

# NO SIZE FITS ALL PRODUCTIONS LIMITED

England & Wales · Charity number 1117029

## Details

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**Other names** UNLIMITED THEATRE

**Status** Registered

**Legal form** Charitable company

**Company number** [05050868](#)

**Registered** 2006-11-28

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

## Contact

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**Address** Yorkshire Dance  
St. Peters Buildings  
3 St. Peters Square  
Leeds  
LS9 8AH

**Phone** 01138805682

**Email** [unlimited@unlimited.earth](mailto:unlimited@unlimited.earth)

**Website** [www.unlimited.earth](http://www.unlimited.earth)

## Activities

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**Objects:** TO ADVANCE EDUCATION FOR THE PUBLIC BENEFIT BY THE PROMOTION OF THE ARTS, IN PARTICULAR BUT NOT EXCLUSIVELY THE ART OF DRAMA.

**Activities:** We are committed to pushing marginalized voices centre stage and exploring how personal experience can illuminate a wider debate. We produce and tour intelligent, new theatre that is funny, subversive and optimistic. Our aims are underpinned with a programme of education and outreach work that widens participation while empowering and developing the creative potential of those who participate.

## Classification

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

## Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE, NATIONAL AND OVERSEAS.
- Throughout England And Wales

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£26,215	£51,589	-	-
2024-03-31	£357,976	£416,107	-	-
2023-03-31	£301,698	£291,936	-	-
2022-03-31	£197,546	£199,732	-	-
2021-03-31	£235,689	£221,358	-	-

## Trustees

Name	Role	Appointed
<b>DAVID CHARLES ALEXANDER NICHOLSON</b>	Chair	2013-06-06
Dermot Daly		2025-06-02
Nicola Jane Wildin		2020-08-05
Peter Robinson		2017-06-14
Philippa Isabel Hough		2022-04-26

**NO SIZE FITS ALL PRODUCTIONS LIMITED**

England & Wales - Charity number 1117029

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# Accounts

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**Company Registration Number 05050868**

**Registered Charity Number 1117029**

**NO SIZE FITS ALL PRODUCTIONS LTD  
TRADING AS UNLIMITED THEATRE**  
(A COMPANY LIMITED BY GUARANTEE)

**REPORT AND ACCOUNTS**  
**For the year ending 31 March 2025**

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT**

*For the year ended 31 March 2025*

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

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered Charity Name</b>	No Size Fits All Productions Limited
<b>Charity registration number</b>	1117029
<b>Company registration number</b>	05050868
<b>Registered office</b>	Yorkshire Dance, 3 St Peter's Square, Leeds LS9 8AH

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of No Size Fits All Productions Limited during the period and to the date of signing this report are as follows:

Dermot Daly	- Appointed 2 June 2025
Philippa Hough	
Nicola Miles-Wildin	
David Nicholson	
Peter Robinson	
Tania Mahmoud	- Resigned 30 October 2024

**Company Secretary** Sarah Oliver-Webb

**Independent Examiner** Pete O'Hara FCA, Chartered Accountant, 26 La Sagesse,  
Jesmond, Newcastle upon Tyne NE2 3AF

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
*For the year ended 31 March 2025***

**CHAIR'S STATEMENT**

The Board of Trustees present this report as an accurate representation of the company's activities and work. The 2024/25 period marked the first full year of implementation under Unlimited's new artist support legacy model, and I am pleased to report that significant progress has been made in both delivery and sustainability of our activity. Whilst the outlook for sustained funding remains a challenging one, we are convinced of the need to provide this support to artists and aware of the unique value that Unlimited brings to this space.

We have successfully delivered two funding rounds, continually learning and streamlining our processes to enhance efficiency and quality in future activity. We are pleased to offer robust support to artists while capturing clear evidence of demand and impact of this largely unstructured funding opportunity.

Led by our freelance Programme Manager, the Board of Trustees has developed and begun implementing a new fundraising and development strategy tailored to the revised support model. This strategy embraces a diverse range of grant opportunities and seeks to foster new partnerships to support the future delivery of artist-centred work. Getting increased funding involves significant work for limited chances of success, and we are grateful for the work done by the team to ensure that all applications are of a high standard and have the best chance of success.

Importantly, the structure of the support model allows for critical reflection and financial planning ahead of each funding round. We have also been mindful of running costs, ensuring that the majority of funds are directed toward artist activity.

The unAwards programme lies at the heart of our new approach, creating inclusive opportunities for emerging and mid-career companies of artists. With a focus on collaboration, experimentation, and inclusivity—particularly for organisations based in the North of England—unAwards was initially structured around three unique strands: Starting Out – supporting early career artists with vital equipment purchases to enhance their practice or organisational capacity; unLab – providing retreat-style funding for artists to explore and imagine new projects collaboratively; and unLock – enabling mid-career artists to secure further backing for ambitious projects ready for final production.

Whilst this first round was successful in terms of the number of high calibre applicants across the three awards, we realised that the demand was centred around unLab, and the unique offering of time for artists to work, create and collaborate together. The second round concentrated funds in this area, whilst still offering support for largely projects in the science space.

Whilst the challenging funding environment has made it difficult for both unLock recipients to get matched funding, we remain committed to these exciting projects and look forward to what Ransack and Polite Rebellion will produce.

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*For the year ended 31 March 2025***

**CHAIR'S STATEMENT (CONTINUED)**

In a significant and symbolic act this year, we transferred ownership of Unlimited's archive collection to the Brotherton Library at the University of Leeds. Curated with support from artist Alex Kelly, the archive spans 27 years of live performance work. We are proud that this collection will be preserved and made publicly accessible in the city where Unlimited began its journey in 1997.

Looking to the future, Trustees have endorsed a plan to evolve the unAwards programme into a more structured, scalable project delivery model. This will include enhanced wraparound support, responding directly to the clear demand evidenced in the initial rounds. Our fundraising strategy is now focused on securing the resources necessary for this expanded vision.

We remain committed to managing risk with agility and care, ensuring that Unlimited can continue to support artists with purpose, creativity, and integrity in the years ahead.

On behalf of the Board of Trustees, I would like to thank all of our freelance team, those who have helped with panel conversations, partners, funders and supporters who make this work possible. Our mission continues to fuel a vibrant, inclusive, and resilient future for performance in the UK.



David Nicholson  
Chair of Unlimited Theatre June 2025

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TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
*For the year ended 31 March 2025***

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

No Size Fits All Productions Limited is a charitable company limited by guarantee, incorporated on 20 February 2004, registered in England and Wales under company number 05050868 and governed by its memorandum and articles of association. The charity was registered with the Charity Commission on 28 November 2006 under charity number 1117029.

The Directors of the company are also Trustees of the charity.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

**Charitable Purpose, Aims & Objectives**

No Size Fits All Productions Limited's charitable objects are to advance the arts for the public benefit through the promotion of, in particular, but not exclusively, the art of drama.

We are committed to enabling and empowering marginalized voices and the exploration of how personal experience can illuminate wider debate. Through our grant programme *unAwards*, we aim to create more opportunities for emerging and mid-career companies of artists to tell stories and embark on inspirational journeys that they might not otherwise have been able to. In supporting greater collaboration, experimentation and inclusive practice among artists, we are working towards enhancing cultural experiences for wider audiences throughout the UK and internationally.

**Structure and Governance**

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

The Board meets a minimum of four times per year.

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

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TRUSTEES' REPORT  
*For the year ended 31 March 2025***

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

**Recruitment and Appointment of Board of Trustees**

The Trustees of the charity have the authority to appoint new Trustees either to fill a casual vacancy or as additional Board members.

Trustees are elected to the Board based on discussions and recommendations offered by Trustees and outside advisors to the organisation, as well as through a range of advertising channels.

Any Trustee appointed by the Board will retain their office only until the next Annual General Meeting but will then be eligible for re-election.

**Trustee Induction and Training**

New Trustees are given information including a range of resources and publications to support their understanding of the charity's activities, including the latest annual report and accounts, a full role description and information on current and past productions.

They also have the opportunity to see productions and are kept informed on an ongoing basis around developments in both the theatre and wider charity sectors.

**Organisational Structure**

The Board delegates day-to-day management of the charity and its grant-giving activity to a team of freelance specialists. Core freelance roles are Programme Manager, General Manager and Digital Communications Manager. Additional freelance support for charitable activities is contracted as required.

**Risk Management**

The Trustees of the charity regularly review the major governance, operational and financial risks which the charity faces as part of its annual business planning process and confirm that systems have been established to mitigate these risks.

No Size Fits All Productions Limited has a risk management strategy in place which comprises:

- quarterly update of the Risk Register approved by the Trustees
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place, enshrined in a Financial Controls Policy.

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*For the year ended 31 March 2025***

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

**Risk Management (Cont.)**

The Trustees consider the key specific risk facing the charity at this time and the mitigating actions taken to be as follows:

Sustaining the new artist support model

- Systems have been established following two rounds of funding to improve efficiency and quality of future activity.
- Clear evidence on demand and impact of the grants collated for circulation to existing and prospective supporters.
- Led by the freelance Programme Manager, the Trustees implemented a new fundraising and development strategy unique to the new model which pulls on support from a variety of grant sources and considers new partnership prospects.
- The structure of the artist support activity is set to allow sufficient exploration time and confirmation of income sources ahead of each round.
- Charity running costs have been significantly minimised to maximise funds available for activity.

The Trustees also manage the general financial risks arising by ensuring that:

- Prudent budgets have been set for the next financial year.
- The charity maintains a low-cost base adapted to the new model.
- Management accounts, including a revised projected out-turn for the year, cash flow forecast and a Balance Sheet, are provided to the Trustees on a quarterly basis.
- Contingency plans are in place for the actions which would be taken if income appears unlikely to reach its target.
- Reserves policies have been adopted which provide an appropriate amount of uncommitted reserves which will always enable the charity to meet all its liabilities even if income targets are not achieved.

**Reserves Policy**

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees aim to hold a level of Unrestricted Reserves which enables the charity to have sufficient financial resources to meet various liabilities which would crystalize if essential income targets were not realised and/or it were unable to continue operating. Following the winding down of producing functions and transition to an artist support model, the Trustees estimate that the Unrestricted Reserves required for such purposes amount to approximately £7,300, based upon the equivalent of 3 months of operational/wind down costs.

The charity's total 'free' unrestricted Reserves at 31 March 2025, defined as non-designated, unrestricted funds, net of the value of Fixed Assets are £44,752 (2024: £90,126), thereby providing a modest amount of additional contingency above the optimum level of Unrestricted Reserves to deliver further artist support activity should fundraising efforts be unsuccessful. This policy will be reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

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For the year ended 31 March 2025**

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

**Grant Making Policy**

In 2023/24, the charity began to operate its new grant programme, *unAwards*. Aimed at creating more opportunities for emerging and mid-career companies of artists and enabling greater collaboration, experimentation and inclusive practice, the first round was made up of three award strands each inspired by key moments in Unlimited's history.

The award strands were Starting Out, unLab and unLock. Each focussed on areas recognised as being difficult to fund through existing opportunities and sought to enable creatives and audiences to embark on inspirational journeys that they might not otherwise have been able to. Starting Out was for early career artists working within a producing organisation to buy equipment that would contribute to the development of the organisation or artistic practice, that they otherwise would not be able to afford. unLab was aimed at companies of artists to retreat and begin to imagine their next project. unLock focussed on unlocking further support and/or enhancing an ambitious project that was ready for final production by mid-career artists.

Unlimited's Programme Manager assesses all applications against the grant eligibility criteria and the priorities underpinning each award strand, which for 2023/24 were:

- Organisations of two or more artists with a collaborative approach
- Primary artform is live performance
- Based or working in the North of England
- [unLock only] Sci-art projects with evidence of contribution from science partners

The Programme Manager's assessments are then put to a Decision Panel of diverse and highly experienced cross-sector experts, which prepares a proposal for awards within each strand. The proposal is then forward to the Board of Trustees for review, with recommended grants then reviewed and approved and funding agreements issued.

**The Contribution of Volunteers**

The charity does not currently make significant use of volunteers to support its activities.

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission guidance on public benefit.

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For the year ended 31 March 2025**

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

**Public Benefit (Cont.)**

Historically, the charity delivered projects to both adult and family audiences, exploring subjects which connect the public to contemporary issues and concerns, particularly around science, technology and the future. A significant part of its programme in the past was delivering and supporting work for children and young people, both within mainstream education and without, many of whom have little access to the arts.

This year, the charity focussed on supporting the development and work of other arts and cultural organisations whose activity speaks to these themes and values, demonstrating clear public benefit and an alignment with the charity's aims.

