(5,233)
Net assets	<u>168,558</u>	<u>22,680</u>	<u>191,238</u>

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Tangible fixed assets	4,717	–	4,717
Current assets	155,986	43,837	199,823
Creditors less than 1 year	(9,047)	–	(9,047)
Net assets	<u>151,656</u>	<u>43,837</u>	<u>195,493</u>

Highlights Productions

Management Information

Year Ended 31 March 2024

The Following Pages Do Not Form Part of the Financial Statements.

Highlights Productions

Detailed Statement of Financial Activities

Year Ended 31 March 2024

	2024 £	2023 £
Income and endowments		
Donations and legacies		
Donations	707	1,323
Gift aid	65	126
Promoters' membership fees	3,440	3,920
Reimbursed expenses	12,808	1,676
ACE NPO Funds	132,694	87,694
ACE NPO Funds (AOW)	43,040	34,310
ACE HANDS	4,937	19,749
Cumbria County Council	–	10,000
Durham County Council	9,374	9,373
Northumberland CC	8,748	9,721
Community Foundation Tyne & Wear	3,080	–
South Lakeland DC	–	5,100
Westmorland & Furness Council	15,100	–
Eden District Council	–	25,000
Cumbria Community Foundation	–	3,000
Sir James Knott Foundation	–	6,160
The Place	47,476	15,335
Culture Recovery Fund	22,500	–
Other grants	1,293	–
	<u>305,262</u>	<u>232,487</u>
Charitable activities		
Workshop income	6,450	4,315
Ticket sales	61,522	62,394
	<u>67,972</u>	<u>66,709</u>
Investment income		
Bank interest receivable	4,644	671
	<u>4,644</u>	<u>671</u>
Total income	<u><u>377,878</u></u>	<u><u>299,867</u></u>

Highlights Productions

Detailed Statement of Financial Activities *(continued)*

Year Ended 31 March 2024

	2024 £	2023 £
Expenditure		
Performance costs		
Accommodation	1,043	438
Artists' fees	129,530	102,365
Workshop artist fees	13,218	6,550
Promoter training	667	24
Craft artist fees	7,027	–
	<u>151,485</u>	<u>109,377</u>
Staff costs		
Wages	121,039	72,547
Employer's NIC	4,172	326
Pension costs	3,631	2,196
Freelance work	2,750	7,735
Travel	4,756	3,397
Recruitment	–	626
Staff training and other staff costs	1,729	434
	<u>138,077</u>	<u>87,261</u>
Administration		
Printing and stationery	188	(3)
Refreshments	937	143
Postage	49	118
Telephone	1,085	725
Computer & website expenses	2,425	2,959
Photocopying	607	679
Subscriptions	764	1,175
Administration	1,647	307
Research costs	323	2,374
Office equipment	1,107	677
Bank charges and interest	250	–
Bad debts	(20)	–
	<u>9,362</u>	<u>9,154</u>

Highlights Productions

Detailed Statement of Financial Activities (continued)

Year Ended 31 March 2024

	2024 £	2023 £
Marketing and advertising		
Advertising and marketing	10,436	3,749
Brochures	4,082	4,906
Mailing list	2,655	1,157
Photographs	140	180
Posters	1,922	3,510
	<u>19,235</u>	<u>13,502</u>
Grants payable		
Arts Out West	43,040	34,310
Heron Theatre	600	600
HANDS Bursaries	8,360	–
	<u>52,000</u>	<u>34,910</u>
Premises costs		
Rent	3,000	2,400
Water rates	130	–
Light and heat	973	703
Repairs and renewals	602	118
Insurance	1,424	1,476
Laundry and cleaning	257	480
Room hire	38	910
	<u>6,424</u>	<u>6,087</u>
Depreciation		
Deprecation	1,176	1,572
Legal and professional fees		
Accountancy fees	990	870
Organisatiional development	2,799	–
Other costs	585	–
	<u>4,374</u>	<u>870</u>
Total expenditure	<u>382,133</u>	<u>262,733</u>
Net (expenditure)/income	<u>(4,255)</u>	<u>37,134</u>

HIGHLIGHTS PRODUCTIONS

England & Wales - Charity number 1100920

Accounts

Company Registration Number: 4646007
Charity Registration Number: 1100920

Highlights Productions
Financial Statements
For the Year Ending
31 March 2023

JANE ASCROFT ACCOUNTANCY LIMITED

Chartered accountants
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Highlights Productions

Financial Statements

Year Ended 31 March 2023

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Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report)

Year Ended 31 March 2023

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

Objectives

The object of the charity is to advance the education of the public in the practice and appreciation of the arts, especially in the counties of Durham, Northumberland and Cumbria, through the provision of a rural arts service. The company aims to meet its objectives by presenting and promoting a programme of drama, dance, literature, music, storytelling and visual arts. It achieves these aims through:- continuing support of volunteer promoters to enable them to provide a professional service in providing a programme of high quality events in their venues; - continuing choice of a wide range of performances to the highest quality - securing the necessary funds to put these objectives in place and ensure the sustainability of the programme.

Review of the Development, Activities and Achievements of the Charity

The financial year of 2022/23 has been the first 'normal' post-pandemic year, but we have seen some ongoing impact to audience numbers as well as the uncertainty due to the cost-of-living crisis. The organisation has worked hard to deliver work across the region, working with venues to celebrate the local and affordable nature of arts events on the doorstep.

2022/23 was the fifth year of the National Portfolio 4 year agreement with the Arts Council of England (ACE). (NB. In the light of the Covid-19 pandemic, ACE announced that the 4-year NPO agreement would be extended until April 2023). The NPO agreement is awarded to Highlights (H) and Arts Out West (AOW) consortium, with H as the lead partner. In November 2022 ACE awarded H and AOW funding for 2023-2026. To ensure continued audience development, schools and libraries work, ACE invested a further £50k uplift per annum in the consortium during 2023/2026.

Local authority funding from Cumbria, County Durham, Northumberland and South Lakeland remained at a standstill amount. We were awarded a one-off funding grant of £25,000 from Eden District Council.

During the course of the year we recruited a new Communications Officer, General Manager and Rural Touring Dance Initiative Coordinator (North).

Highlights continues to work in partnership with over 60 village halls, community centres, libraries and schools across Cumbria, County Durham and Northumberland. Performance seasons returned to normal, mirroring our work pre-pandemic.

The Highlights Participate programme has worked in primary schools across Cumbria, County Durham and Northumberland, delivering workshops from regional and national artists. We have received funding from Eden District Council, Sir James Knott Trust and Cumbria Community Foundation to deliver workshops by artists with under-represented protected characteristics.

In Spring 23, Highlights programmed more Creative Highlights events - a series of arts and crafts workshops delivered by regional artists in village halls and community spaces. These were well-received by promoters and participants alike and will be repeated in Autumn 2023 thanks to the ACE uplift in funding.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2023

Achievements

- We successfully programmed 149 performances during 2022 - 2023 plus 6 performances for Northumberland libraries, above anticipated numbers.
- We programmed 8 Creative Highlights workshops, working with regional artists.
- We continued to build our Participate programme, increasing the number of and income received from participating schools and the range of artists and work on offer, delivering over 40 workshops.
- Highlights became a lead partner in the Rural Touring Dance Initiative. We join The Place, NRTF, Take Art and Sonia Sabri Company in leading the next round of this national programme, funded by Esme Fairbairn and Arts Council England.
- Continue our Artist Development work alongside regional partners such as northern alliance of Rural Schemes, North East Exchange and Venues North as well as international partners Contact East Canada and Music PEI (Prince Edward Island).
- Work alongside partners in Cumbria to develop and steer the Volunteering Futures funded project, Helping Hands.
- Highlights were accepted onto Going Green Together, an environmental management system.

Financial Review

Finances

The organisation made an overall surplus of £37,134 (2022 - £6,545). This was made up of a surplus of £7,484 on unrestricted funds and £29,650 on restricted funds. When the overall surplus is added to the funds brought forward of £158,359 it gives closing funds of £195,493 of which £43,837 are for restricted funds. This leaves general reserves of £151,656 as at 31 March 2023. Of that, £4,717 relates to fixed assets and £39,900 has been earmarked for a number of projects and so unrestricted free reserves at the end of the year were £107,039.

Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which provides sufficient funds to cover management, administration and support costs for six months. At the 31 March 2023 unrestricted reserves were above this minimum level.

Investment Policy

The Memorandum and Articles of Association of the Charity permit wide powers of investment. The Trustees should invest the money of the charity not immediately required for its purposes, in or upon such investments, securities or properties as may be thought fit.

Risk Assessment

The Trustees regularly review the risks to which the charity is exposed and consider the implications of those risks. The Trustees consider the COVID-19 pandemic and associated future funding implications as a significant risk. They are keeping this risk under continuous review.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2023

Plans for Future Periods

- Put in place a comprehensive induction programme for new trustees.
- Develop a Trustee's Handbook
- Working with our newly appointed accountant, organise a finance workshop for trustees
- Increasing the number of venues we work with - community spaces, libraries and schools.
- Increasing the number of performances, Creative Highlights workshops and Participate workshops that we programme.
- Working closely with other lead partners, steer the Rural Touring Dance Initiative programme.
- Resume programming international work, thanks to renewed relationships with international partners.
- Champion work with regional artists.
- Seeking accreditation to the IIE (Investment in the Environment) as part of the Going Green Together programme.
- Develop an induction and training programme for new volunteer promoters and venues.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2023

Structure, Governance and Management

Governing Document

Highlights Productions is a company limited by guarantee and registered charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

Management Structure

Highlights Productions is governed by a Board of Trustees who are both Trustees under charity legislation and Directors under company legislation. At each Annual General Meeting (AGM) one third of the Trustees must retire from office and may be re-elected at that same meeting. The members to retire shall be those longest in office since their last election. Between AGM's the Trustees may co-opt persons onto the Board to fill any vacancies. All co-opted members must stand down at the AGM following their co-option and are similarly eligible for re-election. All new trustees are subject to an open and robust selection process and undergo an induction process once co-opted/elected.

Day to day management of the company is delegated to the Director (Chief Executive Officer), line-managing staff, and developing strategies and policies in consultation with, and subject to the approval of, the Board.

Governance

The Board of Trustees continued to meet regularly, both in person and online.

The Board of Trustees started the year with ten members and ended the year with five. We were sorry to say goodbye to Chair, John Holland and Vice-Chair Susan Coffey. Following an open recruitment drive, Cinzia Hardy was appointed Chair in Autumn 2022.

The Board reviewed several policies throughout the year and approved the Arts Council England NPO submission. A comprehensive skills audit of trustees was undertaken in early 2023 in advance of a recruitment drive for new members.