**ACHIEVEMENTS AND PERFORMANCE**

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

unAwards

2024/25 was the first full year under the charity's new artist support legacy model. *unAwards* is a project aimed at creating more opportunities for emerging and mid-career companies of artists which enable greater collaboration, experimentation and inclusive practice. The opportunities prioritise collaborative organisations based and/or operating in the North of England who create live performance to explore and tackle themes of inclusivity. It is made up of three award strands each inspired by key moments in Unlimited's history with a particular focus on areas that are difficult to fund through existing opportunities:

- Starting Out – aimed at early career artists working within a producing organisation to buy equipment that would contribute to the development of the organisation or artistic practice, that they otherwise would not be able to afford.
- unLab - aimed at companies of artists to retreat and begin to imagine their next project.
- unLock – aimed at mid-career artists focussed on unlocking further support and/or enhancing an ambitious project that was ready for final production

Following a Decision Panel meeting in March 2024 and Trustee approval, the beginning of the year saw the announcement of the successful applicants to unAwards' first round:

- Hidden Keileon CIC – awarded £2,500 (Starting Out)
- Part of the Main – awarded £2,498 (Starting Out)
- Mad Friday Productions – awarded £4,350 (unLab)
- Polite Rebellion – awarded £5,000 (unLab)
- Ransack Theatre – awarded £10,000 (unLock)

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*For the year ended 31 March 2025***

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

The second round of unAwards opened in September 2024 and successful applicants were announced in January 2025:

- Proto-type Theater – awarded £4,742.20 (unLab)
- The Herd Theatre – awarded £4,910 (unLab)
- Time & Again Theatre Company – awarded £5,000 (unLab)
- Polite Rebellion – awarded £10,000 (unLock)

Payment of both unLock awards are subject to agreed match funding and will be paid out upon confirmation. Until then, the awarded funds are held as designated.

The applications for both rounds were very high in quality and demonstrated a very real and evident need in the industry for access to the grants available. This was especially the case for unLab, receiving a significant majority of total applications.

Archive Collection

Curated and supported by artist Alex Kelly, this year the charity donated ownership of its archive collection to the Brotherton Library, the University of Leeds' home to research collections for languages and the arts. The archive encompasses the creations and inspirations of 27 years of producing and making live performance. The charity is proud for the works to be held and accessible to view where the company first began in 1997.

**Financial Review**

The out-turn for the year is an unrestricted deficit of £25,374 (2024: Deficit of £48,751). The deficit will be deducted from Unrestricted Reserves, leaving a balance on Unrestricted Funds, including Designated Funds, at 31 March 2025 of £64,752.

**PLANS FOR FUTURE PERIODS**

Informed by the outcomes of the two unAwards rounds, a fundraising strategy is being implemented to secure rollout of an evolved version of the awards. Moving towards a project delivery format, the proposed structure responds to evidenced demand and is enhanced with additional wraparound support. Designed to be scalable and responsive in its development, it is hoped the project will secure a financially sustainable future under the charity's new model. The Trustees will continue a regular review of all risks, upholding Unlimited's agile approach to opportunities and threats.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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TRUSTEES' REPORT  
For the year ended 31 March 2025**

**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of No Size Fits All Productions Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Signed on behalf of the Trustees



**David Nicholson  
Trustee  
Company Registration Number 05050868**

**30 July 2025**

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING AS UNLIMITED THEATRE FOR THE YEAR ENDED 31 MARCH 2025**

I hereby report to the Trustees/Members of No Size Fits All Productions Limited (Charity Registration Number 1117029) on the accounts for the year ended 31 March 2025 set out on pages 13 to 22.

## **Responsibilities and Basis of Report**

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

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

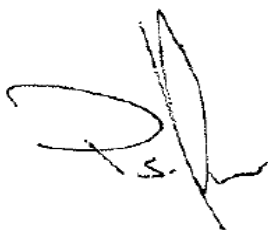
## **Independent Examiner's Statement**

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

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods or principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)).

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



**Pete O'Hara, FCA, Chartered Accountant  
Fellow of the Institute of Chartered Accountants in England & Wales**

26 La Sagesse, Jesmond, Newcastle upon Tyne NE2 3AF

30 July 2025

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
<b>Income</b>					
Income from Investments	3	590	-	590	568
Income from Donations, Grants & Legacies	4	25,615	-	21,615	129,872
Income from Charitable Activities	5	10	-	10	227,536
<b>Total Income</b>		<b>26,215</b>	<b>-</b>	<b>26,215</b>	<b>357,976</b>
<b>Expenditure</b>					
Expenditure on Raising Funds		-	-	-	-
Expenditure on Charitable Activities	6	51,589	-	51,589	416,107
<b>Total Expenditure</b>		<b>51,589</b>	<b>-</b>	<b>51,589</b>	<b>416,107</b>
<b>Net Income/(Expenditure)</b>		<b>(25,374)</b>		<b>(25,374)</b>	<b>(58,131)</b>
Balance brought forward at 1 April		90,126	-	90,126	148,257
<b>Balance carried forward at 31 March</b>	<b>13</b>	<b>£64,752</b>	<b>£-</b>	<b>£64,752</b>	<b>£90,126</b>

The notes on pages 15 to 22 form part of the financial statements.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL POSITION/BALANCE SHEET  
AS AT 31 MARCH 2025**

	Notes	2025 £	2024 £
<b>Fixed Assets</b>			
Tangible Fixed Assets		-	-
<b>Current Assets</b>			
Debtors	10	1,033	4,189
Cash At Bank & In Hand		65,887	87,987
		<hr/> 66,920	<hr/> 92,176
<b>Creditors – Amounts Falling Due Within 1 Year</b>	11	(2,168)	(2,050)
Net Current Assets/(Liabilities)		<hr/> 64,752	<hr/> 90,126
<b>Total Net Assets</b>	12	<hr/> <b>£64,752</b>	<hr/> <b>£90,126</b>
<b>Represented by:</b>			
Unrestricted Funds	13	44,752	90,126
Designated Unrestricted Funds	13	20,000	-
Restricted Funds		-	-
		<hr/> <b>£64,752</b>	<hr/> <b>£90,126</b>

The notes on pages 15 to 22 form part of the financial statements.

The Trustees are satisfied that for the year ended 31 March 2025 the charity was entitled to exemption under section 477(2) of the Companies Act 2006.

The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

(i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and

(ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

**These financial statements were approved and signed by a Member of the Board of Trustees on 30 July 2025.**



**David Nicholson  
Trustee**

**Company Registration Number 05050868**

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting Policies**

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

No Size Fits All Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**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.

There are no significant judgements or estimation uncertainty included within the financial statements.

**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
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Investment income is included when receivable
- Income from charitable trading activity is accounted for when earned
- Theatre Tax Relief income is recognised upon receipt
- Other income is accounted for when receivable.

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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting Policies (Continued)**

**Expenditure**

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Expenditure on raising funds are those costs of seeking potential funders and applying for funding
- Charitable activities include expenditure associated with the planning and delivery of artistic productions and associated activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

**Irrecoverable VAT**

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Operating Leases**

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

**Tangible Fixed Assets and Depreciation**

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT Equipment	– 25% straight line basis
Office Equipment & Fixtures & Fittings	- 25% reducing balance basis
Motor Vehicles	- 25% reducing balance basis

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

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**1. Accounting Policies (Continued)**

**Impairment of Fixed Assets**

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

**Financial Instruments**

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

**Stocks**

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

**Pensions**

No Size Fits All Productions Limited previously contributed to a defined contribution pension scheme. Further details can be found in Note 9.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.

**Fund Accounting**

General Funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated Funds comprise unrestricted funds set aside by the Trustees for a specific purpose.

Restricted Funds reflect income received which a funder or donor requires must be spent on a particular purpose or where funds have been raised for a specific purpose. Such income and associated expenditure is shown as Restricted in the Statement of Financial Activities, whilst any unspent balances at the year-end are carried forward as Restricted Funds.

**Taxation**

No Size Fits All Productions Limited meets the definition required of a charitable company for UK Corporation Tax purposes. Consequently, the company is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied exclusively for charitable purposes.

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**FOR THE YEAR ENDED 31 MARCH 2025**

**2. Going Concern**

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity in 2025/26 and for the foreseeable future under a new grant-making model. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**3. Income from Investments**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank Interest Receivable	590	-	590	568
	<b>£590</b>	<b>£-</b>	<b>£590</b>	<b>£568</b>

The 2024 total of £568 was wholly attributable to Unrestricted Funds.

**4. Income from Donations, Grants & Legacies**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Grant Income</b>				
Arts Council England – Transition Fund	-	-	-	98,674
	-	-	-	<b>98,674</b>
<b>Donations</b>	25,615	-	25,615	31,198
	<b>£25,615</b>	<b>£-</b>	<b>£25,615</b>	<b>£129,872</b>

The 2024 total of £129,872 was wholly attributable to Unrestricted Funds.

**5. Income from Charitable Activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Co-Production Fees	-	-	-	96,331
Other Earned Income	10	-	10	877
Theatre Tax Relief	-	-	-	48,518
Venue Fees	-	-	-	81,810
	<b>£10</b>	<b>£-</b>	<b>£10</b>	<b>£227,536</b>

The 2024 total of £227,536 was wholly attributable to Unrestricted Funds.

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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

**6. Expenditure on Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	2025 £	2024 £
<b>Artistic Production/Project Costs</b>				
Grants Awarded	29,000	-	29,000	-
Artists & Actors' Fees	-	-	-	56,242
Marketing & Press	-	-	-	7,576
Production Costs	-	-	-	112,210
Theatre Tax Relief – Partners' Share	-	-	-	20,995
Travel & Accommodation	-	-	-	40,646
	<b>29,000</b>	<b>-</b>	<b>29,000</b>	<b>237,669</b>
<b>Support Costs</b>				
Loss on Disposal of Fixed Assets	-	-	-	4,250
Freelance Core Team	15,400	-	15,400	28,175
Other Overheads	3,115	-	3,115	18,191
Rent & Storage	192	-	192	6,592
Salaries & On Costs	-	-	-	116,021
	<b>18,707</b>	<b>-</b>	<b>18,707</b>	<b>173,229</b>
<b>Governance Costs</b>				
Accountancy, Payroll & Independent Examination	660	-	660	2,300
Legal & Professional Fees	53	-	53	53
Panel Member Fees	2,175	-	2,175	2,250
Trustee Expenses	994	-	994	606
	<b>3,882</b>	<b>-</b>	<b>3,882</b>	<b>5,209</b>
	<b>£51,589</b>	<b>£-</b>	<b>£51,589</b>	<b>£416,107</b>

Of the 2024 total of £416,107, £406,817 was attributable to Unrestricted Funds and £9,290 to Restricted Funds.

**Grants Awarded**

In the year to 31 March 2025, 7 grant award of between £2,498 and £5,000 were made to 7 institutions, totalling £29,000.

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Gross Salary Costs	-	77,618
Redundancy Costs	-	33,489
Employer's National Insurance	-	2,991
Employer's Pension Contributions	-	1,923
	<hr/>	<hr/>
	<b>£-</b>	<b>£116,021</b>

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

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

	<b>2025</b>	<b>2024</b>
	<b>No.</b>	<b>No.</b>
Artistic Production and Support	-	3

Key Management Personnel are defined by the organisation as the senior management team. Remuneration of £Nil (2024: £75,195) was paid to Key Management Personnel in the year.

In the year to 31 March 2025 £175 (2024: £250) was paid to a Trustee, Nickie Miles-Wildin, as an artist for services as a Panel Member for our grant programme.

No other remuneration has been paid to any Trustees/Directors in the year (2024: £Nil).

In the year to 31 March 2025 reimbursement of £96 has been made to 1 Trustee for Travel and Subsistence expenses incurred in respect of their attendance at meetings of the charity (2024: £104 to 1 Trustee).

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**FOR THE YEAR ENDED 31 MARCH 2025**

**9. Pension Scheme**

In the year to 31 March 2024 pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme were held separately from those of the company in a separately administered fund. In the year to 31 March 2024 the charity made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

No contributions were outstanding at 31 March 2025 (2024: £Nil).

**10. Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade Debtors	-	-
Accrued Income	133	3,193
Other Debtors	-	-
Other Taxes & Social Security Costs	-	-
Prepayments	900	996
	<b>£1,033</b>	<b>£4,189</b>

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade Creditors	1,503	250
Other Creditors	5	-
Accruals	660	1,800
	<b>£2,168</b>	<b>£2,050</b>

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

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2025</b>	<b>Total 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Debtors	1,033	-	1,033	4,189
Cash at Bank and In Hand	65,887	-	65,887	87,987
Creditors – Amounts Due Within 1 Year	(2,168)	-	(2,168)	(2,050)
	<b>£64,752</b>	<b>£-</b>	<b>£64,752</b>	<b>£90,126</b>

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

**13. Analysis of Charitable Funds**

	Fund at 1 April 2024 £	Income in Year £	Expended in Year £	Fund at 31 March 2025 £
<b>Unrestricted Funds</b>				
General Funds	90,126	6,215	(51,589)	44,752
Designated Funds – Conditional Grant Awards	-	20,000	-	20,000
<b>Total Unrestricted Funds</b>	<b>90,126</b>	<b>26,215</b>	<b>(51,589)</b>	<b>64,752</b>
<b>Total Funds</b>	<b>£90,126</b>	<b>£26,215</b>	<b>£(51,589)</b>	<b>£64,752</b>

Name of Designated Fund	Description, Nature & Purpose of the Designated Fund
Conditional Grant Awards	Towards the cost of grant awards contingent upon the recipient attracting match funding

**14. Related Party Transactions**

The charity previously had a close working relationship with Arts Council England which is a registered charity and has provided significant project funding which enables the charity to carry out its charitable objectives. In the year to 31 March 2024 grant funding of £98,674 from Arts Council England was recognised in the year.

At 31 March 2025, £Nil was owing from Arts Council England (31 March 2024: £Nil).

**15. Taxation**

The company is a registered charity and no provision is considered necessary for taxation.

**16. Financial Commitments**

Other than conditional grant awards, for which a Designated Fund has been created, no other material financial commitments have been made in respect of future financial periods.

**17. Company Limited by Guarantee**

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are currently 5 members of the company (2024 - 5 members).

**NO SIZE FITS ALL PRODUCTIONS LIMITED**

England & Wales - Charity number 1117029

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# Accounts

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**Company Registration Number 05050868**

**Registered Charity Number 1117029**

**NO SIZE FITS ALL PRODUCTIONS LTD  
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**REPORT AND ACCOUNTS  
For the year ending 31 March 2024**

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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TRUSTEES' REPORT**

*For the year ended 31 March 2024*

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

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered Charity Name</b>	No Size Fits All Productions Limited
<b>Charity registration number</b>	1117029
<b>Company registration number</b>	05050868
<b>Registered office</b>	Yorkshire Dance, 3 St Peter's Square, Leeds LS9 8AH

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of No Size Fits All Productions Limited during the period and to the date of signing this report are as follows:

Caroline Hollick Philippa Hough Nicola Miles-Wildin David Nicholson Peter Robinson Tania Mahmoud	Resigned 30 May 2023
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**Company Secretary** Sarah Oliver-Webb

**Independent Examiner** Mr P O'Hara FCA, Chartered Accountant, 26 La Sagesse,  
Jesmond, Newcastle upon Tyne NE2 3AF

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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TRUSTEES' REPORT  
*For the year ended 31 March 2024***

**CHAIR'S STATEMENT**

The Board of Trustees present this report as an accurate representation of the company's activities and work. Once again it has been a year of change having fully transitioned away from being in Arts Council England's National Portfolio. Throughout this period Unlimited has remained supremely productive, compassionate, and fundamentally upbeat about the impact we still want to have on the world.

The year has seen the final Unlimited productions as, after a phenomenal 27 years producing new work for national and international audiences, we have begun a new chapter to create more opportunities for emerging companies through a set of new grants.

The work this year has been characteristically ambitious in scope and scale, culminating in the wonderful *Ancient Futures*, a collaboration with Upswing which toured towns and cities providing free access to extraordinary performance. The Core Artists also produced work or continued to develop new work, building on the foundations which their association with Unlimited had accelerated. We are excited to see what these talented artists do next.

The *unFinale* was a wonderfully fitting tribute to the work that J and the other Founding and Core Artists have done over the last quarter century, taking place at the starting point for Unlimited: the Workshop Theatre at the University of Leeds. This felt especially poignant given the devastating changes happening to this theatre and across the cultural landscape in Leeds.

The year has also been a period of transitioning to a company that supports other artists and theatre-makers through financial bequests. These grants, named the *unAwards*, are each inspired by key milestones in Unlimited's history and aim to enable greater collaboration, experimentation and inclusive practice for artists and creatives. Details of these awards can be found further down this report, but the connection to the story of Unlimited, and the absolute focus on creating a simplified process for artists to genuinely help them to make art feels like an important activity in our current cultural landscape, and a very 'Unlimited' thing to do.

We have taken steps to ensure financial sustainability for these awards. We continue to hold a healthy level of reserves and work to minimise our overheads. The fund is made up of outstanding reserves and a generous donation from an existing supporter of Unlimited Theatre. We have committed to awarding a minimum of £25,000 in Round 1 and £30,000 in Round 2 across 2024/25, which gives us time to explore ways of growing the fund to deliver more support to more artists. The volume of applications for Round 1 shows that there is a need there for this kind of grassroots funding.

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*For the year ended 31 March 2024***

**CHAIR'S STATEMENT (CONTINUED)**

Unlimited continues to be a fantastically well-run company and we were delighted that Sarah Oliver-Webb, Rachael Abbey and Mark Hollander have been able to continue to support the company through this new phase. Credit also to J as Chief Executive and the whole company for ending a stage of Unlimited's story with such care, diligence and creativity. The care and attention that goes into the preparation of every activity is hugely valued by the Board and we wish everyone much success in whatever they do next.

Our focus as a Board is now fully on how we can sustain the legacy of Unlimited as a pioneer of ambitious, socially engaged and innovative art. We are excited by the potential to continue the charity's ethos into supporting other artists and projects and are keen to ensure that we have the right infrastructure and Trustees to carry the organisation forward into the future.



David Nicholson  
Chair of Unlimited Theatre May 2024

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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TRUSTEES' REPORT  
For the year ended 31 March 2024**

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

No Size Fits All Productions Limited is a charitable company limited by guarantee, incorporated on 20 February 2004, registered in England and Wales under company number 05050868 and governed by its memorandum and articles of association. The charity was registered with the Charity Commission on 28 November 2006 under charity number 1117029.

The Directors of the company are also Trustees of the charity.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

**Charitable Purpose, Aims & Objectives**

No Size Fits All Productions Limited's charitable objects are to advance the arts for the public benefit through the promotion of, in particular, but not exclusively, the art of drama.

We are committed to enabling and empowering marginalized voices and the exploration of how personal experience can illuminate wider debate. Through our grant programme *unAwards*, we aim to create more opportunities for emerging and mid-career companies of artists to tell stories and embark on inspirational journeys that they might not otherwise have been able to. In supporting greater collaboration, experimentation and inclusive practice among artists, we are working towards enhancing cultural experiences for wider audiences throughout the UK and internationally.

**Structure and Governance**

The charity currently has a Board of 5 non-executive Trustees.

The Board meets a minimum of four times per year.

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

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*For the year ended 31 March 2024***

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

**Recruitment and Appointment of Board of Trustees**

The Trustees of the charity have the authority to appoint new Trustees either to fill a casual vacancy or as additional Board members.

Trustees are elected to the Board based on discussions and recommendations offered by Trustees and outside advisors to the organisation, as well as through a range of advertising channels.

Any Trustee appointed by the Board will retain their office only until the next Annual General Meeting but will then be eligible for re-election.

**Trustee Induction and Training**

New Trustees are given information including a range of resources and publications to support their understanding of the charity's activities, including the latest annual report and accounts, a full role description and information on current and past productions.

They also have the opportunity to see productions and are kept informed on an ongoing basis around developments in both the theatre and wider charity sectors.

**Organisational Structure**

The Board delegates day-to-day management of the charity and its grant-giving activity to a team of freelance specialists. Core freelance roles are Fund Manager, General Manager and Digital Communications Manager. Additional freelance support for charitable activities is contracted as required.

**Risk Management**

The Trustees of the charity regularly review the major governance, operational and financial risks which the charity faces as part of its annual business planning process and confirm that systems have been established to mitigate these risks.

No Size Fits All Productions Limited has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- quarterly update of the Risk Register approved by the Trustees
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place, enshrined in a Financial Controls Policy.

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

**Risk Management (Cont.)**

The Trustees consider the key specific risk facing the charity at this time and the mitigating actions taken to be as follows:

Sustaining the new grant-making model

- Systems have been established following the first round of funding to improve efficiency and quality of future rounds.
- Clear evidence on demand and impact of the grants collated for circulation to existing and prospective supporters.
- Led by the freelance Fund Manager, the Trustees are implementing a new fundraising and development strategy unique to the new model which pulls on support from a variety of sources and responds creatively to new partnership prospects.
- The structure of the grant-making process is set to allow sufficient exploration time and confirmation of income sources ahead of each grant round.
- Charity running costs have been significantly minimised to maximise funds available for grants.

The Trustees also manage the general financial risks arising by ensuring that:

- Prudent budgets have been set for the next financial year.
- The charity maintains a low-cost base adapted to the new grant-making model.
- Management accounts, including a revised projected out-turn for the year, cash flow forecast and a Balance Sheet, are provided to the Trustees on a quarterly basis.
- Contingency plans are in place for the actions which would be taken if income appears unlikely to reach its target.
- Reserves policies have been adopted which provide an appropriate amount of uncommitted reserves which will always enable the charity to meet all its liabilities even if income targets are not achieved.

**Reserves Policy**

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees aim to hold a level of Unrestricted Reserves which enables the charity to have sufficient financial resources to meet various liabilities which would crystalize if essential income targets were not realised and/or it were unable to continue operating. Following the winding down of producing functions and transition to a grant-making model, the Trustees estimate that the Unrestricted Reserves required for such purposes amount to approximately £7,300, based upon the equivalent of 3 months of operational/wind down costs.

The charity's total 'free' unrestricted Reserves at 31 March 2024 are £90,126. This is defined as non-designated, unrestricted funds, net of the value of Fixed Assets, thereby providing a modest amount of additional contingency above the optimum level of Unrestricted Reserves. This policy will be reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

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

**Grant Making Policy**

In 2023/24, the charity began to operate its new grant programme, *unAwards*. Aimed at creating more opportunities for emerging and mid-career companies of artists and enabling greater collaboration, experimentation and inclusive practice, the first round was made up of three award strands each inspired by key moments in Unlimited's history.

The award strands were Starting Out, unLab and unLock. Each focussed on areas recognised as being difficult to fund through existing opportunities and sought to enable creatives and audiences to embark on inspirational journeys that they might not otherwise have been able to. Starting Out was for early career artists working within a producing organisation to buy equipment that would contribute to the development of the organisation or artistic practice, that they otherwise would not be able to afford. unLab was aimed at companies of artists to retreat and begin to imagine their next project. unLock focussed on unlocking further support and/or enhancing an ambitious project that was ready for final production by mid-career artists.

Unlimited's Fund Manager assesses all applications against the grant eligibility criteria and the priorities underpinning each award strand, which for 2023/24 were:

- Organisations of two or more artists with a collaborative approach
- Primary artform is live performance
- Based or working in the North of England
- [unLock only] Sci-art projects with evidence of contribution from science partners

The Fund Manager's assessments are then put to a Decision Panel of diverse and highly experienced cross-sector experts, which prepares a proposal for awards within each strand. The proposal is then forward to the Board of Trustees for review, with recommended grants then reviewed and approved and funding agreements issued.

**The Contribution of Volunteers**

The charity does not currently make significant use of volunteers to support its activities.

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission guidance on public benefit.

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

**Public Benefit (Cont.)**

Activity in 2023 continued to focus on high quality theatre performances, delivered in a wide range of settings – from theatres to open air spaces, field festivals and digital space. The work was aimed at both adult and family audiences, exploring subjects which connect the public to contemporary issues and concerns, particularly around science, technology and the future. The charity also remained committed to delivering and supporting work for children and young people and engaged with groups of children, both within mainstream education and without, many of whom have little access to the arts.

In 2024, the charity's focus has shifted to supporting the development and work of other arts and cultural organisations whose activity speaks to these themes and values, demonstrating clear public benefit and an alignment with the charity's aims.

**ACHIEVEMENTS AND PERFORMANCE**

**Financial Review**

The out-turn for the year is an unrestricted deficit of £(48,751) (2023: Surplus £472). The deficit will be deducted from Unrestricted Reserves, leaving a balance on Unrestricted Funds, including Designated Funds, at 31 March 2024 of £90,126.

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

2023/24 was a year of endings and new beginnings for the charity. After 27 years of making and producing, a legacy and new future was imagined for the company as preparations were made for the transition to a new grant-making model.

Over many years the charity has thrived through a strong business model which developed resilience through agility and responsiveness to new opportunities and threats. This model was challenged in 2022, when the charity received news that its regular primary funding from Arts Council England as a National Portfolio Organisation would cease in March 2023.