Highlights Productions

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year Ended 31 March 2023

Reference and Administrative Details

Registered charity name Highlights Productions

Charity registration number 1100920

Company registration number 4646007

Principal office and registered office
Mostyn Hall
Friargate
Penrith
Cumbria
CA11 7XR

The Trustees

Ms S Coffey (Resigned 30 December 2022)

Ms C Hardy

Mr J Holland (Resigned 1 September 2022)

Ms M Ingham

Mr T G Keys

Ms E Lugg

Mr K Rahnama

Mr O J Tallis (Resigned 30 December 2022)

Ms J A Campbell

Ms M Parker (Resigned 30 December 2022)

Company Secretary Ms K Lynch

Independent Examiner Jane Ascroft FCA MA (Cantab)
Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Small Company Provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 4/10/23 and signed on behalf of the board of trustees by:



Ms K Lynch
Charity Secretary

Highlights Productions

Independent Examiner's Report to the Trustees of Highlights Productions

Year Ended 31 March 2023

I report to the trustees on my examination of the financial statements of Highlights Productions ('the charity') for the year ended 31 March 2023.

Responsibilities and Basis of Report

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

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

Independent Examiner's Statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

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

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for 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).

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.

Jane Ascroft FCA MA (Cantab)
Independent Examiner

Enterprise House
Harmire Enterprise Park
Barnard Castle
County Durham
DL12 8XT

Highlights Productions

Statement of Financial Activities (including income and expenditure account)

Year Ended 31 March 2023

		Unrestricted funds £	2023 Restricted funds £	Total funds £	2022 Total funds £
Income and endowments					
Donations and legacies	5	153,033	79,454	232,487	219,241
Charitable activities	6	62,479	4,230	66,709	48,853
Investment income	7	671	–	671	109
Total income		<u>216,183</u>	<u>83,684</u>	<u>299,867</u>	<u>268,203</u>
Expenditure					
Expenditure on charitable activities	8,9	208,999	53,734	262,733	261,658
Total expenditure		<u>208,999</u>	<u>53,734</u>	<u>262,733</u>	<u>261,658</u>
Net income		<u>7,184</u>	<u>29,950</u>	<u>37,134</u>	<u>6,545</u>
Transfers between funds		300	(300)	–	–
Net movement in funds		<u>7,484</u>	<u>29,650</u>	<u>37,134</u>	<u>6,545</u>
Reconciliation of funds					
Total funds brought forward		144,172	14,187	158,359	151,814
Total funds carried forward		<u>151,656</u>	<u>43,837</u>	<u>195,493</u>	<u>158,359</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 9 to 19 form part of these financial statements.

Highlights Productions

Statement of Financial Position

31 March 2023

	Note	2023 £	2022 £
Fixed Assets			
Tangible fixed assets	15	4,717	5,770
Current Assets			
Debtors	16	4,741	6,280
Cash at bank and in hand		<u>195,082</u>	<u>153,391</u>
		199,823	159,671
Creditors: amounts falling due within one year	17	<u>9,047</u>	<u>7,082</u>
Net Current Assets		<u>190,776</u>	<u>152,589</u>
Total Assets Less Current Liabilities		<u>195,493</u>	<u>158,359</u>
Net Assets		<u>195,493</u>	<u>158,359</u>
Funds of the Charity			
Restricted funds		29,750	14,187
Unrestricted funds		<u>165,743</u>	<u>144,172</u>
Total charity funds	19	<u>195,493</u>	<u>158,359</u>

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

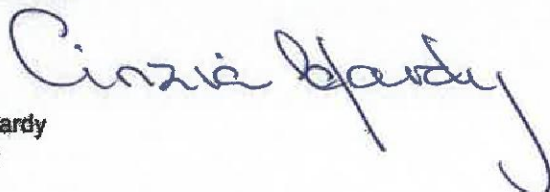
Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 4 Oct 2023 and are signed on behalf of the board by:

Ms C Hardy
Trustee



The notes on pages 8 to 18 form part of these financial statements.

Highlights Productions

Notes to the Financial Statements

Year Ended 31 March 2023

1. General Information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Mostyn Hall, Friargate, Penrith, Cumbria, CA11 7XR.

2. Statement of Compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting Policies

Basis of Preparation

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

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

Going Concern

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

Judgements and Key Sources of Estimation Uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The trustees consider that there are no significant estimates or judgements affecting these financial statements.

Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2023

3. Accounting Policies *(continued)*

Income

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

Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable. Where legacies have been notified to the charity but the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity, being the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market.

Investment income is included when receivable.

Income from charitable trading activity is accounted for when earned.

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

Expenditure

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

Costs of raising funds comprise the costs associated with attracting donations, grants and legacies and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, as set out in the notes to the accounts.

Tangible Assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2023

3. Accounting Policies *(continued)*

Tangible Assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	-	25% reducing balance
Equipment	-	Over 3 years reducing balance

Impairment of Fixed Assets

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

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial Instruments

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

Defined Contribution Plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2023

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

Cash at Bank and in Hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

4. Limited by Guarantee

The liability of the members is limited. Every member of the charity undertakes to contribute to the assets of the charity in the event of the organisation being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the charity contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, but not exceeding £1.

5. Donations and Legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations			
Donations	1,323	–	1,323
Gift aid	126	–	126
Promoters' membership fees	3,920	–	3,920
Reimbursed expenses	1,276	400	1,676

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2023

5. Donations and Legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Grants			
ACE NPO Funds	87,694	–	87,694
ACE NPO Funds (AOW)	–	34,310	34,310
ACE HANDS	–	19,749	19,749
Cumbria County Council	10,000	–	10,000
Durham County Council	9,373	–	9,373
Northumberland CC	9,721	–	9,721
South Lakeland DC	5,100	–	5,100
Eden District Council	18,500	6,500	25,000
Cumbria Community Foundation	–	3,000	3,000
Sir James Knott Foundation	–	6,160	6,160
The Place	6,000	9,335	15,335
	<u>153,033</u>	<u>79,454</u>	<u>232,487</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations			
Donations	1,869	–	1,869
Gift aid	217	–	217
Promoters' membership fees	3,250	–	3,250
Reimbursed expenses	886	–	886

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2023

5. Donations and Legacies (continued)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants			
ACE NPO Funds	73,198	14,496	87,694
ACE NPO Funds (AOW)	–	34,310	34,310
ACE CRF Grant	21,837	6,896	28,733
ACE HANDS	–	24,687	24,687
Blaize Theatre Co	–	600	600
Cumbria County Council	9,000	1,000	10,000
Cheshire Rural Arts	–	600	600
Durham County Council	8,374	1,000	9,374
NRTF	1,000	–	1,000
Northumberland CC	8,721	1,000	9,721
Rural Arts	–	600	600
South Lakeland DC	5,100	–	5,100
Spot On	–	600	600
	<u>133,452</u>	<u>85,789</u>	<u>219,241</u>

6. Charitable Activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Workshop income	85	4,230	4,315
Ticket sales	62,394	–	62,394
	<u>62,479</u>	<u>4,230</u>	<u>66,709</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Workshop income	–	1,700	1,700
Ticket sales	47,153	–	47,153
	<u>47,153</u>	<u>1,700</u>	<u>48,853</u>

7. Investment Income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	<u>671</u>	<u>671</u>	<u>109</u>	<u>109</u>

Highlights Productions

Notes to the Financial Statements *(continued)*

Year Ended 31 March 2023

8. Expenditure on Charitable Activities by Fund Type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Performance costs	95,967	13,410	109,377
Staff costs	83,738	3,523	87,261
Administration	7,133	2,021	9,154
Marketing and advertising	13,502	–	13,502
Grants payable	600	34,310	34,910
Premises costs	5,617	470	6,087
Depreciation	1,572	–	1,572
Legal and professional fees	870	–	870
	<u>208,999</u>	<u>53,734</u>	<u>262,733</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Performance costs	94,749	20,752	115,501
Staff costs	67,467	20,999	88,466
Administration	5,297	983	6,280
Marketing and advertising	–	8,233	8,233
Grants payable	600	34,310	34,910
Premises costs	5,466	–	5,466
Depreciation	1,932	–	1,932
Legal and professional fees	870	–	870
	<u>176,381</u>	<u>85,277</u>	<u>261,658</u>

9. Expenditure on Charitable Activities by Activity Type

	Activities undertaken directly £	Grant funding of activities £	Total funds 2023 £	Total fund 2022 £
Performance costs	109,377	–	109,377	115,501
Staff costs	87,261	–	87,261	88,466
Administration	9,154	–	9,154	6,280
Marketing and advertising	13,502	–	13,502	8,233
Grants payable	–	34,910	34,910	34,910
Premises costs	6,087	–	6,087	5,466
Depreciation	1,572	–	1,572	1,932
Legal and professional fees	870	–	870	870
	<u>227,823</u>	<u>34,910</u>	<u>262,733</u>	<u>261,658</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2023

10. Analysis of Grants

	2023	2022
	£	£
Grants to Institutions		
Arts Out West	34,310	34,310
Heron Theatre	600	600
	<u>34,910</u>	<u>34,910</u>
Total grants	<u>34,910</u>	<u>34,910</u>

11. Net Income

Net income is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation of tangible fixed assets	<u>1,572</u>	<u>1,932</u>

12. Independent Examination Fees

	2023	2022
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>870</u>	<u>870</u>

13. Staff Costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	72,547	67,591
Social security costs	326	—
Employer contributions to pension plans	<u>2,196</u>	<u>1,645</u>
	<u>75,069</u>	<u>69,236</u>

The average head count of employees during the year was 2 (2022: 5). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Direct staff	1	4
Admin and office staff	<u>1</u>	<u>1</u>
	<u>2</u>	<u>5</u>

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

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £35,690 (2022:£29,893).

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2023

14. Trustee Remuneration and Expenses

No remuneration directly or indirectly out of the funds of the charity was paid or payable for the year to any trustee or to any person or persons known to be connected with any of them.

Three trustees were reimbursed a total of £432 for travel expenses in the year (2022 - Two trustees reimbursed a total of £268).