Supported by the Trustees, Unlimited's team of staff worked hard to secure and deliver an exciting final programme of activity to take place ahead of the transition at the end of 2023. The charity continued to develop Core Artist projects, creating crucial employment opportunities for the freelance workforce. Alongside this, plans were implemented for a gradual winding down of producing functions.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Core Artist Projects

- J Spooner's *Ancient Futures* – co-founder and Chief Executive of Unlimited proceeded with creation and touring of the Afrofuturist outdoor spectacular in collaboration with Vicki Dela Amedume of contemporary circus company Upswing. Blending dance, circus and storytelling with Sound System culture and West African folklore, the production featured new music by grime artist Afrikan Boy and writing by poet and 'Quantum Creative' Oneness Sankara. Following a preview at Newbury Corn Exchange, *Ancient Futures* premiered at Brighton Festival, before touring to Hat Fair (Winchester), Godiva Festival (Coventry), BD: Festival (Bradford), Stockton International Riverside Festival, Greenwich & Docklands International Festival and Millennium Square (Leeds). The show was made possible with support from Without Walls and generous commissioners LEEDS 2023, Greenwich & Docklands International Festival, Brighton Festival, Stockton International Riverside Festival, Coventry City Council and City of Bradford Metropolitan District Council. Creation was supported by 101 Outdoor Arts and with public funding from Arts Council England.
- Rachael Abbey's *Panic Stations!* – queer, Northern, working-class writer, performer and director continued work on the small-scale studio show driven by her fascination of conspiracy theories and the social divides they can provoke. Building on previous R&D and consultation phases, Rachael completed a further phase of development in September 2023 working with Dramaturg/Director Roni Neale. With an early-stage show script, she shared a work-in-progress performance on the Space Shed stage at Unlimited's *unFinale* weekend and later took the show to Leeds Playhouse for Furnace Festival in November. Rachael is exploring partner opportunities for a premiere and tour.
- Jamie Fletcher's *In Good Time* – trans, working class, neurodivergent director and musician, and Artistic Director of Jamie Fletcher & Company continued development of her new mid-scale musical about the trans experience in the UK. The show will be multi-disciplinary in form, incorporating live music, dance, video, animation and puppetry to tell historical and modern-day stories of the diverse experiences of trans people. Following development time in 2023, Jamie is inviting partners to support her in moving the project forward into creation stages.
- Lauren Nicole Whitter's *Anansi The Spider* – Black, working-class performer and Artistic Director of Anansi Theatre Company creates work by and for women of colour. Her participatory project creates new retellings of the Anansi Spider Story, based on the Akan folktale character. Building on learning from development and creative workshops in 2022 and 2023, Lauren's team of creatives prepared a work-in-progress sharing for audiences at the *unFinale* weekend.
- Tyrrell Jones' *Mancave* – Leeds-based political theatre-maker and Artistic Director of Knaïve Theatre worked with designer Hannah Sibai to re-mount his one-to-one performance experience, *Mancave*, for the *unFinale*. Premiering at Latitude Festival in 2022, the installation invites people to playfully reimagine their relationship towards manhood.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Core Artist Projects (Cont.)

- Ali Pidsley's *Speed of Wood* – Yorkshire-based collaborative theatre-maker and Co-founder of Barrel Organ specialising in co-creating work with young people. Ali has been carefully laying the foundations for an art-ecology project exploring what the worlds of collaborative theatre-making and woodland ecology have to learn from each other. He brought *From Little Acorns* to the *unFinale*, a launch event for the longer-term project which seeks to develop a series of skill and knowledge-sharing workshops with theatre-makers, ecologists, scientists and woodland crafts-people, later forming the basis for a live performance piece.

Unlimited Space Agency (UNSA)

UNSA is the charity's longest running project, presenting an exciting mix of performances, interactive experiences and digital learning content. The programme of work has reached thousands of families over the last 13 years with inspiring space science storytelling.

After 6 years of touring to music, science and arts festivals, UNSA's HQ, the Space Shed, took to the road for the final time in 2023. After an appearance at the *unFinale* weekend, the Space Shed returned as the 'Engage Stage' at New Scientist Live in October for its final show. To ensure a legacy and continued benefit to the public, the Space Shed and accompanying equipment was donated to fellow arts charity, Wildworks who are based in Cornwall.

A plan for UNSA's digital content was also implemented as part of the charity's transition. *The Astro Science Challenge* app, an interactive space science adventure for children aged 7-11, was archived and all resources transferred to the website. The website remains live and free to access, enabling children and their families to continue enjoying the challenge. All UNSA broadcasts also remain available to watch on the dedicated YouTube channel.

unFinale

Referenced in the Core Artist Project updates, in September Unlimited hosted the *unFinale*, a celebration of 27 years making shows and events that have delighted, horrified, confused, dismayed, exhilarated and inspired audiences across the world. The event was a weekend of conversation, performance and installations held where Unlimited first began, the University of Leeds' Workshop Theatre.

On the first day, Unlimited's staff team ran *Starting Out: A Practical Symposium*. A day-long livestreamed session centred around sharing the charity's experience and learning on how to run a successful arts organization. Alongside this, a new Resources webpage was launched on the charity's website, sharing free to download financial templates, HR packs and examples of governance documents, policies and plans.

The final day was a unique occasion for Unlimited's past and present to come together for a mix of cabaret, installations, performance pieces, talks and DJ sets. This also marked the announcement of the charity's plans for a new grant programme, *unAwards*, to launch in 2024 and the release of new merchandise for sale on the charity's Teemill shop.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

unAwards

On 1<sup>st</sup> January 2024, applications opened for the charity's new grant programme, *unAwards*. Aimed at creating more opportunities for emerging and mid-career companies of artists and enabling greater collaboration, experimentation and inclusive practice, the first round was made up of three award strands each inspired by key moments in Unlimited's history. Using existing cash reserves and a generous donation from an existing supporter, a total of £25,000 in grant funding was allocated for the first round of *unAwards*, split into five awards of between £2,500 - £10,000 across the three award strands.

The award strands were Starting Out, unLab and unLock. Each focussed on areas recognised as being difficult to fund through existing opportunities and sought to enable creatives and audiences to embark on inspirational journeys that they might not otherwise have been able to. Starting Out was for early career artists working within a producing organisation to buy equipment that would contribute to the development of the organisation or artistic practice, that they otherwise would not be able to afford. unLab was aimed at companies of artists to retreat and begin to imagine their next project. unLock focussed on unlocking further support and/or enhancing an ambitious project that was ready for final production by mid-career artists.

The submission window closed at the end of January, in which time the charity received a total of 58 applications. Unlimited's Fund Manager assessed all applications against the grant eligibility criteria and the priorities underpinning each award strand:

- Organisations of two or more artists with a collaborative approach
- Primary artform is live performance
- Based or working in the North of England
- [unLock only] Sci-art projects with evidence of contribution from science partners

The applications were very high in quality and demonstrated a very real and evident need in the industry for access to the grants available. The Fund Manager's assessments were put to a Decision Panel of seven diverse and highly experienced cross-sector experts. The Panel convened at the end of March 2024 to prepare a proposal for awards within each strand. The proposal was put forward to the Board of Trustees for review, in which a set of recommended grants were approved and it was agreed that funding agreements would be issued in April.

Additional Work

Across the year, the charity also launched a new podcast, *The Unlimited Archives*, sharing recorded interviews with collaborators past and present, and released music from past Unlimited shows on streaming platforms. Conversations also began with the University of Leeds' Brotherton Library on the curation of an Unlimited archive collection.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Talent Development

The charity has had a long-standing commitment to maintaining, and where possible, increasing its support for, and investment in, freelancer workers. In 2023/24 Unlimited again exceeded previous benchmarks with 69 freelancers employed (53 in 2022/23 and 30 in 2021/22). In moving away from a producing model, the charity will endeavour to continue its commitment to supporting freelancers with opportunities created by organisations in receipt of *unAwards* grants.

In the winding down of producing functions and discontinuance of all permanent staff roles in 2023, the focus for talent development in the year was on equipping staff members and Core Artists with the advice, skills and tools they need to further their career outside the organisation. Bespoke outplacement support given included project mentoring, use of equipment, training, qualification courses and career coaching.

Organisational Development

With support from the Arts Council England Transition Fund, Unlimited's Board of Trustees and management team delivered the final programme of activity and wound down producing functions, shifting the charity to a simplified model suitable for grant-giving activity. Executive Producer Alice Massey led on touring activity between April – September, with support from Assistant Producer Javairya Khan and freelance producers. Following creation of Ancient Futures and coordination of the unFinale weekend, Chief Executive & Core Artist J Spooner worked alongside newly appointed Executive Director (previously General Manager) Sarah Oliver-Webb and Trustee Chair David Nicholson to implement a transition plan which saw the cleaning all of company systems and data; donation, sale and recycling of all charity assets and clearance of storage and office units.

The fulfilment of the transition plan laid foundations for an agile and efficient structure, simplified to enable easier running of the charity and maximise the potential of the grant-giving activity. Throughout the transition process, the charity worked with specialists at Counterculture LLP who provided advice on key areas of the process as well as the formation of a new framework for the grant programme, working in alignment with Charity Commission guidance on risk management and due diligence.

In 2024, Unlimited continues to be led by a highly experienced Board of Trustees who are supported by a small team of freelance specialists managing the day-to-day running of the charity and delivery of the grant programme. The freelance team consists of Fund Manager Mark Hollander, General Manager Sarah Oliver-Webb, and Digital Communications Manager Rachael Abbey.

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*For the year ended 31 March 2024***

**PLANS FOR FUTURE PERIODS**

2024/25 will see the announcement and fulfilment of funding agreements as part of the first round of *unAwards*. Informed by self-review and feedback from applicants and Panel Members, the *unAwards* framework will be developed for a second round ahead of the planned launch in autumn 2024. The Trustees aim to bestow grants up to a total of £30,000 within the second round.

Alongside management of the grant rounds, the Board of Trustees and freelance team have allocated time for exploration into further income generation sources which will secure future grant rounds. A fundraising & development strategy will scope out a variety of potential sources, implementing creative initial approaches to private giving, trust and foundation funding, and partnerships. This strategy will be responsive in its development, ultimately seeking to build financial resilience and expand the scale and potential of the grant programme.

The Trustees will continue a regular review of all risks to the charity, upholding Unlimited's agile approach to opportunities and threats.

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For the year ended 31 March 2024**

**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of No Size Fits All Productions Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Signed on behalf of the Trustees



**David Nicholson  
Trustee  
Company Registration Number 05050868**

**22 July 2024**

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING AS UNLIMITED THEATRE FOR THE YEAR ENDED 31 MARCH 2024**

I hereby report to the Trustees/Members of No Size Fits All Productions Limited (Charity Registration Number 1117029) on the accounts for the year ended 31 March 2024 set out on pages 17 to 29.

## **Responsibilities and Basis of Report**

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

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

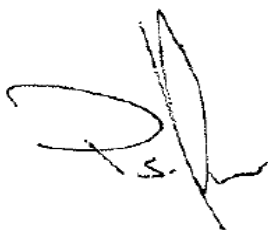
## **Independent Examiner's Statement**

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

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods or principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)).

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



**Pete O'Hara, FCA, Chartered Accountant  
Fellow of the Institute of Chartered Accountants in England & Wales**

26 La Sagesse, Jesmond, Newcastle upon Tyne NE2 3AF

22 July 2024

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
**TRADING AS UNLIMITED THEATRE**  
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**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
<b>Income</b>					
Income from Investments	3	568	-	568	170
Income from Donations, Grants & Legacies	4	129,872	-	129,872	170,493
Income from Charitable Activities	5	227,536	-	227,536	131,035
<b>Total Income</b>		<b>357,976</b>	<b>-</b>	<b>357,976</b>	<b>301,698</b>
<b>Expenditure</b>					
Expenditure on Raising Funds	6	-	-	-	2,702
Expenditure on Charitable Activities	7	406,817	9,290	416,107	289,234
<b>Total Expenditure</b>		<b>406,817</b>	<b>9,290</b>	<b>416,107</b>	<b>291,936</b>
<b>Net Income/(Expenditure)</b>		<b>(48,841)</b>	<b>(9,290)</b>	<b>(58,131)</b>	<b>9,762</b>
Balance brought forward at 1 April		138,967	9,290	148,257	138,495
<b>Balance carried forward at 31 March</b>	<b>16</b>	<b>£90,126</b>	<b>£-</b>	<b>£90,126</b>	<b>£148,257</b>

The notes on pages 19 to 29 form part of the financial statements.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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STATEMENT OF FINANCIAL POSITION/BALANCE SHEET  
AS AT 31 MARCH 2024**

	Notes	2024 £	2023 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	11	-	7,341
<b>Current Assets</b>			
Stocks	12	-	-
Debtors	13	4,189	46,859
Cash At Bank & In Hand		87,987	133,709
		<u>92,176</u>	<u>180,568</u>
<b>Creditors – Amounts Falling Due Within 1 Year</b>	14	(2,050)	(39,652)
Net Current Assets/(Liabilities)		<u>90,126</u>	<u>140,916</u>
<b>Total Net Assets</b>	15	<u><b>£90,126</b></u>	<u><b>£148,257</b></u>
<b>Represented by:</b>			
Unrestricted Funds	16	90,126	88,967
Designated Unrestricted Funds	16	-	50,000
Restricted Funds	16	-	9,290
		<u><b>£90,126</b></u>	<u><b>£148,257</b></u>

The notes on pages 19 to 29 form part of the financial statements.