15. Tangible Fixed Assets

	Fixtures and fittings £	Equipment £	Total £
Cost			
At 1 April 2022	9,288	20,247	29,535
Additions	—	519	519
At 31 March 2023	<u>9,288</u>	<u>20,766</u>	<u>30,054</u>
Depreciation			
At 1 April 2022	8,960	14,805	23,765
Charge for the year	82	1,490	1,572
At 31 March 2023	<u>9,042</u>	<u>16,295</u>	<u>25,337</u>
Carrying amount			
At 31 March 2023	<u>246</u>	<u>4,471</u>	<u>4,717</u>
At 31 March 2022	<u>328</u>	<u>5,442</u>	<u>5,770</u>

16. Debtors

	2023 £	2022 £
Trade debtors	<u>4,741</u>	<u>6,280</u>

17. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	2,098	3,288
Accruals and deferred income	4,884	2,470
Social security and other taxes	2,065	1,324
	<u>9,047</u>	<u>7,082</u>

18. Pensions and Other Post Retirement Benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £2,196 (2022: £1,645).

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2023

19. Analysis of Charitable Funds

Unrestricted funds

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
General reserves	138,402	216,183	(207,427)	(40,119)	107,039
Fixed asset reserves	5,770	–	(1,572)	519	4,717
CRM	–	–	–	3,000	3,000
Fundraising support	–	–	–	1,400	1,400
Potential office move	–	–	–	2,000	2,000
IT development	–	–	–	1,000	1,000
Creative Eng - Secondary school	–	–	–	2,500	2,500
Commissioning pot	–	–	–	20,000	20,000
Staffing budget	–	–	–	10,000	10,000
	<u>144,172</u>	<u>216,183</u>	<u>(208,999)</u>	<u>300</u>	<u>151,656</u>

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
General reserves	100,915	180,714	(174,449)	31,222	138,402
Fixed asset reserves	7,702	–	(1,932)	–	5,770
	<u>108,617</u>	<u>180,714</u>	<u>(176,381)</u>	<u>31,222</u>	<u>144,172</u>

Highlights Productions

Notes to the Financial Statements (continued)

Year Ended 31 March 2023

19. Analysis of Charitable Funds (continued)

Restricted funds

	At 1 April 2022	Income	Expenditure	Transfers	At 31 March 2023
	£	£	£	£	£
HANDS	14,187	19,749	(8,373)	(300)	25,263
Arts Out West	–	34,310	(34,310)	–	–
Participate	–	20,290	(7,480)	–	12,810
RTDI	–	9,335	(3,571)	–	5,764
	<u>14,187</u>	<u>83,684</u>	<u>(53,734)</u>	<u>(300)</u>	<u>43,837</u>

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
HANDS	–	27,087	(13,350)	450	14,187
Arts Out West	–	34,310	(34,310)	–	–
Participate	5,052	14,274	(19,326)	–	–
Catalyst Fundraising Comms and Website Project	31,672	–	–	(31,672)	–
	<u>6,473</u>	<u>11,818</u>	<u>(18,291)</u>	<u>–</u>	<u>–</u>
	<u>43,197</u>	<u>87,489</u>	<u>(85,277)</u>	<u>(31,222)</u>	<u>14,187</u>

20. Analysis of Net Assets Between Funds

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Tangible fixed assets	4,717	–	4,717
Current assets	155,986	43,837	199,823
Creditors less than 1 year	(9,047)	–	(9,047)
Net assets	<u>151,656</u>	<u>43,837</u>	<u>195,493</u>

	Unrestricted Funds	Restricted Funds	Total Funds 2022
	£	£	£
Tangible fixed assets	5,770	–	5,770
Current assets	145,484	14,187	159,671
Creditors less than 1 year	(7,082)	–	(7,082)
Net assets	<u>144,172</u>	<u>14,187</u>	<u>158,359</u>

Highlights Productions

Management Information

Year Ended 31 March 2023

The Following Pages Do Not Form Part of the Financial Statements.

Highlights Productions

Detailed Statement of Financial Activities

Year Ended 31 March 2023

	2023 £	2022 £
Income and endowments		
Donations and legacies		
Donations	1,323	1,869
Gift aid	126	217
Promoters' membership fees	3,920	3,250
Reimbursed expenses	1,676	886
ACE NPO Funds	87,694	87,694
ACE NPO Funds (AOW)	34,310	34,310
ACE CRF Grant	–	28,733
ACE HANDS	19,749	24,687
Blaize Theatre Co	–	600
Cumbria County Council	10,000	10,000
Cheshire Rural Arts	–	600
Durham County Council	9,373	9,374
NRTF	–	1,000
Northumberland CC	9,721	9,721
Rural Arts	–	600
South Lakeland DC	5,100	5,100
Spot On	–	600
Eden District Council	25,000	–
Cumbria Community Foundation	3,000	–
Sir James Knott Foundation	6,160	–
The Place	15,335	–
	<u>232,487</u>	<u>219,241</u>
Charitable activities		
Workshop income	4,315	1,700
Ticket sales	<u>62,394</u>	<u>47,153</u>
	<u>66,709</u>	<u>48,853</u>
Investment income		
Bank interest receivable	<u>671</u>	<u>109</u>
Total income	<u>299,867</u>	<u>268,203</u>

Highlights Productions

Detailed Statement of Financial Activities (continued)

Year Ended 31 March 2023

	2023 £	2022 £
Expenditure		
Performance costs		
Accommodation	438	4,200
Artists' fees	102,365	94,177
Workshop artist fees	6,550	15,688
Promotion	–	284
Promoter training	24	1,152
	<u>109,377</u>	<u>115,501</u>
Staff costs		
Wages	72,547	67,591
Employer's NIC	326	–
Pension costs	2,196	1,645
Freelance work	7,735	14,705
Travel	3,397	3,943
Recruitment	626	150
Staff training and other staff costs	434	432
	<u>87,261</u>	<u>88,466</u>
Administration		
Printing and stationery	(3)	251
Refreshments	143	654
Postage	118	326
Telephone	725	494
Computer & website expenses	2,959	1,346
Photocopying	679	922
Subscriptions	1,175	1,058
Administration	307	221
Research costs	2,374	1,008
Office equipment	677	–
	<u>9,154</u>	<u>6,280</u>
Marketing and advertising		
Advertising and marketing	3,749	981
Brochures	4,906	6,716
Mailing list	1,157	311
Photographs	180	225
Posters	3,510	–
	<u>13,502</u>	<u>8,233</u>

Highlights Productions

Notes to the Detailed Statement of Financial Activities *(continued)*

Year Ended 31 March 2023

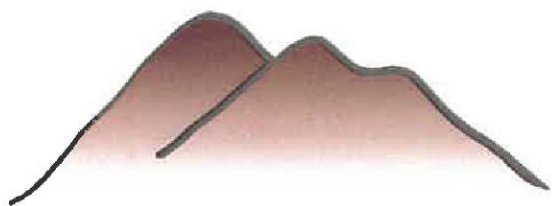
	2023	2022
	£	£
Grants payable		
Arts Out West	34,310	34,310
Heron Theatre	600	600
	<u>34,910</u>	<u>34,910</u>
Premises costs		
Rent	2,400	2,400
Light and heat	703	723
Repairs and renewals	118	592
Insurance	1,476	1,019
Laundry and cleaning	480	362
Room hire	910	370
	<u>6,087</u>	<u>5,466</u>
Depreciation		
Deprecation	1,572	1,932
	<u>1,572</u>	<u>1,932</u>
Legal and professional fees		
Accountancy fees	870	870
	<u>870</u>	<u>870</u>
Total expenditure	<u>262,733</u>	<u>261,658</u>
Net income	<u>37,134</u>	<u>6,545</u>

HIGHLIGHTS PRODUCTIONS

England & Wales - Charity number 1100920

Accounts

Highlights Productions
Report of the Directors and Trustees
and Financial Statements for the year ended
31 March 2022



Keswick
ACCOUNTANTS

Highlights Productions

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Highlights Productions

Charity Information for the year ended 31 March 2022

DIRECTORS AND TRUSTEES:	Ms S Coffey Ms J Galloway Ms C Hardy Mr J Holland - Chair Ms M Ingham Mr T G Keys Ms E Lugg Ms S O'Brien Mr K Rahnama Mr O Tallis
COMPANY SECRETARY	Ms H Askew
CHIEF EXECUTIVE OFFICERS:	Ms K Lynch
BUSINESS ADDRESS	Mostyn Hall Friargate Penrith Cumbria CA11 7XR
REGISTERED OFFICE:	Mostyn Hall Friargate Penrith Cumbria CA11 7XR
CHARITY NUMBER:	1100920
COMPANY NUMBER:	4646007
ACCOUNTANT AND INDEPENDENT EXAMINER	Frances Clark ACA Keswick Accountants Appleside 4 Leonard Street Keswick Cumbria CA12 4EJ
BANKERS:	Co-Operative Bank PO Box 250 Delf House Southway Skelmersdale WN8 6WT

Highlights Productions

Report of the Trustees for the year ended 31 March 2022

The Trustees (Management Committee), who are the directors of the Company for the purposes of company law, present their report together with the financial statements of the Charity for the year ended 31 March 2022.

The accounts have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Governing Document

Highlights Productions is a company limited by guarantee and registered charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

Objectives

The object of the charity is to advance the education of the public in the practice and appreciation of the arts, especially in the counties of Durham, Northumberland and Cumbria, through the provision of a rural arts service. The company aims to meet its objectives by presenting and promoting a programme of drama, dance, literature, music, storytelling and visual arts. It achieves these aims through:-

- continuing support of volunteer promoters to enable them to provide a professional service in providing a programme of high quality events in their venues;
- continuing choice of a wide range of performances to the highest quality
- securing the necessary funds to put these objectives in place and ensure the sustainability of the programme.

Directors

The directors who acted during the period were as follows:

Ms S Coffey
Ms J Galloway
Ms C Hardy
Mr J Holland
Ms M Ingham
Mr T G Keys
Ms E Lugg
Ms S O'Brien
Mr K Rahnama
Mr O Tallis

Management Structure

At the end of each Annual General Meeting, one third of the Trustees must retire from office. The members to retire shall be those longest in office since their last election. Retiring members may be eligible for re-election with no maximum period of service. The Trustees may co-opt persons onto the board to fill any casual vacancies. All co-opted members should stand down at the AGM following their co-option. Trustees are given an induction pack and undertake an interview process to assess suitability for both parties.

The strategy is developed by the Chief Executive Officer and approved by the Board. The day to day activities are carried out by 4 members of staff.

Highlights Productions

Report of the Trustees, contd. for the year ended 31 March 2022

Review of the development, activities and achievements of the Company

The ongoing impact and uncertainty around the Covid-19 pandemic, has meant that 2021/22 has taken a somewhat different shape to pre-pandemic years. The organisation has worked hard to deliver work across the region, providing live events to smaller audiences across the region.

2021/22 was the fourth year of the National Portfolio 4 year agreement with the Arts Council of England (ACE). (NB. In the light of the Covid-19 pandemic, ACE announced that the current NPO agreement will be extended until April 2023). The NPO agreement is awarded to Highlights (H) and Arts Out West (AOW) together, with H as the lead partner. Local authority funding from Cumbria, County Durham and South Lakeland remained at a standstill amount. Our grant from Northumberland County Council was subject to a reduction of 2.79%.