The Trustees are satisfied that for the year ended 31 March 2024 the charity was entitled to exemption under section 477(2) of the Companies Act 2006.

The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

(i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and

(ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

**These financial statements were approved and signed by a Member of the Board of Trustees on 22 July 2024.**



**David Nicholson  
Trustee**

**Company Registration Number 05050868**

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
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**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**1. Accounting Policies**

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

No Size Fits All Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**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.

There are no significant judgements or estimation uncertainty included within the financial statements.

**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
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Investment income is included when receivable
- Income from charitable trading activity is accounted for when earned
- Theatre Tax Relief income is recognised upon receipt
- Other income is accounted for when receivable.

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**1. Accounting Policies (Continued)**

**Expenditure**

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Expenditure on raising funds are those costs of seeking potential funders and applying for funding
- Charitable activities include expenditure associated with the planning and delivery of artistic productions and associated activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

**Irrecoverable VAT**

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Operating Leases**

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

**Tangible Fixed Assets and Depreciation**

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT Equipment	– 25% straight line basis
Office Equipment & Fixtures & Fittings	- 25% reducing balance basis
Motor Vehicles	- 25% reducing balance basis

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

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**1. Accounting Policies (Continued)**

**Impairment of Fixed Assets**

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

**Financial Instruments**

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

**Stocks**

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

**Pensions**

No Size Fits All Productions Limited contributes to a defined contribution pension scheme. Further details can be found in Note 10.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.

**Fund Accounting**

General Funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated Funds comprise unrestricted funds set aside by the Trustees for a specific purpose.

Restricted Funds reflect income received which a funder or donor requires must be spent on a particular purpose or where funds have been raised for a specific purpose. Such income and associated expenditure is shown as Restricted in the Statement of Financial Activities, whilst any unspent balances at the year-end are carried forward as Restricted Funds.

**Taxation**

No Size Fits All Productions Limited meets the definition required of a charitable company for UK Corporation Tax purposes. Consequently, the company is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied exclusively for charitable purposes.

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**FOR THE YEAR ENDED 31 MARCH 2024**

**2. Going Concern**

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity in 2024 and for the foreseeable future under a new grant-making model. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**3. Income from Investments**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank Interest Receivable	568	-	568	170
	<b>£568</b>	<b>£-</b>	<b>£568</b>	<b>£170</b>

The 2023 total of £170 was wholly attributable to Unrestricted Funds.

**4. Income from Donations, Grants & Legacies**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Grant Income</b>				
Arts Council England – National Portfolio Organisation	-	-	-	169,176
Arts Council England – Transition Fund	98,674	-	98,674	-
	<b>98,674</b>	<b>-</b>	<b>98,674</b>	<b>169,176</b>
<b>Donations</b>	31,198	-	31,198	1,317
	<b>£129,872</b>	<b>£-</b>	<b>£129,872</b>	<b>£170,493</b>

The 2023 total of £170,493 was wholly attributable to Unrestricted Funds.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

**5. Income from Charitable Activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Co-Production Fees	96,331	-	96,331	104,320
Other Earned Income	877	-	877	1,929
Theatre Tax Relief	48,518	-	48,518	1,826
Venue Fees	81,810	-	81,810	22,960
	<b>£227,536</b>	<b>£-</b>	<b>£227,536</b>	<b>£131,035</b>

Of the 2023 total of £131,035, £66,236 was attributable to Unrestricted Funds and £64,799 to Restricted Funds.

**6. Expenditure on Raising Funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fundraising Costs	-	-	-	2,702
	<b>£-</b>	<b>£-</b>	<b>£-</b>	<b>£2,702</b>

The 2023 total of £2,702 was wholly attributable to Unrestricted Funds.

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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2024**

**7. Expenditure on Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
<b>Artistic Production/Project Costs</b>				
Artists & Actors' Fees	56,242	-	56,242	47,648
Marketing & Press	7,576	-	7,576	6,941
Production Costs	102,920	9,290	112,210	33,802
Theatre Tax Relief – Partners' Share	20,995	-	20,995	-
Travel & Accommodation	40,646	-	40,646	21,361
	<b>228,379</b>	<b>9,290</b>	<b>237,669</b>	<b>109,752</b>
<b>Support Costs</b>				
Depreciation	-	-	-	3,767
Loss on Disposal of Fixed Assets	4,250	-	4,250	-
Freelance Core Team	28,175	-	28,175	16,300
Other Overheads	18,191	-	18,191	19,930
Rent & Storage	6,592	-	6,592	10,129
Salaries & On Costs	116,021	-	116,021	127,032
	<b>173,229</b>	<b>-</b>	<b>173,229</b>	<b>177,158</b>
<b>Governance Costs</b>				
Accountancy, Payroll & Independent Examination	2,300	-	2,300	1,980
Legal Fees	53	-	53	53
Panel Member Fees	2,250	-	2,250	-
Trustee Expenses	606	-	606	291
	<b>5,209</b>	<b>-</b>	<b>5,209</b>	<b>2,324</b>
	<b>£406,817</b>	<b>£9,290</b>	<b>£416,107</b>	<b>£289,234</b>

Of the 2023 total of £289,234, £233,725 was attributable to Unrestricted Funds and £55,509 to Restricted Funds.

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

	2024 £	2023 £
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Fees – current year	1,440	1,200
Independent Examiner – other services – current year	360	300
Depreciation of owned Tangible Fixed Assets	-	3,767

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

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Gross Salary Costs	77,618	117,479
Redundancy Costs	33,489	-
Employer's National Insurance	2,991	6,777
Employer's Pension Contributions	1,923	2,776
	<b>£116,021</b>	<b>£127,032</b>

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

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

	<b>2024</b>	<b>2023</b>
	<b>No.</b>	<b>No.</b>
Artistic Production and Support	3	3

Key Management Personnel are defined by the organisation as the senior management team. Remuneration of £75,195 (2023: £102,888) was paid to Key Management Personnel in the year.

In the year to 31 March 2024, £250 was paid to a Trustee, Nickie Miles-Wildin, as an artist for services as a Panel Member for our grant programme.

In the year to 31 March 2023, £100 was paid to a Trustee, Nickie Miles-Wildin, for the provision of disability awareness training.

No other remuneration has been paid to any Trustees/Directors in the year (2023: £Nil).

Reimbursement of £104 has been made to 1 Trustee for Travel and Subsistence expenses incurred in respect of their attendance at meetings of the charity (2023: £10 to 1 Trustee).

**10. Pension Scheme**

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. In the year to 31 March 2024 the charity made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

No contributions were outstanding at 31 March 2024 (2023: £Nil).

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**11. Tangible Fixed Assets**

	<b>Furniture &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>			
At 1 April 2023	24,173	6,450	30,623
Additions in year	-	-	-
Disposals	(24,173)	(6,450)	(30,623)
At 31 March 2024	-	-	-
<b>Accumulated Depreciation</b>			
At 1 April 2023	17,980	5,302	23,282
Charge for year	-	-	-
Disposals	(17,980)	(5,302)	(23,282)
At 31 March 2024	-	-	-
<b>Net Book Value</b>			
At 31 March 2024	<b>£-</b>	<b>£-</b>	<b>£-</b>
At 1 April 2023	£6,193	£1,148	£7,341

**12. Stocks**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Merchandise for Resale	-	-
	<b>£-</b>	<b>£-</b>

**13. Debtors**

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade Debtors	-	42,853
Accrued Income	3,193	183
Other Debtors	-	825
Other Taxes & Social Security Costs	-	-
Prepayments	996	2,998
	<b>£4,189</b>	<b>£46,859</b>

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

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Trade Creditors	250	32,793
Income Received In Advance	-	-
Other Taxes & Social Security Costs	-	2,935
Accruals	1,800	3,924
	<b>£2,050</b>	<b>£39,652</b>

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

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2024</b>	<b>Total 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed Assets	-	-	-	7,341
Stocks	-	-	-	-
Debtors	4,189	-	4,189	46,859
Cash at Bank and In Hand	87,987	-	87,987	133,709
Creditors – Amounts Due Within 1 Year	(2,050)	-	(2,050)	(39,652)
	<b>£90,126</b>	<b>£-</b>	<b>£90,126</b>	<b>£148,257</b>

**16. Analysis of Charitable Funds**

	<b>Fund at 1 April 2023</b>	<b>Incoming Resources in Year</b>	<b>Resources Expended in Year</b>	<b>Fund at 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted Funds</b>				
General Funds	88,967	357,976	(356,817)	90,126
Designated Funds – Future Projects	50,000	-	(50,000)	-
<b>Total Unrestricted Funds</b>	<b>138,967</b>	<b>357,976</b>	<b>(406,817)</b>	<b>90,126</b>
<b>Restricted Funds</b>				
Coventry City Council / Without Walls - Ancient Futures	2,739	-	(2,739)	-
Anansi Theatre Company / Arts Council England – Anansi PG	3,852	-	(3,852)	-
Jamie Fletcher / Arts Council England / Sheffield Theatres - Trans Musical	2,699	-	(2,699)	-
<b>Total Restricted Funds</b>	<b>9,290</b>	<b>-</b>	<b>(9,290)</b>	<b>-</b>
<b>Total Funds</b>	<b>£148,257</b>	<b>£357,976</b>	<b>£(416,107)</b>	<b>£90,126</b>

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

<b>Name of Designated Fund</b>	<b>Description, Nature &amp; Purpose of the Designated Fund</b>
Future Projects Fund	Towards the cost of future projects contributing strongly to Unlimited's charitable purpose, including an anniversary celebration programme
<b>Name of Restricted Fund</b>	<b>Description, Nature &amp; Purpose of the Restricted Fund</b>
Coventry City Council / Without Walls - Ancient Futures	Towards the cost of Ancient Futures
Anansi Theatre Company / Arts Council England – Anansi PG	Towards the cost of Anansi The Spider
Jamie Fletcher / Arts Council England / Sheffield Theatres - Trans Musical	Towards the cost of In Good Time, a trans musical

**17. Related Party Transactions**

The charity has a close working relationship with Arts Council England which is a registered charity and has provided significant project funding which enables the charity to carry out its charitable objectives. In total, grant funding of £98,674 (2023: £169,176) from Arts Council England was recognised in the year.

At 31 March 2024, £Nil was owing from Arts Council England (31 March 2023: £Nil).

**18. Taxation**

The company is a registered charity and no provision is considered necessary for taxation.

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**19. Financial Commitments**

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

**20. Company Limited by Guarantee**

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are currently 5 members of the company (2023 - 5 members).

**NO SIZE FITS ALL PRODUCTIONS LIMITED**

England & Wales - Charity number 1117029

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# Accounts

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**Company Registration Number 05050868**

**Registered Charity Number 1117029**

**NO SIZE FITS ALL PRODUCTIONS LTD  
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**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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TRUSTEES' REPORT**

*For the year ended 31 March 2023*

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

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered Charity Name</b>	No Size Fits All Productions Limited
<b>Charity registration number</b>	1117029
<b>Company registration number</b>	05050868
<b>Registered office</b>	Yorkshire Dance, 3 St Peter's Square, Leeds LS9 8AH

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of No Size Fits All Productions Limited during the period and to the date of signing this report are as follows:

Caroline Hollick	Resigned 30 May 2023
Philippa Hough	Appointed 26 April 2022
Nicola Miles-Wildin	
David Nicholson	
Peter Robinson	
Tania Mahmoud	

**Company Secretary** Sarah Webb

**Independent Examiner** Mr P O'Hara FCA, 4 Stoneyhurst Road West, Gosforth,  
Newcastle upon Tyne NE3 1PG

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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TRUSTEES' REPORT**

*For the year ended 31 March 2023*

**CHAIR'S STATEMENT**

The Board of Trustees present this report as an accurate representation of the company's activities and work. It has been common at this point to comment on the challenging context for the company, and, this year, the challenge is an existential one following the impact of being cut from Arts Council England's National Portfolio. Despite this, however, Unlimited has remained supremely productive, compassionate, and fundamentally upbeat.