The Management Committee started and ended the year with ten members. John Holland is Chair, Susan Coffer is Vice-Chair. Kate Lynch remains Director, Heather Askew remains General Manager and Kate Halsall remains Creative Engagement Officer. Matt Corns, Communications Officer, left the role in February 2022 and the position will be filled from 1 April 2022. The budget retains some flexibility to employ contractors as necessary and in response to the needs of the organisation.

Highlights continues to work in partnership with over 60 village halls, community centres and schools across Cumbria, County Durham and Northumberland. Due to the Covid-19 pandemic and national lockdown in early 2021, we postponed our scheduled Spring 2021 to June/July 2021 and played to smaller, socially distanced audiences with reduced minimum returns for halls. Highlights delivered a normal Autumn season, with a typical number of companies and performances. Two Autumn performances were cancelled due to Storm Arwen, one was aborted part way through due to the ongoing power outages in Northumberland. A usual Spring season was scheduled, starting in late February 2022. Four performances in March 22 were postponed to May 2022 due to the artist testing positive for Covid-19.

The Highlights Participate programme has worked in primary schools across Cumbria, County Durham and Northumberland, delivering workshops from regional and national artists.

In summer 2, Highlights piloted the Creative Highlights programme – a series of arts and crafts workshops delivered by regional artists in village halls and community spaces. These were well-received by promoters and participants alike and will be repeated in Spring 2022.

Promoters, artists and audiences have been grateful to be able to deliver and attend live events again and feedback has been positive. But audiences remain inconsistent, with spikes in Covid-19 variants (eg. Omicron) causing falls in numbers.

In July 2021, the Highlights staff and board took part in two away days with external facilitator David Dolan Martin, working on the vision, mission and values in order to inform our future planning and funding applications.

Snap-shot relating to targets for the year:

1. Continue to react and respond to the impact of the Covid-19 pandemic. *Our Spring 21 season was moved to early summer (May – July) in response to the national lockdown. We reduced the minimum guarantee in Spring and Autumn 21 to promoters, to ensure that they felt confident in hosting shows for reduced capacity audiences. We ran online training sessions to help promoters understand current guidelines and how best to run a covid-secure event.*

Highlights Productions

Report of the Trustees, contd. for the year ended 31 March 2022

Review of the development, activities and achievements of the Company (cont)

2. Programme around 150 shows. *We programmed 156 performances during 2021-22. Two were cancelled due to Storm Arwen, one was cancelled due to local concern about the Covid-19 omicron variant. Four performances were postponed into 2022-23 due to the artist testing positive for Covid-19*
3. Continue to explore alternative income sources. *We were awarded a grant from the DCMS/ACE Culture Recovery Fund totalling £28,733.*
4. With external facilitator, David Dolan Martin, embark on a process of visioning for Highlights with staff, board members and key stakeholders. *We undertook this work in July 2021 with two in person away days, with a new vision, mission and values being launched for the organisation in Autumn 2021 and available on our website.*
5. Evaluate Creative Highlights; a programme of workshops (arts & crafts) offered to the village hall promoters alongside the performance menu in 2021. *10 workshops took place in 2021 and evaluation received from promoters and participants. The ongoing uncertainty around covid meant that the picture isn't absolutely clear, but we had positive responses and committed to programming a series of workshops for Spring 2022, 3 of which took place before 31 March 2022.*
6. Start work on the next NPO funding round (2023-26); with work anticipated to begin on the application process in Autumn 2021. *Delays at ACE meant that the bulk of this work started in 2022, with first drafts being circulated in March 2022. Submission date is 18 May 2022.*
7. Continue to monitor out creative engagement programme (Participate), applying for funding for our work with school. *The Participate programme has gone from strength to strength, with schools now approaching us to access our work and a really strong cohort of artists (regional and national) working with us on delivery. We applied for a Paul Hamlyn grant (unsuccessful) but are looking at how we use core funds to ensure that this work can continue to build.*
8. Work on profile raising for the organisation, putting together a PR strategy for local, regional and national coverage. *We worked with PR consultant Amanda Astrop on a series of articles and features in Autumn 2021, with some fantastic coverage in print media and a range of contacts to build relationships with. We also pulled together a great suite of images from performances for use in the future.*
9. With the Northern Consortium and other partners, continue partnership working and diverse programming. Consider the future of international programming. *We have worked with the Northern Consortium of Rural Touring Schemes to consider programming, dance in the north and also on our HANDS project – a programme of work which introduces artists to rural touring and offers mentoring opportunities. A cohort of 4 new companies was selected in March 2022.*
10. Continue to work in partnership with the National Rural Touring Forum. *NRTF have hosted various online support and networking groups throughout the year. Kate Lynch and Heather Askew attended the in-person conference held for rural touring schemes in June 2021.*

Highlights Productions

Report of the Trustees, contd. for the year ended 31 March 2022

Review of the development, activities and achievements of the Company (cont)

Plans for 22-23

1. Continue to monitor the impact of Covid-19 pandemic and support our promoters to build back their audiences.
2. Programme around 147 performances.
3. Programme around 16 Creative Highlights workshops.
4. Continue to build our Participate programme, increasing the income received from participating schools and the range of artists and work on offer and delivering at least 40 workshops.
5. Recruit a General Manager for the organisation, after Heather Askew moves on in May 2022.
6. Funding dependent (Esme Fairbairn in place, ACE TBC), Highlights to become the northern partner of the next round of the Rural Touring Dance Initiative, working with The Place, London, NRTF, Take Art Somerset and Sonia Sabri Company.
7. In response to the decision made by ACE on our NPO application in October 2022, plan our future work accordingly.
8. Continue our Artist Development work, alongside partners such as RTDI (above), NRTF and the Northern Consortium of Rural Schemes.
9. Explore alternative income sources.
10. Continue to work in partnership with our NPO Consortium partner, Arts Out West.

Finances

The organisation made an overall surplus of £6,545 (2021 - £33,445). This was made up of a surplus of £4,333 on unrestricted funds, and a deficit on restricted funds and projects of £2,212. When the overall surplus was added to the reserves brought forward of £151,814 it gave closing reserves for the charity of £158,359 of which £14,187 are for restricted funds or projects. This leaves general reserves of £144,172 as at 31 March 2022. Of that, £5,770 relate to fixed assets and so the unrestricted free reserves at the end of the year were £138,402.

Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which provides sufficient funds to cover management, administration and support costs for six months. At the 31 March 2022 unrestricted reserves were above this minimum level.

Highlights Productions

Report of the Trustees, contd. for the year ended 31 March 2022

Investment Policy

The Memorandum and Articles of Association of the Charity permit wide powers of investment. The Trustees should invest the money of the charity not immediately required for its purposes, in or upon such investments, securities or properties as may be thought fit.

Risk Assessment

The Trustees regularly review the risks to which the charity is exposed and consider the implications of those risks. The Trustees consider the COVID-19 pandemic and associated future funding implications as a significant risk. They are keeping this risk under continuous review.

Statement of Directors Responsibilities

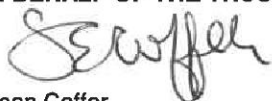
The Directors are required under the Companies Act 2006 and the Charities Act 2011 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of its net surplus or deficit for that period. In preparing those financial statements, the directors are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgements and estimates that are reasonable and prudent;
- c) state whether applicable accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements;
- d) prepare the financial statements on the going concern basis unless it is inappropriate to presume the company will continue in operation.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the Trust and to enable them to ensure that the financial statements comply with applicable law, accounting standards and the Charities SORP. 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 is prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008) relating to small companies.

ON BEHALF OF THE TRUSTEES



Susan Coffey

Director and Trustee

Date: 11/7/22

Highlights Productions

Independent Examiners Report for the year ended 31 March 2022

I report on the accounts for the Trust for the year ended 31 March 2022 which are set out on pages 7 - 14.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year, under section 144(2) of the Charities Act 2011 (the 2011 Act), and that an independent examiners report is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiners report

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of accounting records kept by the charity and a comparison of the accounts presented with these records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the view given by the accounts.

Independent examiners' statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that, in any material respect, the requirements to:

- keep accounting records in accordance with s130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 2011 Act

have not been met;

or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Frances Clark ACA
Keswick Accountants
Appleside
4 Leonard Street
Keswick
Cumbria CA12 4EJ

Highlights Productions

Statement of Financial Activities for the year ended 31 March 2022

		31 March 2022			31 March 2021
	Notes	Restricted	Unrestricted	Total	Total
		£	£	£	£
INCOME					
Donations and grants					
Grants receivable	2	85,789	127,230	213,019	183,063
Income from charitable activities					
Promotions	3	1,700	53,375	55,075	1,246
Other trading activities					
Fundraising	4	-	-	-	-
Income from investments					
Investment income	5	-	109	109	360
Total Income		87,489	180,714	268,203	184,669
EXPENDITURE					
Costs of raising funds					
Fundraising costs	6	-	-	-	-
Expenditure on charitable activities					
Charitable activities	7	85,277	176,381	261,658	151,224
Total expenditure		85,277	176,381	261,658	151,224
Net income / (expenditure)		2,212	4,333	6,545	33,445
Total funds brought forward		43,197	108,617	151,814	118,369
Transfers between funds		(31,222)	31,222	-	-
Total funds carried forward	14	14,187	144,172	158,359	151,814
Fixed Asset Reserves		-	5,770	5,770	7,702
General Reserves		14,187	138,402	152,589	144,112
Total		14,187	144,172	158,359	151,814

There were no gains or losses in the year to 31 March 2022 or 2021, other than those included above.

The notes form part of these financial statements

Highlights Productions

Statement of Financial Activities Full Comparative for the year ended 31 March 2021

	Restricted	Unrestricted	Total
	£	£	£
INCOME			
Donations and grants			
Grants receivable	47,559	135,504	183,063
Income from charitable activities			
Promotions	153	1,093	1,246
Other trading activities			
Fundraising	-	-	-
Trading income			
Income from investments			
Investment income	-	360	360
Total Income	47,712	136,957	184,669
EXPENDITURE			
Costs of raising funds			
Fundraising costs	-	-	-
Expenditure on charitable activities			
Charitable activities	57,823	93,401	151,224
Total expenditure	57,823	93,401	151,224
Net income / (expenditure)	(10,111)	43,556	33,445
Total funds brought forward	55,948	62,421	118,369
Transfers between funds	(2,640)	2,640	-
Total funds carried forward	43,197	108,617	151,814
Fixed Asset Reserves	-	7,702	7,702
General Reserves	43,197	100,915	144,112
Total	43,197	108,617	151,814

Highlights Productions

Balance Sheet as at 31 March 2022

	Notes	31 March 2022		31 March 2021	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	10		5,770		7,702
			<u>5,770</u>		<u>7,702</u>
Current Assets					
Debtors	11	6,280		7,500	
Cash at bank and in hand		153,391		139,289	
		<u>159,671</u>		<u>146,789</u>	
Creditors: amounts falling due within one year					
Creditors and accruals	12	7,082		2,677	
		<u>152,589</u>		<u>144,112</u>	
Net Current Assets					
			<u>158,359</u>		<u>151,814</u>
Total Assets less Current Liabilities					
Creditors: amounts falling due in more than one year					
Grants	10		-		-
			<u>158,359</u>		<u>151,814</u>
NET ASSETS					
Funds					
Restricted funds	13		14,187		43,197
Unrestricted funds			144,172		108,617
			<u>158,359</u>		<u>151,814</u>

For the year ending 31 March 2022 the 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 company to obtain an audit in accordance with section 476 of the Companies Act 2006.

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

The notes form part of these financial statements

Highlights Productions

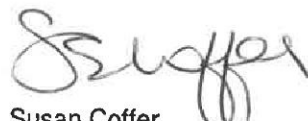
Balance Sheet as at 31 March 2022

The directors acknowledge their responsibilities for:

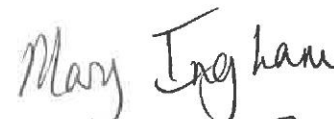
- a) ensuring that the company keeps accounting records which comply with Section 386 of the Companies Act 2006, and
- b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial 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 company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'

Approved by the trustees and signed on their behalf


Susan Coffey

Mary Ingham


1-07-2022

Date: 1-07/22

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2022

1 Accounting Policies

General

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s).

Cash Flow Statement

The charity has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement on the grounds that it is a small charity.

Tangible Fixed Assets and Depreciation

Assets used for charitable purposes, with an expected useful life exceeding one year, are capitalised on the balance sheet. Depreciation is provided at the following annual rates in order to write off each asset over its expected useful life:

Computers	33.34% on reducing balance
Fixture & Fittings	25% on reducing balance

Income

Income consists of grants received and income from promotions, accounted for on a receivable basis. Where income is received for a specific purpose, as defined by the donor, this income is classed as restricted. Income received towards the general objects of the charity is classed as unrestricted.

Expenditure

Expenditure is accounted for on an accruals basis. Where it relates to a specific project it is allocated to that project as restricted expenditure. Expenditure that relates to the objects of the charity is classified as charitable activities. Any legal or professional costs are classified as governance costs. The costs of generating funds are separately identified.

Funds

General funds are those where no restrictions have been placed upon the specific spending of the funds by the donor. Designated funds are those funds where the directors have chosen to earmark general funds for a specific purpose. Restricted funds are those funds where the donation is received for a specific purpose as set out by the donor.

Corporation Tax

As a 'not for profit' company with charitable status the Company is exempt from the payment of corporation tax.

2 Payment to Accountants

The payment to the accountants included in the expenditure is split as follows:

	2022	2021
	£	£
Payment for preparation of accounts	680	680
Payment for Independent Examination	190	190
	<u>870</u>	<u>870</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2022

	31 March 2022			31 March 2021 £
	Restricted £	Unrestricted £	Total £	
2 Grants receivable				
ACE NPO Funds	14,496	73,198	87,694	87,693
ACE NPO Funds (AOW)	34,310	-	34,310	34,311
ACE CRF Grant	6,896	21,837	28,733	-
ACE HANDS	24,687	-	24,687	-
Blaize Theatre Co	600	-	600	-
Cumbria County Council	1,000	9,000	10,000	10,000
Cheshire Rural Arts	600	-	600	-
Durham County Council	1,000	8,374	9,374	9,374
EDC COVID Support Grant	-	-	-	8,835
EDC Highlighting Eden Grant	-	-	-	15,000
NRTF	-	1,000	1,000	2,750
Northumberland CC	1,000	8,721	9,721	10,000
Rural Arts	600	-	600	-
South Lakeland DC	-	5,100	5,100	5,100
Spot On	600	-	600	-
	<u>85,789</u>	<u>127,230</u>	<u>213,019</u>	<u>183,063</u>
3 Promotions				
Workshop income	1,700	-	1,700	153
Ticket sales	-	47,153	47,153	186
Reimbursed expenses	-	886	886	-
Other income	-	-	-	646
Gift aid	-	217	217	-
Donations	-	1,869	1,869	261
Promoters membership fees	-	3,250	3,250	-
	<u>1,700</u>	<u>53,375</u>	<u>55,075</u>	<u>1,246</u>
4 Fundraising				
Sponsorship	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
5 Investment income				
Bank interest received	-	109	109	360
	<u>-</u>	<u>109</u>	<u>109</u>	<u>360</u>
6 Costs of raising funds				
Fundraising costs	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2022

	31 March 2022			31 March 2021
	Restricted £	Unrestricted £	Total £	
7 Charitable activities				
Promotions Costs	20,752	94,749	115,501	26,737
Staff costs	20,999	67,467	88,466	68,275
Administration	983	5,297	6,280	6,688
Marketing and Advertising	8,233	-	8,233	4,507
Grants payable	34,310	600	34,910	34,911
Premises and other costs	-	5,466	5,466	6,775
Interest and charges	-	-	-	-
Depreciation	-	1,932	1,932	2,561
Legal and professional	-	870	870	770
	<u>85,277</u>	<u>176,381</u>	<u>261,658</u>	<u>151,224</u>

8 Employee Remuneration	31 March 2022	31 March 2021
	£	£
Staff costs		
Wages	67,591	62,154
Employers Pensions	1,645	1,546
Freelance work	14,705	3,250
Travel	3,943	31
Recruitment	150	-
Staff training	432	1,294
	<u>88,466</u>	<u>68,275</u>

The average number of staff employed by the trust during the year was as follows;

	31 March 2022	31 March 2021
	No.	No.
Direct staff	4	2
Admin and office staff	1	1
	<u>5</u>	<u>3</u>

9 Trustee Remuneration and Expenses

No remuneration directly or indirectly out of the funds of the charity was paid or payable for the year to any trustee or to any person or persons known to be connected with any of them.

Two trustees were reimbursed for travel expenses in the year and the amount reimbursed in total was £268.40

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2022

10 Tangible Fixed Assets

	Capital Equipment £	Fixtures & Fittings £	Total £
COST			
At 1 April 2021	20,247	9,288	29,535
Additions	-	-	-
At 31 March 2022	<u>20,247</u>	<u>9,288</u>	<u>29,535</u>
DEPRECIATION			
At 1 April 2021	(12,993)	(8,840)	(21,833)
Charge for year	(1,812)	(120)	(1,932)
At 31 March 2022	<u>(14,805)</u>	<u>(8,960)</u>	<u>(23,765)</u>
NET BOOK VALUE			
At 31 March 2022	<u>5,442</u>	<u>328</u>	<u>5,770</u>
At 31 March 2021	<u>7,254</u>	<u>448</u>	<u>7,702</u>

11 Debtors	31 March 2022	31 March 2021
	£	£
Trade debtors	6,280	7,500
	<u>6,280</u>	<u>7,500</u>

12 Creditors: amounts falling due within one year	31 March 2022	31 March 2021
	£	£
Trade creditors	3,288	1,224
Other creditors	-	-
Other taxation & social security	1,324	583
Accruals	2,470	870
Deferred income	-	-
	<u>7,082</u>	<u>2,677</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2022

13 Funds	At 1 April 2021 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2022 £
Projects & Restricted funds					
HANDS	-	27,087	(13,350)	450	14,187
Arts Out West	-	34,310	(34,310)	-	-
Participate	5,052	14,274	(19,326)	-	-
Catalyst Fundraising	31,672	-	-	(31,672)	-
Comms and Website Project	6,473	11,818	(18,291)	-	-
	<u>43,197</u>	<u>87,489</u>	<u>(85,277)</u>	<u>(31,222)</u>	<u>14,187</u>

COMPARATIVE

Projects & Restricted funds 31 March 2021

	At 1 April 2020 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2021 £
Arts Out West	-	34,311	(34,311)	-	-
Participate	6,406	8,733	(10,087)	-	5,052
Catalyst Fundraising	35,083	-	-	(3,411)	31,672
Comms and Website Project	14,459	4,668	(13,425)	771	6,473
	<u>55,948</u>	<u>47,712</u>	<u>(161,391)</u>	<u>(2,640)</u>	<u>43,197</u>

14 Net Assets by fund

	Restricted £	Unrestricted £	Designated £	Total £
Tangible fixed assets	-	5,770	-	5,770
Current assets	14,187	145,484	-	159,671
Creditors: amounts falling due within one year	-	(7,082)	-	(7,082)
Total net assets	<u>14,187</u>	<u>144,172</u>	<u>-</u>	<u>158,359</u>

COMPARATIVE

Net Assets by fur 31 March 2021

	Restricted £	Unrestricted £	Designated £	Total £
Tangible fixed assets	-	7,702	-	7,702
Investments	-	-	-	-
Current assets	43,197	103,592	-	146,789
Creditors: amounts falling due within one year	-	(2,677)	-	(2,677)
Total net assets	<u>43,197</u>	<u>108,617</u>	<u>-</u>	<u>151,814</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2022

15 Members liability

The liability of the members is limited. Every member of the charity undertakes to contribute to the assets of the charity in the event of the organisation being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the charity contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, but not exceeding £1.