The past year has been dominated by the Arts Council England (ACE) 2023-26 Investment Programme process. The company worked hard to produce a very strong application which built on the previous successful applications since the inception of the National Portfolio. We were proud that we were making the case not just for outstanding artistic output and audience engagement, but also for artist development; providing a unique opportunity for our five new Core Artists to get the space and support they needed to take their work to new places.

That we were not successful with the application came as a surprise and disappointment. Whilst we recognise the challenges ACE faced in distributing inadequate funds to a larger number of applicants, we were left feeling that the relationship built between ourselves and ACE ended abruptly and without any reasonable explanation. It is to the immense credit of the company that the response was professional and considered, helped in no small part by a long history of prudent financial management. The last few months for the company and Trustees have been difficult and I am immensely proud of the way that all of us have faced into this difficulty to find a way of transitioning that completely fits with the ethos of the company.

Amidst all this the Core Artists have continued to produce imaginative, relevant and engaging work for a wide variety of audiences. From the fabulous collaboration with Upswing on Ancient Futures to the continued R&D work on Anansi The Spider, In Good Time and Panic Stations!, we have demonstrated the value of dedicated development time. It has been a privilege to see these works evolve through the year. The company has also developed innovative work at short notice and with limited resource, for example with Tyrrell creating Mancave for Latitude Festival and Ali running the woodlands workshop for the University of Leeds' Be Curious Festival. The Space Shed also continues to have a huge impact wherever it appears, creating a unique connection between arts and science. In addition to the artistic production, the Trustees have valued the contribution from the Core Artists in Board meetings and company discussions where they have brought passion and new perspectives.

Much of the success artistically is down to the core company who run the organisation on a regular basis. Given the uncertainty created by ACE's decision, it is testament to our employees individually and collectively who have worked tirelessly to deliver on commitments and manage the process of transitioning the company to a post-core-funding future. Every member of the company has stepped up in difficult situations and the Board is delighted that Assistant Producer Javairya has – through her knowledge and experience gained at Unlimited – secured a producing role at Leeds Playhouse. We wish her all the best. The Trustees would also like to thank Holly Close, who provided freelance communications support.

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**CHAIR'S STATEMENT (CONTINUED)**

Unlimited is a fantastically well-run company down in large part to J as Chief Executive and Sarah as Executive Director. The care and attention that goes into the preparation of every activity is hugely valued by the Board. That this diligence has endured beyond any adherence to ACE requirements shows how rooted it is in the Unlimited way. We are supported by an experienced group of Trustees, joined this year by Pippa Hough who brings with her experience of both the science community and grant-giving organisations.

We know the future of Unlimited will be radically different. Without ACE funding the existing production model isn't sustainable to the quality and professionalism we are used to. The process of working out how to adapt to this new reality has been challenging but also hugely rewarding. The capacity and imagination of all involved has been wonderful. As we look forward to a unFINALE event in September our focus is on how we can sustain the legacy of Unlimited as a pioneer of ambitious, socially engaged and innovative art. We are excited by the potential to continue the charity's ethos into supporting other artists and projects.

When I joined the Trustees of Unlimited ten years ago the company was working out how to transport £10,000 in one-pound coins around the country. I knew then that I was joining a company that abounded with audacious optimism. This different way of seeing the world, the ambition to change things for the better, and the care and love that goes into everything that everyone in Unlimited does is a privilege to be a part of. Long may it continue.



David Nicholson  
Chair of Unlimited Theatre June 2023

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TRUSTEES' REPORT  
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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

No Size Fits All Productions Limited is a charitable company limited by guarantee, incorporated on 20 February 2004, registered in England and Wales under company number 05050868 and governed by its memorandum and articles of association. The charity was registered with the Charity Commission on 28 November 2006 under charity number 1117029.

The Directors of the company are also Trustees of the charity.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

**Charitable Purpose, Aims & Objectives**

No Size Fits All Productions Limited's charitable objects are to advance the arts for the public benefit through the promotion of, in particular, but not exclusively, the art of drama.

We are committed to pushing marginalized voices centre-stage and exploring how personal experience can illuminate a wider debate. We produce and tour intelligent, new theatre that is funny, subversive and optimistic. Our aims are underpinned with a programme of education and outreach work that widens participation while empowering and developing the creative potential of those who participate.

The strategies employed to achieve the charity's aims and objectives are to:

- Make, present and tour live performances of inspiring new stories throughout the United Kingdom and internationally
- Seek, create and develop opportunities to also tell these stories in other forms, particularly via the internet, so as to maximise opportunities for audiences to access and experience these stories
- Offer opportunities for emerging and established artists to develop skills and expertise through training and practical production and creative activity
- Reach and offer access to children, students and individuals who might be excluded or have fewer opportunities to engage in artistic and creative opportunities through economic or other practical barriers

**Structure and Governance**

The charity currently has a Board of 5 non-executive Trustees.

The Board meets a minimum of four times per year.

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

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

**Recruitment and Appointment of Board of Trustees**

The Trustees of the charity have the authority to appoint new Trustees either to fill a casual vacancy or as additional Board members.

Trustees are elected to the Board based on discussions and recommendations offered by Trustees and outside advisors to the organisation, as well as through a range of advertising channels.

Any Trustee appointed by the Board will retain their office only until the next Annual General Meeting but will then be eligible for re-election.

**Trustee Induction and Training**

New Trustees are given information including a range of resources and publications to support their understanding of the charity's activities, including the latest annual report and accounts, a full role description and information on current and past productions.

They also have the opportunity to see productions and are kept informed on an ongoing basis around developments in both the theatre and wider charity sectors.

**Organisational Structure**

The Board delegates day-to-day management of the charity to a management team headed by Chief Executive & Core Artist, J Spooner. In addition, there is currently an Executive Producer and Executive Director. The company is led artistically by J and five fellow Core Artists. Other project-specific roles of producers, project managers and creative teams are contracted on a freelance basis, as required.

**Pay Policy for Senior Staff**

The salaries and remuneration of senior management are agreed by the Trustees and set with reference to budgets and by comparison with industry standards.

**Risk Management**

The Trustees of the charity regularly review the major governance, operational and financial risks which the charity faces as part of its annual business planning process and confirm that systems have been established to mitigate these risks.

No Size Fits All Productions Limited has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- quarterly update of the Risk Register approved by the Trustees
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

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

**Risk Management (Cont.)**

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place, enshrined in a Financial Control Policy.

The Trustees consider the key specific risks facing the charity at this time and the mitigating actions taken to be as follows:

Winding down of producing functions and transition to grant-making model

- The wind down schedule for producing functions is being led by the Chief Executive and Executive Director, with oversight from the Chair. Regular progress updates are given for circulation to the Board of Trustees
- The Trustees are undertaking a collaborative exploration of scenarios for grant-making, building a scheme suited to the charity's financial position and reflective of its charitable objectives
- The Trustees and Executive team are working with Counterculture Partnership LLP to manage the transition and establish an impactful grant-making scheme

Embedding a sustainable grant-making model

- Agreed designation of reserves allows a future allocation of funds to a legacy grant pot
- The Trustees intend to structure the grant-making process to allow sufficient exploration time and confirmation of additional income sources which will sustain the grant-making model year-on-year
- Charity costs will be significantly minimised to maximise funds available for grants

The Trustees also manage the general financial risks arising by ensuring that:

- Prudent budgets have been set for the next financial year
- The charity maintains a low cost base adapted to the new grant-making model
- Management accounts, including a revised projected out-turn for the year, cash flow forecast and a Balance Sheet, are provided to the Trustees on a quarterly basis
- Contingency plans are in place for the actions which would be taken if income appears unlikely to reach its target
- Reserves policies have been adopted which provide an appropriate amount of uncommitted reserves which will always enable the charity to meet all its liabilities even if income targets are not achieved
- Potential income streams are diverse and include cross-sector funders

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

**Reserves Policy**

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

In light of the winding down of producing functions and transition to a grant-making model, the Trustees have agreed a Reserves Policy across 2023/24 which adapts periodically as financial resources are used and liabilities minimised. This is a level of Unrestricted Reserves to ensure the charity has sufficient financial resources to meet various liabilities which would crystallise if it were unable to continue operating. The Trustees have calculated this based upon the equivalent of 3 months of operational/wind down costs at the time of closure.

The optimum level of reserves to be held throughout 2023/24:

- Q1: £79,500
- Q2: £76,750
- Q3: £60,600
- Q4: £7,850

Beyond 2023/24 under the new grant-making model, the optimum level of Reserves to be held is predicted to be £7,300.

The charity's total unrestricted Reserves at 31 March 2023 are £138,967. The Trustees agreed in 2020/21 to transfer £40,000 into a designated reserve to enable the development of future projects which strongly meet the charity's objectives. In 2022/23, £4,795 of designated reserves were spent. The Trustees have decided to top up the remaining designated reserves to a total of £50,000 to be used specifically for the finale programme which will happen in September 2023.

The charity's 'free' unrestricted Reserves at 31 March 2023, defined as non-designated unrestricted funds, net of the value of Fixed Assets, are therefore £81,626, thereby providing a modest amount of additional contingency.

This policy will be reviewed by the Trustees on a quarterly basis as part of the charity's budget re-forecasting processes. Beyond 2023/24, it will be reviewed on an annual basis.

**Grant Making Policy**

The charity does not currently engage in grant-making activity but is planning a change in its operating model to become a grant-giving charity in 2024.

**The Contribution of Volunteers**

The charity does not currently make significant use of volunteers within its productions or to support its activities but engaged 2 volunteers in the year at its Space Shed shows.

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

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission guidance on public benefit.

Current activity in 2023 focuses upon high quality theatre performances, delivered in a wide range of settings – from theatres to open air spaces, field festivals and digital space.

The work is aimed at both adult and family audiences, exploring subjects which connect the public to contemporary issues and concerns, particularly around science, technology and the future. The charity also remains committed to delivering and supporting work for children and young people and engages with groups of children, both within mainstream education and without, many of whom have little access to the arts.

**ACHIEVEMENTS AND PERFORMANCE**

**Financial Review**

The out-turn for the year is an unrestricted surplus of £472 (2022: Surplus £7,814). The surplus will be added to Unrestricted Reserves, leaving a balance on Unrestricted Funds, including Designated Funds, at 31 March 2023 of £138,967.

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

2022/23 has been both exciting and challenging for the charity. It marked the first full financial year for the new artistic leadership model, consisting of six Core Artists - Chief Executive J Spooner and five brilliant artistic leaders of the future. Supported by the Trustees, Unlimited worked hard to secure and deliver development opportunities for the Core Artist projects, while also delivering commissioned projects and high-quality Unlimited Space Agency (UNSA) activity for families.

Over many years the charity has thrived through a strong business model which developed resilience through agility and responsiveness to new opportunities and threats. This model was challenged in November 2022, when the charity received news that its regular primary funding from Arts Council England as a National Portfolio Organisation would cease in March 2023.

Despite this, through strong cross-sector partnerships and collaborations, development of Core Artist projects, and therefore crucial employment opportunities for the freelance workforce, were able to proceed and grow.

During this time, the Trustees entered a collaborative process to determine the charity's future options and possibilities. Considering the significant impact of the cut in funding and economic challenges, in February 2023 Unlimited publicly announced the winding down of its producing functions after planned activity in 2023 and the intent to explore a transition to a new grant-making model.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Core Artist Projects

After announcing the new slate of projects led by the charity's newly-formed artistic leadership team in 2021/22, this year saw significant progress in each project's development plans:

- Rachael Abbey's *Panic Stations!* (previously *The Conspiracy Theory Project*) – queer, Northern, working-class writer, performer and director, and Co-Artistic Director of Hull based company, The Roaring Girls, Rachel has been working on the small-scale studio show driven by her fascination of conspiracy theories and the social divides they can provoke. Following research with artists and academics, the show went into Research & Development (R&D) in November 2022 with support from partner venue ARC Stockton. This phase involved engagement with local community groups ahead of a work-in-progress script sharing.
- Jamie Fletcher's *In Good Time* (previously *My Generation*) – trans, working class, neurodivergent director and musician, and Artistic Director of Jamie Fletcher & Company, Jamie specialises in multi-disciplinary performance, musical theatre, and work with socio-political themes. *In Good Time* is a mid-scale musical about the trans experience in the UK. Two phases of R&D for the multi-narrative show were completed in the year at partner venue Sheffield Theatres with support from Arts Council England. The second phase brought together a writer's room of emerging trans writers and creatives, culminating in an early-stage work-in-progress sharing.
- Tyrrell Jones' *The Price of Bread* (previously *The Breadmakers*) – Tyrrell, Leeds-based political theatre-maker and Artistic Director of Knaive Theatre continued his exploration of international collaborations, developing the concept of his show with Jordanian-based writer and storyteller Sally Shalabi and Amman-based dance company Studio 8. Envisioned as an intimate, multi-sensory show, the project spotlight has shifted to the current ecological, human and economic cost of bread production, gaining early interest from creation and touring partners.
- Ali Pidsley's *Speed of Wood* – Yorkshire-based collaborative theatre-maker and Co-founder of Barrel Organ specialising in co-creating work with young people, has been laying the foundations for an art-ecology project exploring what the worlds of collaborative theatre-making and woodland ecology have to learn from each other. Site visits to woodlands around Leeds were completed this year, exploring locations for a series of skill and knowledge-sharing workshops with theatre-makers, ecologists, scientists and woodland crafts-people, which is intended to form the basis for a live performance piece. Linked with development of this project, Ali and singer-songwriter Sam Slatcher delivered Woodlands Workshops for the University of Leeds' Be Curious Festival in May 2022.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Core Artist Projects (Cont.)