Highlights Productions

**Financial Statements
for the year ended
31 March 2022**

The following pages do not form part of the
Statutory Accounts

**Highlights Productions
Income and Expenditure Account
for the year ended
31 March 2022**

	31 March 2022	31 March 2021	
INCOME			
Grants receivable			
ACE NPO Funds	87,694	87,693	
ACE NPO Funds (AOW)	34,310	34,311	
ACE CRF Grant	28,733	-	
ACE HANDS	24,687	-	
Blaize Theatre Co	600	-	
Cumbria County Council	10,000	10,000	
Cheshire Rural Arts	600	-	
Durham County Council	9,374	9,374	
EDC COVID Support Grant	-	8,835	
EDC Highlighting Eden Grant	-	15,000	
NRTF	1,000	2,750	
Northumberland CC	9,721	10,000	
Rural Arts	600	-	
South Lakeland DC	5,100	5,100	
Spot On	600	-	
	<u>213,019</u>	<u>183,063</u>	
Income from charitable activities			
Promotions			
Workshop income	1,700	153	
Ticket sales	47,153	186	
Reimbursed expenses	886	-	
Other income	-	646	
Gift aid	217	-	
Donations	1,869	261	
Promoters membership fees	3,250	-	
	<u>55,075</u>	<u>1,246</u>	
Income from fundraising			
Sponsorship	-	-	
	<u>-</u>	<u>-</u>	
Investment income			
Bank interest received	109	360	
	<u>109</u>	<u>360</u>	
Total income	<u>268,203</u>	<u>184,669</u>	

**Highlights Productions
Income and Expenditure Account
for the year ended
31 March 2022**

	31 March 2022		31 March 2021	
	£	£	£	£
Incoming resources, brought forward		268,203		184,669
EXPENDITURE				
Expenditures on charitable activities				
Promotions Costs				
Accommodation	4,200		-	
Artists fees	94,177		11,884	
Workshop costs	-		3,000	
Workshop materials	-		867	
Workshop artist fees	15,688		10,410	
Promotion	284		-	
Promoter training	1,152		576	
		115,501		26,737
Staff costs				
Wages	67,591		62,154	
Employers Pensions	1,645		1,546	
Freelance work	14,705		3,250	
Travel	3,943		31	
Recruitment	150		-	
Staff training	432		1,294	
		88,466		68,275
Administration				
Printing and stationery	251		603	
Refreshments	654		206	
Postage	326		648	
Telephone	494		667	
General expenses	-		925	
Computer & website expenses	1,346		2,027	
Photocopying	922		681	
Subscriptions	1,058		1,076	
Administration	221		-	
Research costs	1,008		(210)	
Bad debt	-		65	
		6,280		6,688
Marketing and Advertising				
Advertising and marketing	981		1,369	
Brochures	6,716		2,902	
Mailing list	311		236	
Photographs	225		-	
		8,233		4,507
Grants payable				
Arts Out West Grants	34,310		34,311	
Heron Theatre	600		600	
		34,910		34,911
Resources expended carry forward		253,390		141,118

**Highlights Productions
Income and Expenditure Account
for the year ended
31 March 2022**

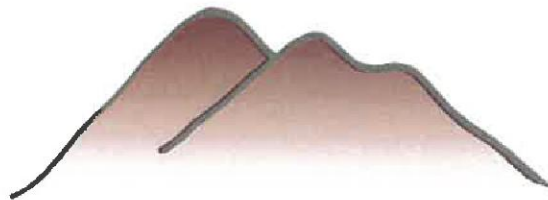
	31 March 2022		31 March 2021	
	£	£	£	£
RESOURCES EXPENDED (brought forward)		253,390		141,118
Premises and other costs				
Rates and water	-		328	
Insurance	1,019		1,193	
Repairs and renewals	592		-	
Laundry and cleaning	362		201	
Room hire	370		-	
Light and heat	723		493	
Rent	2,400		4,560	
		5,466		6,775
Interest and charges				
Bank charges	-		-	
		-		-
Depreciation				
Equipment	1,932		2,561	
		1,932		2,561
Legal and professional				
Accountancy Fee	870		770	
		870		770
Total Resources Expended		<u>261,658</u>		<u>151,224</u>
Net Incoming / (Outgoing) Resources		<u>6,545</u>		<u>33,445</u>

HIGHLIGHTS PRODUCTIONS

England & Wales - Charity number 1100920

Accounts

Highlights Productions
Report of the Directors and Trustees
and Financial Statements for the year ended
31 March 2021



Keswick
ACCOUNTANTS

Highlights Productions

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Highlights Productions

Charity Information
for the year ended
31 March 2021

DIRECTORS AND TRUSTEES:	Ms S Coffey Ms J Galloway Ms C Hardy Mr J Holland - Chair Ms M Ingham Mr T G Keys Ms E Lugg Ms S O'Brien Mr K Rahnama Mr O Tallis
COMPANY SECRETARY	Ms H Askew
CHIEF EXECUTIVE OFFICERS:	Ms K Lynch
BUSINESS ADDRESS	Mostyn Hall Friargate Penrith Cumbria CA11 7XR
REGISTERED OFFICE:	Mostyn Hall Friargate Penrith Cumbria CA11 7XR
CHARITY NUMBER:	1100920
COMPANY NUMBER:	4646007
ACCOUNTANT AND INDEPENDENT EXAMINER	Frances Clark ACA Keswick Accountants Appleside 4 Leonard Street Keswick Cumbria CA12 4EJ
BANKERS:	Co-Operative Bank PO Box 250 Delf House Southway Skelmersdale WN8 6WT

Highlights Productions

Report of the Trustees for the year ended 31 March 2021

The Trustees (Management Committee), who are the directors of the Company for the purposes of company law, present their report together with the financial statements of the Charity for the year ended 31 March 2021.

The accounts have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Governing Document

Highlights Productions is a company limited by guarantee and registered charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

Objectives

The object of the charity is to advance the education of the public in the practice and appreciation of the arts, especially in the counties of Durham, Northumberland and Cumbria, through the provision of a rural arts service. The company aims to meet its objectives by presenting and promoting a programme of drama, dance, literature, music, storytelling and visual arts. It achieves these aims through:-

- continuing support of volunteer promoters to enable them to provide a professional service in providing a programme of high quality events in their venues;
- continuing choice of a wide range of performances to the highest quality
- securing the necessary funds to put these objectives in place and ensure the sustainability of the programme.

Directors

The directors who acted during the period were as follows:

Ms S Coffey
Ms I Faith - resigned July 2020
Ms J Galloway
Ms C Hardy - appointed March 2021
Mr J Holland
Ms M Ingham - appointed March 2021
Mr T G Keys
Ms E Lugg
Ms S O'Brien - appointed March 2021
Mr K Rahnama - appointed March 2021
Mr O Tallis - appointed March 2021

Management Structure

At the end of each Annual General Meeting, one third of the Trustees must retire from office. The members to retire shall be those longest in office since their last election. Retiring members may be eligible for re-election with no maximum period of service. The Trustees may co-opt persons onto the board to fill any casual vacancies. All co-opted members should stand down at the AGM following their co-option. Trustees are given an induction pack and undertake an interview process to assess suitability for both parties.

The strategy is developed by the Chief Executive Officer and approved by the Board. The day to day activities are carried out by 4 members of staff.

Highlights Productions

**Report of the Trustees, contd.
for the year ended
31 March 2021**

Review of the development, activities and achievements of the Company

As for so many organisations, the Covid-19 pandemic has meant that 2020/21 has been a very different year to usual for Highlights, presenting a great many challenges. The organisation has worked hard to flex with the uncertainty and to engage with its volunteers, artists and audiences in new and imaginative ways.

2020/21 was the third year of the National Portfolio 4 year agreement with Arts Council of England [ACE]. (NB in the light of the Covid-19 pandemic, the ACE announced that the current NPO agreement will be extended until April 2023). The NPO agreement is awarded to Highlights (H) and Arts Out West (AOW) together, with Highlights as the lead partner. There was a small inflationary increase in the award for 2020-21. Local Authority funding from Cumbria, Northumberland, County Durham and South Lakeland remained at a standstill amount.

The Management Committee started the year with six members; and ended the year with ten (1 of whom is a Highlights volunteer promoter). In July 2020 Irene Faith resigned, and Shelley O'Brien joined the board. In Autumn 2020 Highlights ran a recruitment campaign for new board members. The four applicants were interviewed by John Holland (Chair) and Kate Lynch (Director), and were all invited to join the board at the March 2021 meeting. The four new members are Cinzia Hardy, Mary Ingham, Kaveh Rahnama and Oliver Tallis.

We said goodbye to Co-Director Rosie Cross, who retired on 30 September 2020. On 1 October Kate Lynch became Director and Heather Askew became General Manager. The Communications and Creative Engagement Officers roles remain unchanged. The budget retains some flexibility to employ contractors as necessary and in response to the needs of the organisation.

Highlights continues to work in partnership with over 60 village halls, community centres and schools across Cumbria, County Durham and Northumberland. Due to the Covid-19 pandemic 28 shows using 9 companies were cancelled in the Spring season, April – June 2020, with all companies paid 75% of their fee. Four performances were cancelled due to ill health.

Eight performances were scheduled as test events in November and December 2020. Due to the November national lockdown and the local tier system, only one of these performances went ahead – The Scrooge Diaries at Helsington & Brigsteer Village Hall on Fri 12 December.

After some optimism in late summer 2020, Highlights ran 6 online promoter launch events for a Spring 2021 season. As the early part of this Spring season 24 performances were scheduled between 4 March 2021 and 31 March 2021, using seven companies. In the same period, five Creative Highlights workshops were scheduled with two regional artists. Due to the national lockdown announced in January 2021, two of these events were cancelled and the rest were postponed until June 2021.

Due to the lack of live performances, Highlights turned to alternative ways of delivering activity. In Spring, we sent postcard packs to all volunteer promoters and a number of artists. During summer 2020, Highlights presented three Zoom Café performances, live digital performances from Black Country Touring. A further four performances were hosted by four volunteer promoters for their own communities. We commissioned broadcast-ready performances for the radio, Highlights at Home. Three 10-minute audio productions were created by musician Rob Heron, storyteller Nick Hennessey and theatre company Ladies That Bus. They were premiered on BBC Radio Cumbria in September 2020, alongside interviews with the artists, volunteer promoters and audience members. In October 2020 Highlights presented a performance of Keeping The Lights On, an audio performance delivered via Zoom followed by a live question and answer session. The Creative Engagement programme moved online, with music and performance workshops delivered to four primary schools.

Highlights Productions

**Report of the Trustees, contd.
for the year ended
31 March 2021**

Review of the development, activities and achievements of the Company (cont)

Highlights hosted training courses in *Unconscious Bias (2 courses)* and *Equality, Diversity and Inclusivity (1 course)* for the full staff, board members and offered places to volunteer promoters. These were facilitated by Tonic Theatre.

In Spring 2021, Highlights undertook a community arts project with Eden District Council. Originally planned to include live events, the project moved online after the announcement of the third national lockdown. Culminating in a 'Light Up Eden' festival on Saturday 20 March for the Spring Equinox, the project included a series of online workshops; live online storytelling; public art installations and lantern making kits distributed to local communities across the district.

Highlights have not used the Government furlough scheme as our staff were funded from either our NPO funding or other grant funding in 20/21. We took advantage of the local authority scheme for rate paying businesses, giving us three grants totalling £8,835 which in part have been used to buy laptops to allow staff to work from home effectively. In March 2021 we were awarded a grant from the DCMS / ACE Culture Recovery Fund to assist Highlights to restart our work in 2020-2021.

In March 2021, Highlights moved its office from Appleby to the BlueJam Arts building in Penrith.