- J Spooner's *Ancient Futures* – co-founder and Chief Executive of Unlimited, J furthered development of the Afrofuturist outdoor spectacular in collaboration with Vicki Dela Amedume of contemporary circus company Upswing. Blending dance, circus, music and storytelling, the show is inspired by Sound System culture and West African folklore. Building on previous R&D phases, the creative team held casting workshops before moving into the final phase of development. The show is supported by Without Walls and commissioned by LEEDS 2023; Greenwich and Docklands International Festival; Brighton Festival and Stockton International Riverside Festival. It has also been supported by Coventry City Council and co-commissioned by City of Bradford Metropolitan District Council for BD: Festival.
- Lauren Nicole Whitter's *Anansi The Spider* – Black, working-class performer and Artistic Director of Anansi Theatre Company, Lauren creates work by and for women of colour. This participatory project creates new retellings of the Anansi Spider Story, based on the Akan folktale character. With support from Arts Council England and venue partners ARC Stockton and Derby Theatre, Lauren brought together a talented creative team for two phases of exploratory development in Stockton and Derby, engaging with local womxn of the Global Majority through creative workshops.

Unlimited Space Agency (UNSA)

Touring for UNSA's HQ, The Space Shed, continued in 2022/23. Designed to bring stories of space and science to life for children and families across the UK, The Space Shed landed at Bluedot Festival and Camp Bestival in July 2022, and returned to New Scientist Live in October 2022 to curate and host the programme of activity for their Engage Stage. As well as touring the story of *How I Hacked My Way Into Space*, UNSA's Director of Human Spaceflight also hosted interviews with astronomer Jen Gupta; co-founder of Festival of the Girl Abi Wright; science communicator Dan Plane; science writer and broadcaster Emma Byrne; and cardiologist Rohin Frances.

UNSA digital broadcasts and resources remained free to access for children and their families. A further 500 Cadets joined The Astro Science Challenge and broadcasts on the YouTube channel gained a further 780 views.

Additional work

Through a connection with Chief Executive and Core Artist J Spooner's role as Visiting Scholar at the University of Oxford's Wolfson College, Unlimited were invited to manage a celebration event in June 2022 for the University of Oxford's Science Together Programme. The event was a great success and celebrating the programme's achievements in exploring how local community groups can collaborate with researchers and scientists at the university.

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TRADING AS UNLIMITED THEATRE  
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TRUSTEES' REPORT  
For the year ended 31 March 2023**

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Additional work (Cont.)

In lieu of hosting The Space Shed due to a scheduling clash, long-standing collaborator Latitude Festival invited Core Artist Tyrrell Jones, with support from fellow Core Artist Rachael Abbey, to present his new installation, *Mancave*, at the festival in July 2022. The piece invited participants to playfully reimagine their relationship towards manhood, dreaming about what men could, should and never be.

Talent Development

The charity continued the commitment made during the pandemic to maintaining, and where possible, increase its support for, and investment in, freelance workers. In 2022/23 Unlimited exceeded previous benchmarks with 52 freelancers employed (30 in 2021/22) and 26% of total annual expenditure invested in freelance contracts (21% in 2021/22).

A significant motive for changing Unlimited's artistic leadership model in 2021/22 was to provide development opportunities to emerging leaders of the future. Mentoring for the Core Artists continued in the year, with bespoke support from the staff team on artistic direction, financial management, fundraising, relationship management, operations and business planning.

In addition to this, Trustee Caroline Hollick provided a session for the Core Artists on writing for TV and Trustee Nicola Miles-Wildin ran company-wide training on disability awareness and creative access. The charity also organised company-wide trans awareness training and the General Manager arranged an Easy Read Workshop for the members of the Yorkshire Touring Network. Core Artists Rachael Abbey and Tyrrell Jones were supported to attend the *Freelance Futures* programme and Lauren Nicole Whitter engaged in risk assessment training for youth programmes. The Executive Producer participated in leadership training and attended a session on accessible captioning.

Organisational Development

Following the successful introduction of the new artistic leadership model in 2021/22, this year saw the Core Artists settle into their roles and apply the initial support received into development of their project concepts. Mentoring throughout the year became more specific to the areas each individual required to further their practice and knowledge, and even in some cases open up new opportunities for their career trajectory.

Internal company research, reflection and development progressed with the implementation of initial actions set using Inc Arts' anti-racism toolkit, Unlock, most notably influencing procedures and processes for the R&D phases of Core Artist projects. In September 2022, Unlimited also published its Roadmap to Net Zero, inviting peers, partners and audiences to monitor progress against set milestones, but also to encourage fellow organisations to use the resource as a template for developing their own. The Roadmap gained great recognition and sparked connections with new industry peers. As well as environmental sustainability, the charity's management team continued to engage actively with multiple artist-led and touring company networks to exchange knowledge and discuss other key agendas in the industry such as accessibility, inclusivity, touring models and fundraising.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Organisational Development (Cont.)

Unlimited continued to be led by a highly experienced Board of Trustees and management team: Core Artist & Chief Executive J Spooner worked closely with Executive Producer Alice Massey and General Manager Sarah Webb, supported by Assistant Producer Javairya Khan. The charity welcomed Pippa Hough, Event Producer at the Science Museum Group, to the Board of Trustees. In position of Chair, David Nicholson continued to lead the Trustees in supporting change and growth within the organisation. In October 2022, he facilitated detailed a 360-degree review process for the staff team.

In November 2022, following news of the funding cut from Arts Council England, David guided the Trustees into a careful process of collaborative exploration and consultation to determine the feasible options and opportunities for the charity outside the National Portfolio. Together with Chief Executive J Spooner, three clear scenarios were mapped out. These were explored and discussed in length over a set period of time, including a company-wide Away Day in December 2022. Discussions centred around decision-making that best served the charity's mission and vision, as well as its embedded values and ethos, always seeking to determine the greatest positive impact for its charitable objectives and a legacy that supports artists and the wider sector.

After careful deliberation and consideration for the current climate, the Board of Trustees made the decision that, following completion of committed activity in 2023, Unlimited would close its producing functions and transition to a grant-making model. Following this decision, a successful application was made to Arts Council England's Transition Fund to secure delivery of the final production, *Ancient Futures*, and support the initial stages of the transition between April – October 2023.

**PLANS FOR FUTURE PERIODS**

After a highly successful creation period and opening of *Ancient Futures* in May 2023, the charity is currently focused on delivering a tour over the summer and planning the *unFINALE*: a final programme of special events to take place in Leeds at the end of September 2023 celebrating achievements made over the last 27 years and unveiling the charity's legacy plans under a new grant-making model. The two-day programme focusses on sharing the resources and expertise built up within the company, as well as giving opportunity to each of the Core Artists to present work-in-progress sharings and previews of their projects in development. The event will be live streamed to broaden access.

Following a final landing for The Space Shed at New Scientist Live in October 2023, the charity will implement its strategy for winding down the producing functions, reducing company operations and transitioning to the new model. Supporting the Board of Trustees and Chief Executive in carefully managing this process, General Manager Sarah Webb recently stepped into a new role as Executive Director. To help ensure a smooth transition and administrative shift, the charity is also working closely with consultants at Counterculture Partnership LLP.

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TRUSTEES' REPORT  
For the year ended 31 March 2023**

**PLANS FOR FUTURE PERIODS (CONTINUED)**

Led by Chair David Nicholson, the Trustees are in the process of exploring a wide breadth of opportunities for the grant-making scheme, looking to create a legacy that reflects Unlimited's journey and its strongly held values on providing vital support and resources to the artists and leaders of the future. The Trustees currently intend on bestowing an initial round of grants in 2024, with exploration of further income generation opportunities to secure future rounds of grant-making for years to come. Unlimited's agile and innovative approach to building resources and resilience in the past has made this new and exciting strategy possible for the charity. Following suit, plans under the new model will remain live and responsive to opportunities and threats.

**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of No Size Fits All Productions Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Signed on behalf of the Trustees



**David Nicholson  
Trustee  
Company Registration Number 05050868**

**25 July 2023**

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING AS UNLIMITED THEATRE FOR THE YEAR ENDED 31 MARCH 2023**

I hereby report to the Trustees/Members of No Size Fits All Productions Limited (Charity Registration Number 1117029) on the accounts for the year ended 31 March 2023 set out on pages 16 to 28.

## **Responsibilities and basis of report**

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

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

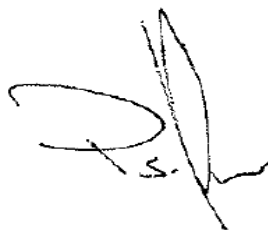
## **Independent Examiner's Statement**

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

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods or principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)).

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



**Pete O'Hara, FCA, Chartered Accountant  
Fellow of the Institute of Chartered Accountants in England & Wales**

4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG

25 July 2023

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
<b>Income</b>					
Income from Investments	3	170	-	170	3
Income from Donations, Grants & Legacies	4	170,493	-	170,493	177,728
Income from Charitable Activities	5	66,236	64,799	131,035	19,815
<b>Total Income</b>		<b>236,899</b>	<b>64,799</b>	<b>301,698</b>	<b>197,546</b>
<b>Expenditure</b>					
Expenditure on Raising Funds	6	2,702	-	2,702	2,180
Expenditure on Charitable Activities	7	233,725	55,509	289,234	197,552
<b>Total Expenditure</b>		<b>236,427</b>	<b>55,509</b>	<b>291,936</b>	<b>199,732</b>
<b>Net Income/(Expenditure)</b>		<b>472</b>	<b>9,290</b>	<b>9,762</b>	<b>(2,186)</b>
Balance brought forward at 1 April		138,495	-	138,495	140,681
<b>Balance carried forward at 31 March</b>	<b>16</b>	<b>£138,967</b>	<b>£9,290</b>	<b>£148,257</b>	<b>£138,495</b>

The notes on pages 18 to 28 form part of the financial statements.

All of the activities of the company are classed as continuing.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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STATEMENT OF FINANCIAL POSITION/BALANCE SHEET  
AS AT 31 MARCH 2023**

	Notes	2023 £	2022 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	11	7,341	10,414
<b>Current Assets</b>			
Stocks	12	-	394
Debtors	13	46,859	5,367
Cash At Bank & In Hand		133,709	128,378
		<u>180,568</u>	<u>134,139</u>
<b>Creditors – Amounts Falling Due Within 1 Year</b>	14	(39,652)	(6,058)
Net Current Assets/(Liabilities)		<u>140,916</u>	<u>128,081</u>
<b>Total Net Assets</b>	15	<u><b>£148,257</b></u>	<u><b>£138,495</b></u>
<b>Represented by:</b>			
Unrestricted Funds	16	88,967	98,495
Designated Unrestricted Funds	16	50,000	40,000
Restricted Funds	16	9,290	-
		<u><b>£148,257</b></u>	<u><b>£138,495</b></u>

The notes on pages 18 to 28 form part of the financial statements.

The Trustees are satisfied that for the year ended 31 March 2023 the charity was entitled to exemption under section 477(2) of the Companies Act 2006.

The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

- (i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

**These financial statements were approved and signed by a Member of the Board of Trustees on 25 July 2023.**



**David Nicholson**  
Trustee  
Company Registration Number 05050868

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**1. Accounting Policies**

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

No Size Fits All Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**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.

There are no significant judgements or estimation uncertainty included within the financial statements.