Snap-shot relating to Targets for the year:

1. Programme around 150 shows: *64 shows and five artist workshops were programmed. All but one of these were cancelled or postponed into 2021/22.*
2. Continue to explore alternative income sources: *Highlights received three grants via the local authority scheme for rate paying businesses, totalling £8,835. We received an NRTF bursary of £1750 to support Highlights at Home radio commissions. In March 2021 we were awarded a grant from the DCMS/ACE Culture Recovery Fund totalling £28,733. This grant will be recognised in the 2021-22 accounts.*
3. Research and pilot the Maker's Menu; a programme of workshops (writing, arts and craft etc ...) offered to the village hall promoters alongside the performance menu: *We programmed 3 artists to deliver workshops in Spring 2021 under the title Creative Highlights – Cabinet of Curiosity; Liz Jones Studio and The Hide. We programmed 14 workshops during the Spring 2021 season. Due to national lockdown one of these was cancelled and the rest have been postponed into 2021/22.*
4. Monitor the 2018-22 Highlights/Arts Out West Business Plan and Audience Development Plans. *Updates of the Action Plan were discussed regularly at Management Committee meetings and also at the joint H/AOW Collaborative Review Group. NB Given the revised dates for the next NPO funding round [2023 – 2027], work will begin on the application in Autumn 2021*
5. Continue the refinement of the Highlights brand, based on the new look we have used on the website and recent brochures. *Matt Corns, Communications Officer, has worked on refining the branding for the organisation, creating new brand guidelines and colour palette.*

Highlights Productions

Report of the Trustees, contd. for the year ended 31 March 2021

Review of the development, activities and achievements of the Company (cont)

6. Continue to build our online presence, through the website, meaningful content on the social media channels, regular emails and online ticketing: *Despite having only one live performance in 2020/21 and little online ticketing, we have built our presence online – hosting online workshops; events and performances. When we haven't had Highlights planned events, we have signposted to events hosted by our friends and colleagues elsewhere.*
7. Continue to monitor our Creative Engagement programme, researching funds for new projects and refining the groups and areas we are working with and in. *Kate Halsall has made some good connections with schools during 2020/21 and we have offered a number of online workshop programmes. We are researching grant funding in order to secure this work in the years to come.*
8. With the Northern Consortium, and other partners continue partnership working and international and diverse programming: *We have continued to have regular meetings with the Northern Consortium via Zoom, and have submitted an ACE Project Grants application for further pitching and mentoring work in 2021/22, specifically targeting diverse artists and companies. International programming remains uncertain due to the global pandemic.*
9. Continue to work in partnership with the National Rural Touring Forum: *NRTF have hosted regular catch up meetings for schemes, artists and promoters which we have attended. All Highlights staff attended the NRTF digital conference in October 2020.*
10. With Co-Director Rosie Cross leaving at the end of September 2020, ensure that the organisation settles within the new staff structure, carrying on with our careful monitoring of all aspects of the business: *Despite the obvious difficulties of this year, Highlights has settled well into the new structure. We hope that 2021/22 will allow the team to concentrate on the more usual work of the organisation.*

Plans for 2021-2022

1. Continue to react and respond to the impact of the Covid-19 pandemic.
2. Programme around 150 shows.
3. Continue to explore alternative income sources.
4. With external facilitator, David Dolan Martin, embark on a process of visioning for Highlights with staff, board and key stakeholders.
5. Evaluate Creative Highlights; a programme of workshops (writing, arts and craft etc ...) offered to the village hall promoters alongside the performance menu in Spring 2021.
6. Start work on the next NPO funding round [2023 – 2027]; with work anticipated to begin on the application in Autumn 2021.
7. Continue to monitor our Creative Engagement programme, applying for funding for our work with schools.
8. Work on profile raising for the organisation, putting together a PR strategy for local, regional and national coverage.
9. With the Northern Consortium, and other partners continue partnership working and diverse programming. Consider the future of international programming.
10. Continue to work in partnership with the National Rural Touring Forum.

Finances

The organisation made an overall surplus of £33,445. This was made up of a surplus of £43,556 on unrestricted funds, and a deficit on restricted funds and projects of £10,111. When the overall surplus was added to the reserves brought forward of £118,369 it gave closing reserves for the charity of £151,814 of which £43,197 are for restricted funds or projects. This leaves general reserves of £108,617 as at 31 March 2021. Of that, £7,702 relate to fixed assets and so the unrestricted free reserves at the end of the year were £100,915.

Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which provides sufficient funds to cover management, administration and support costs for six months. At the 31 March 2021 unrestricted reserves were above this minimum level.

Highlights Productions

Report of the Trustees, contd. for the year ended 31 March 2021

Investment Policy

The Memorandum and Articles of Association of the Charity permit wide powers of investment. The Trustees should invest the money of the charity not immediately required for its purposes, in or upon such investments, securities or properties as may be thought fit.

Risk Assessment

The Trustees regularly review the risks to which the charity is exposed and consider the implications of those risks. The Trustees consider the COVID-19 pandemic and associated future funding implications as a significant risk. They are keeping this risk under continuous review.

Statement of Directors Responsibilities


The Directors are required under the Companies Act 2006 and the Charities Act 2011 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of its net surplus or deficit for that period. In preparing those financial statements, the directors are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgements and estimates that are reasonable and prudent;
- c) state whether applicable accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements;
- d) prepare the financial statements on the going concern basis unless it is inappropriate to presume the company will continue in operation.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the Trust and to enable them to ensure that the financial statements comply with applicable law, accounting standards and the Charities SORP. 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 is prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008) relating to small companies.

ON BEHALF OF THE TRUSTEES


Mr J Holland

Director and Trustee
Date:

Highlights Productions

Independent Examiners Report for the year ended 31 March 2021

I report on the accounts for the Trust for the year ended 31 March 2021 which are set out on pages 7 - 14.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year, under section 144(2) of the Charities Act 2011 (the 2011 Act), and that an independent examiners report is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiners report

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of accounting records kept by the charity and a comparison of the accounts presented with these records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the view given by the accounts.

Independent examiners' statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that, in any material respect, the requirements to:

- keep accounting records in accordance with s130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 2011 Act

have not been met;

or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Frances Clark ACA
Keswick Accountants
Appleside
4 Leonard Street
Keswick
Cumbria CA12 4EJ

Highlights Productions

Statement of Financial Activities for the year ended 31 March 2021

	Notes	31 March 2021			31 March 2020
		Restricted	Unrestricted	Total	Total
		£	£	£	£
INCOME					
Donations and grants					
Grants receivable	2	47,559	135,504	183,063	197,388
Income from charitable activities					
Promotions	3	153	1,093	1,246	68,398
Other trading activities					
Fundraising	4	-	-	-	1,000
Income from investments					
Investment income	5	-	360	360	503
Total Income		47,712	136,957	184,669	267,289
EXPENDITURE					
Costs of raising funds					
Fundraising costs	6	-	-	-	-
Expenditure on charitable activities					
Charitable activities	7	57,823	93,401	151,224	268,869
Total expenditure		57,823	93,401	151,224	268,869
Net income / (expenditure)		(10,111)	43,556	33,445	(1,580)
Total funds brought forward		55,948	62,421	118,369	119,949
Transfers between funds		(2,640)	2,640	-	-
Total funds carried forward	14	43,197	108,617	151,814	118,369
Fixed Asset Reserves		-	7,702	7,702	5,492
General Reserves		43,197	100,915	144,112	112,877
Total		43,197	108,617	151,814	118,369

There were no gains or losses in the year to 31 March 2021 or 2020, other than those included above.

The notes form part of these financial statements

Highlights Productions

Statement of Financial Activities Full Comparative for the year ended 31 March 2020

	Restricted	Unrestricted	Total
	£	£	£
INCOME			
Donations and grants			
Grants receivable	83,831	113,557	197,388
Income from charitable activities			
Promotions	2,328	66,070	68,398
Other trading activities			
Fundraising	0	1,000	1,000
Trading income			
Income from investments			
Investment income	0	503	503
Total Income	86,159	181,130	267,289
EXPENDITURE			
Costs of raising funds			
Fundraising costs	-	-	-
Expenditure on charitable activities			
Charitable activities	68,142	200,727	268,869
Total expenditure	68,142	200,727	268,869
Net income / (expenditure)	18,017	(19,597)	(1,580)
Total funds brought forward	37,931	82,018	119,949
Transfers between funds	0	0	0
Total funds carried forward	55,948	62,421	118,369
Fixed Asset Reserves	-	5,492	5,492
General Reserves	55,948	56,929	112,877
Total	55,948	62,421	118,369

Highlights Productions

Balance Sheet as at 31 March 2021

	Notes	31 March 2021		31 March 2020	
		£	£	£	£
Fixed Assets					
Tangible fixed assets	10		7,702		5,492
			<hr/>		<hr/>
			7,702		5,492
Current Assets					
Debtors	11	7,500		2,412	
Cash at bank and in hand		139,289		112,381	
		<hr/>		<hr/>	
		146,789		114,793	
Creditors: amounts falling due within one year					
Creditors and accruals	12	2,677		1,916	
		<hr/>		<hr/>	
Net Current Assets			144,112		112,877
			<hr/>		<hr/>
Total Assets less Current Liabilities			151,814		118,369
Creditors: amounts falling due in more than one year					
Grants	10	-		-	
		<hr/>		<hr/>	
NET ASSETS			151,814		118,369
			<hr/> <hr/>		<hr/> <hr/>
Funds					
Restricted funds	13	43,197		55,948	
Unrestricted funds		108,617		62,421	
		<hr/>		<hr/>	
	14		151,814		118,369
			<hr/> <hr/>		<hr/> <hr/>

For the year ending 31 March 2021 the 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 company to obtain an audit in accordance with section 476 of the Companies Act 2006.

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

The notes form part of these financial statements

Highlights Productions

Balance Sheet as at 31 March 2021

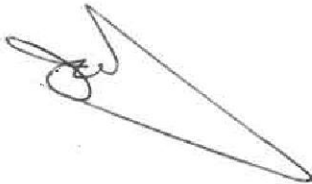
The directors acknowledge their responsibilities for:

- a) ensuring that the company keeps accounting records which comply with Section 386 of the Companies Act 2006, and
- b) preparing financial statements which give a true and fair view of the state of affairs of the 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 company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'

Approved by the trustees and signed on their behalf

Mr J Holland



Ms S Coffey



Date:

9 July 2021

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2021

1 Accounting Policies

General

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s).

Cash Flow Statement

The charity has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement on the grounds that it is a small charity.

Tangible Fixed Assets and Depreciation

Assets used for charitable purposes, with an expected useful life exceeding one year, are capitalised on the balance sheet. Depreciation is provided at the following annual rates in order to write off each asset over its expected useful life:

Computers	33.34% on reducing balance
Fixture & Fittings	25% on reducing balance

Income

Income consists of grants received and income from promotions, accounted for on a receivable basis. Where income is received for a specific purpose, as defined by the donor, this income is classed as restricted. Income received towards the general objects of the charity is classed as unrestricted.

Expenditure

Expenditure is accounted for on an accruals basis. Where it relates to a specific project it is allocated to that project as restricted expenditure. Expenditure that relates to the objects of the charity is classified as charitable activities. Any legal or professional costs are classified as governance costs. The costs of generating funds are separately identified.

Funds

General funds are those where no restrictions have been placed upon the specific spending of the funds by the donor. Designated funds are those funds where the directors have chosen to earmark general funds for a specific purpose. Restricted funds are those funds where the donation is received for a specific purpose as set out by the donor.

Corporation Tax

As a 'not for profit' company with charitable status the Company is exempt from the payment of corporation tax.

2 Payment to Accountants

The payment to the accountants included in the expenditure is split as follows:

	2021	2020
	£	£
Payment for preparation of accounts	680	680
Payment for Independent Examination	190	190
	<u>870</u>	<u>870</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2021

	31 March 2021			31 March 2020
	Restricted £	Unrestricted £	Total £	£
2 Grants receivable				
ACE NPO Funds	12,724	74,969	87,693	85,831
ACE NPO Funds (AOW)	34,311	-	34,311	33,969
ACE Catalyst (Arts Alive)	-	-	-	16,567
Cumbria County Council	-	10,000	10,000	10,000
Cumbria Community Foundation	-	-	-	700
Durham County Council	524	8,850	9,374	9,374
EDC COVID Support Grant	-	8,835	8,835	-
EDC Highlighting Eden Grant	-	15,000	15,000	-
Foyle Foundation	-	-	-	15,000
NRTF	-	2,750	2,750	1,847
Northumberland Community Foundation	-	-	-	1,000
Northumberland CC	-	10,000	10,000	10,000
Shears Foundation	-	-	-	5,000
South Lakeland DC	-	5,100	5,100	5,100
Willan Charitable Trust	-	-	-	3,000
	<u>47,559</u>	<u>135,504</u>	<u>183,063</u>	<u>197,388</u>
3 Promotions				
Workshop income	153	-	153	760
Ticket sales	-	186	186	60,152
Reimbursed expenses	-	-	-	70
Other income	-	646	646	1,284
Gift aid	-	-	-	335
Donations	-	261	261	2,189
Promoters membership fees	-	-	-	3,608
	<u>153</u>	<u>1,093</u>	<u>1,246</u>	<u>68,398</u>
4 Fundraising				
Sponsorship	-	-	-	1,000
	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,000</u>
5 Investment income				
Bank interest received	-	360	360	503
	<u>-</u>	<u>360</u>	<u>360</u>	<u>503</u>
6 Costs of raising funds				
Fundraising costs	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2021

	31 March 2021			31 March 2020 £
	Restricted £	Unrestricted £	Total £	
7 Charitable activities				
Promotions Costs	2,050	24,687	26,737	111,615
Staff costs	16,911	51,364	68,275	88,329
Administration	394	6,294	6,688	12,814
Marketing and Advertising	4,157	350	4,507	11,222
Grants payable	34,311	600	34,911	34,569
Premises and other costs	-	6,775	6,775	7,613
Interest and charges	-	-	-	13
Depreciation	-	2,561	2,561	1,824
Legal and professional	-	770	770	870
	<u>57,823</u>	<u>93,401</u>	<u>151,224</u>	<u>268,869</u>

8 Employee Remuneration	31 March 2021	31 March 2020
	£	£
Staff costs		
Wages	62,154	60,250
Employers Pensions	1,546	1,448
Freelance work	3,250	16,007
Travel	31	9,113
Recruitment	-	-
Staff training	1,294	1,511
	<u>68,275</u>	<u>88,329</u>

The average number of staff employed by the trust during the year was as follows;

	31 March 2021	31 March 2020
	No.	No.
Direct staff	4	2
Admin and office staff	1	1
	<u>5</u>	<u>3</u>

9 Trustee Remuneration and Expenses

No remuneration directly or indirectly out of the funds of the charity was paid or payable for the year to any trustee or to any person or persons known to be connected with any of them.

Two trustees were reimbursed for travel expenses in the year and the amount reimbursed in total was £268.40

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2021

10 Tangible Fixed Assets

	Capital Equipment £	Fixtures & Fittings £	Total £
COST			
At 1 April 2020	15,476	9,288	24,764
Additions	4,771	-	4,771
At 31 March 2021	<u>20,247</u>	<u>9,288</u>	<u>29,535</u>
DEPRECIATION			
At 1 April 2020	(10,576)	(8,696)	(19,272)
Charge for year	(2,417)	(144)	(2,561)
At 31 March 2021	<u>(12,993)</u>	<u>(8,840)</u>	<u>(21,833)</u>
NET BOOK VALUE			
At 31 March 2021	<u>7,254</u>	<u>448</u>	<u>7,702</u>
At 31 March 2020	<u>4,900</u>	<u>592</u>	<u>5,492</u>

11 Debtors	31 March 2021	31 March 2020
	£	£
Trade debtors	7,500	2,412
	<u>7,500</u>	<u>2,412</u>

12 Creditors: amounts falling due within one year

	31 March 2021	31 March 2020
	£	£
Trade creditors	1,224	1,506
Other creditors	-	-
Other taxation & social security	583	(390)
Accruals	870	800
Deferred income	-	-
	<u>2,677</u>	<u>1,916</u>

Highlights Productions

Notes to the Financial Statements for the year ended 31 March 2021

13 Funds	At 1 April 2020	Incoming Resources	Outgoing Resources	Transfers	At 31 March 2021
Projects & Restricted funds	£	£	£	£	£
Creative Engagement	6,406	8,733	(10,087)	-	5,052
Arts Out West	-	34,311	(34,311)	-	-
Catalyst Fundraising	35,083	-	-	(3,411)	31,672
Comms and Website Project	14,459	4,668	(13,425)	771	6,473
	<u>55,948</u>	<u>47,712</u>	<u>(57,823)</u>	<u>(2,640)</u>	<u>43,197</u>

14 Net Assets by fund	Restricted £	Unrestricted £	Designated £	Total £
Tangible fixed assets	-	7,702	-	7,702
Current assets	43,197	103,592	-	146,789
Creditors: amounts falling due within one year	-	(2,677)	-	(2,677)
Total net assets	<u>43,197</u>	<u>108,617</u>	<u>-</u>	<u>151,814</u>

15 Members liability

The liability of the members is limited. Every member of the charity undertakes to contribute to the assets of the charity in the event of the organisation being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the charity contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, but not exceeding £1.

Highlights Productions

**Financial Statements
for the year ended
31 March 2021**

The following pages do not form part of the
Statutory Accounts

**Highlights Productions
Income and Expenditure Account
for the year ended
31 March 2021**

	31 March 2021	31 March 2020	
INCOME			
Grants receivable			
ACE NPO Funds	87,693	85,831	
ACE NPO Funds (AOW)	34,311	33,969	
ACE Catalyst (Arts Alive)	-	16,567	
Cumbria County Council	10,000	10,000	
Cumbria Community Foundation	-	700	
Durham County Council	9,374	9,374	
EDC COVID Support Grant	8,835	-	
EDC Highlighting Eden Grant	15,000	-	
Foyle Foundation	-	15,000	
NRTF	2,750	1,847	
Northumberland Community Foundation	-	1,000	
Northumberland CC	10,000	10,000	
Shears Foundation	-	5,000	
South Lakeland DC	5,100	5,100	
Willan Charitable Trust	-	3,000	
	<u>183,063</u>	<u>197,388</u>	
Income from charitable activities			
Promotions			
Workshop income	153	760	
Ticket sales	186	60,152	
Reimbursed expenses	-	70	
Other income	646	1,284	
Gift aid	-	335	
Donations	261	2,189	
Promoters membership fees	-	3,608	
	<u>1,246</u>	<u>68,398</u>	
Income from fundraising			
Sponsorship	-	1,000	
	<u>-</u>	<u>1,000</u>	1,000
Investment income			
Bank interest received	360	503	
	<u>360</u>	<u>503</u>	503
Total income	<u>184,669</u>	<u>267,289</u>	

**Highlights Productions
Income and Expenditure Account
for the year ended
31 March 2021**

	31 March 2021		31 March 2020	
	£	£	£	£
Incoming resources, brought forward		184,669		267,289
EXPENDITURE				
Expenditures on charitable activities				
Promotions Costs				
Exhibitions	-		840	
Accommodation	-		542	
Artists fees	11,884		105,030	
Artists travel	-		17	
Workshop costs	3,000		-	
Workshop materials	867		34	
Workshop artist fees	10,410		2,157	
Promotion	-		90	
Promoter training	576		2,005	
Event monitoring	-		900	
	<u> </u>	26,737	<u> </u>	111,615
Staff costs				
Wages	62,154		60,250	
Employers Pensions	1,546		1,448	
Freelance work	3,250		16,007	
Travel	31		9,113	
Staff training	1,294		1,511	
	<u> </u>	68,275	<u> </u>	88,329
Administration				
Room hire	-		160	
Printing and stationery	603		583	
Refreshments	206		935	
Postage	648		225	
Telephone	667		1,073	
General expenses	925		53	
Computer & website expenses	2,027		6,909	
Photocopying	681		949	
Subscriptions	1,076		1,304	
Research costs	(210)		558	
Bad debt	65		65	
	<u> </u>	6,688	<u> </u>	12,814
Marketing and Advertising				
Advertising and marketing	1,369		1,886	
Brochures	2,902		8,759	
Mailing list	236		198	
Posters	-		361	
Tickets	-		18	
	<u> </u>	4,507	<u> </u>	11,222
Grants payable				
Arts Out West Grants	34,311		33,969	
Heron Theatre	600		600	
	<u> </u>	34,911	<u> </u>	34,569
Resources expended carry forward		141,118		258,549

**Highlights Productions
Income and Expenditure Account
for the year ended
31 March 2021**

	31 March 2021		31 March 2020	
	£	£	£	£
RESOURCES EXPENDED (brought forward)		141,118		258,549
Premises and other costs				
Rates and water		328		471
Insurance		1,193		1,193
Repairs and renewals		-		149
Laundry and cleaning		201		506
Equipment rental		-		184
Light and heat		493		1,270
Rent		4,560		3,840
Equipment repairs and renewals		-		-
		<u>6,775</u>		<u>7,613</u>
Interest and charges				
Bank charges		-		13
		<u>-</u>		<u>13</u>
Depreciation				
Equipment		2,561		1,824
		<u>2,561</u>		<u>1,824</u>
		2,561		1,824
Legal and professional				
Accountancy Fee		770		870
		<u>770</u>		<u>870</u>
		770		870
Total Resources Expended		<u>151,224</u>		<u>268,869</u>
Net Incoming / (Outgoing) Resources		<u>33,445</u>		<u>(1,580)</u>