**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
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Investment income is included when receivable
- Income from charitable trading activity is accounted for when earned
- Theatre Tax Relief income is recognised upon receipt
- Other income is accounted for when receivable.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**1. Accounting Policies (Continued)**

**Expenditure**

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Expenditure on raising funds are those costs of seeking potential funders and applying for funding
- Charitable activities include expenditure associated with the planning and delivery of artistic productions and associated activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

**Irrecoverable VAT**

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Operating Leases**

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

**Tangible Fixed Assets and Depreciation**

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT Equipment	– 25% straight line basis
Office Equipment & Fixtures & Fittings	- 25% reducing balance basis
Motor Vehicles	- 25% reducing balance basis

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

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**1. Accounting Policies (Continued)**

**Impairment of Fixed Assets**

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

**Financial Instruments**

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

**Stocks**

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

**Pensions**

No Size Fits All Productions Limited contributes to a defined contribution pension scheme. Further details can be found in Note 10.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.

**Fund Accounting**

General Funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated Funds comprise unrestricted funds set aside by the Trustees for a specific purpose.

Restricted Funds reflect income received which a funder or donor requires must be spent on a particular purpose or where funds have been raised for a specific purpose. Such income and associated expenditure is shown as Restricted in the Statement of Financial Activities, whilst any unspent balances at the year-end are carried forward as Restricted Funds.

**Taxation**

No Size Fits All Productions Limited meets the definition required of a charitable company for UK Corporation Tax purposes. Consequently, the company is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied exclusively for charitable purposes.

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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**2. Going Concern**

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity in 2023 and for the foreseeable future under a new grant-making model. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**3. Income from Investments**

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
Bank Interest Receivable	170	-	170	3
	<b>£170</b>	<b>£-</b>	<b>£170</b>	<b>£3</b>

The 2022 total of £3 was wholly attributable to Unrestricted Funds.

**4. Income from Donations, Grants & Legacies**

	Unrestricted Funds	Restricted Funds	2023	2022
	£	£	£	£
<b>Grant Income</b>				
Arts Council England – National Portfolio Organisation	169,176	-	169,176	169,176
Coronavirus Job Retention Scheme	-	-	-	2,222
Leeds City Council – Leeds Inspired – Space Shed Micro Tour	-	-	-	2,500
Wade's Charity – Mission To Leeds	-	-	-	3,000
	<b>169,176</b>	<b>-</b>	<b>169,176</b>	<b>176,898</b>
<b>Donations</b>	1,317	-	1,317	830
	<b>£170,493</b>	<b>£-</b>	<b>£170,493</b>	<b>£177,728</b>

Of the 2022 total of £177,728, £172,228 was attributable to Unrestricted Funds and £5,500 to Restricted Funds.

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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**5. Income from Charitable Activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Co-Production Fees	39,521	64,799	104,320	-
Other Earned Income	1,929	-	1,929	206
Theatre Tax Relief	1,826	-	1,826	-
Venue Fees	22,960	-	22,960	19,609
	<b>£66,236</b>	<b>64,799</b>	<b>£131,035</b>	<b>£19,815</b>

The 2022 total of £19,815 was wholly attributable to Unrestricted Funds.

**6. Expenditure on Raising Funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fundraising Costs	2,702	-	2,702	2,180
	<b>£2,702</b>	<b>£-</b>	<b>£2,702</b>	<b>£2,180</b>

The 2022 total of £2,180 was wholly attributable to Unrestricted Funds.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**7. Expenditure on Charitable Activities**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2023 £</b>	<b>Total 2022 £</b>
<b>Artistic Production/Project Costs</b>				
Artists & Actors' Fees	10,875	36,773	47,648	26,091
Marketing & Press	4,000	2,941	6,941	-
Production Costs	31,750	2,052	33,802	5,393
Travel & Accommodation	9,148	12,213	21,361	8,649
	<b>55,773</b>	<b>53,979</b>	<b>109,752</b>	<b>40,133</b>
<b>Support Costs</b>				
Depreciation	3,767	-	3,767	4,568
Freelance Core Team	16,300	-	16,300	6,920
Other Overheads	18,400	1,530	19,930	18,669
Rent & Storage	10,129	-	10,129	9,749
Salaries & On Costs	127,032	-	127,032	115,410
	<b>175,628</b>	<b>1,530</b>	<b>177,158</b>	<b>155,316</b>
<b>Governance Costs</b>				
Accountancy, Payroll & Independent Examination	1,980	-	1,980	1,980
Legal Fees	53	-	53	123
Trustee Expenses	291	-	291	-
	<b>2,324</b>	<b>-</b>	<b>2,324</b>	<b>2,103</b>
	<b>£233,725</b>	<b>£55,509</b>	<b>£289,234</b>	<b>£197,552</b>

Of the 2022 total of £197,552, £182,052 was attributable to Unrestricted Funds and £15,500 to Restricted Funds.

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

	<b>2023 £</b>	<b>2022 £</b>
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Fees – current year	1,200	1,200
Independent Examiner – other services – current year	300	300
Depreciation of owned Tangible Fixed Assets	3,767	4,568

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Gross Salary Costs	117,479	107,055
Employer's National Insurance	6,777	5,892
Employer's Pension Contributions	2,776	2,463
	<b>£127,032</b>	<b>£115,410</b>

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

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

	<b>2023</b>	<b>2022</b>
	<b>No.</b>	<b>No.</b>
Artistic Production and Support	3	3

Key Management Personnel are defined by the organisation as the senior management team. Remuneration of £102,888 (2022: £93,742) was paid to Key Management Personnel in the year.

In the year to 31 March 2023, £100 was paid to a Trustee, Nickie Miles-Wildin, for the provision of disability awareness training.

No other remuneration has been paid to any Trustees/Directors in the year (2022: £Nil).

Reimbursement of £10 has been made to 1 Trustee for Travel and Subsistence expenses incurred in respect of their attendance at meetings of the charity (2022: £Nil).

**10. Pension Scheme**

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. In the year to 31 March 2023 the charity made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

No contributions were outstanding at 31 March 2023 (2022: £Nil).

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

**11. Tangible Fixed Assets**

	<b>Furniture &amp; Equipment £</b>	<b>Motor Vehicles £</b>	<b>Total £</b>
<b>Cost</b>			
At 1 April 2022	42,242	6,450	48,692
Additions in year	1,478	-	1,478
Disposals	(19,547)	-	(19,547)
At 31 March 2023	<u>24,173</u>	<u>6,450</u>	<u>30,623</u>
<b>Accumulated Depreciation</b>			
At 1 April 2022	33,359	4,919	38,278
Charge for year	3,384	383	3,767
Disposals	(18,763)	-	(18,763)
At 31 March 2023	<u>17,980</u>	<u>5,302</u>	<u>23,282</u>
<b>Net Book Value</b>			
At 31 March 2023	<u><b>£6,193</b></u>	<u><b>£1,148</b></u>	<u><b>£7,341</b></u>
At 1 April 2022	<u>£8,883</u>	<u>£1,531</u>	<u>£10,414</u>

**12. Stocks**

	<b>2023 £</b>	<b>2022 £</b>
Merchandise for Resale	-	394
	<u>£-</u>	<u>£394</u>

**13. Debtors**

	<b>2023 £</b>	<b>2022 £</b>
Trade Debtors	42,853	-
Accrued Income	183	60
Other Debtors	825	825
Other Taxes & Social Security Costs	-	945
Prepayments	2,998	3,537
	<u><b>£46,859</b></u>	<u><b>£5,367</b></u>

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**FOR THE YEAR ENDED 31 MARCH 2023**

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

	<b>2023</b>	<b>2022</b>
	£	£
Trade Creditors	32,793	1,296
Income Received In Advance	-	232
Other Taxes & Social Security Costs	2,935	2,669
Accruals	3,924	1,861
	<b>£39,652</b>	<b>£6,058</b>

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

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2023</b>	<b>Total 2022</b>
	£	£	£	£
Fixed Assets	7,341	-	7,341	10,414
Stocks	-	-	-	394
Debtors	34,379	12,480	46,859	5,367
Cash at Bank and In Hand	132,323	1,386	133,709	128,378
Creditors – Amounts Due Within 1 Year	(35,076)	(4,576)	(39,652)	(6,058)
	<b>£138,967</b>	<b>£9,290</b>	<b>£148,257</b>	<b>£138,495</b>

**16. Analysis of Charitable Funds**

	<b>Fund at 1 April 2022</b>	<b>Incoming Resources in Year</b>	<b>Resources Expended in Year</b>	<b>Fund at 31 March 2023</b>
	£	£	£	£
<b>Unrestricted Funds</b>				
General Funds	98,495	222,104	(231,632)	88,967
Designated Funds – Future Projects	40,000	14,795	(4,795)	50,000
<b>Total Unrestricted Funds</b>	<b>138,495</b>	<b>236,899</b>	<b>(236,427)</b>	<b>138,967</b>
<b>Restricted Funds</b>				
Coventry City Council / Without Walls - Ancient Futures	-	20,000	(17,261)	2,739
Anansi Theatre Company / Arts Council England – Anansi PG	-	27,000	(23,148)	3,852
Jamie Fletcher / Arts Council England / Sheffield Theatres - Trans Musical	-	17,799	(15,100)	2,699
<b>Total Restricted Funds</b>	<b>-</b>	<b>64,799</b>	<b>(55,509)</b>	<b>9,290</b>
<b>Total Funds</b>	<b>£138,495</b>	<b>£301,698</b>	<b>£(291,936)</b>	<b>£148,257</b>

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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2023**

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

<b>Name of Designated Fund</b>	<b>Description, Nature &amp; Purpose of the Designated Fund</b>
Future Projects Fund	Towards the cost of future projects contributing strongly to Unlimited's charitable purpose, including an anniversary celebration programme which will happen in September 2023.

<b>Name of Restricted Fund</b>	<b>Description, Nature &amp; Purpose of the Restricted Fund</b>
Coventry City Council / Without Walls - Ancient Futures	Towards the cost of Ancient Futures
Anansi Theatre Company / Arts Council England – Anansi PG	Towards the cost of Anansi The Spider
Jamie Fletcher / Arts Council England / Sheffield Theatres - Trans Musical	Towards the cost of In Good Time, a trans musical

**17. Related Party Transactions**

The charity has a close working relationship with Arts Council England which is a registered charity and has provided significant project funding which enables the charity to carry out its charitable objectives. In total, grant funding of £169,176 (2022: £169,176) from Arts Council England was recognised in the year.

At 31 March 2023, £Nil was owing from Arts Council England (31 March 2022: £Nil).

**18. Taxation**

The company is a registered charity and no provision is considered necessary for taxation.

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**19. Financial Commitments**

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

**20. Company Limited by Guarantee**

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter. There are currently 5 members of the company (2022 - 6 members).

**NO SIZE FITS ALL PRODUCTIONS LIMITED**

England & Wales - Charity number 1117029

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# Accounts

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**Company Registration Number 05050868**

**Registered Charity Number 1117029**

**NO SIZE FITS ALL PRODUCTIONS LTD  
TRADING AS UNLIMITED THEATRE**  
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**REPORT AND ACCOUNTS**  
**For the year ending 31 March 2022**

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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TRUSTEES' REPORT  
*For the year ended 31 March 2022***

The Trustees, who are also Directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2022.

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered Charity Name</b>	No Size Fits All Productions Limited
<b>Charity registration number</b>	1117029
<b>Company registration number</b>	05050868
<b>Registered office</b>	Yorkshire Dance, 3 St Peter's Square, Leeds LS9 8AH

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of No Size Fits All Productions Limited during the period and to the date of signing this report are as follows:

Caroline Hollick	Appointed 26 April 2022
Philippa Hough	
Nicola Miles-Wildin	
David Nicholson	Resigned 11 October 2021
Peter Robinson	
Emma Roe	
Tania Mahmoud	

**Company Secretary** Sarah Webb

**Independent Examiner** Mr P O'Hara FCA, 4 Stoneyhurst Road West, Gosforth,  
Newcastle upon Tyne NE3 1PG

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**CHAIR'S STATEMENT**

The Board of Trustees present this report as an accurate representation of the company's activities and work, acknowledging that these have once again been performed in challenging times as the arts sector and wider society continues to deal with the ongoing uncertainty caused by the global pandemic.

The company has once again maintained its commitment to delivering a high standard of excellence and continued public benefit in line with the company's mission and charitable objectives. This has involved both digital online activity and live events, including touring the Space Shed to areas that don't usually experience live performance, as well as developing new work in collaboration with partner organisations. It is pleasing that this artistic work has once again involved providing opportunities to the freelance network.

The trustees are very proud of the efforts of the company to increase its diversity and develop talent in the wider arts sector through retiring the Artistic Director role and the creation of six new Core Artist roles. All the Trustees are excited about the work that this group will create and welcome the opportunity to expand the impact of the company into new areas, both in terms of subject matter and the potential for audience engagement.

This has been a major structural change for the organisation and one that has been achieved with great care and attention by the operational team. The supporting materials the company have created for inducting people into Unlimited are industry leading. We are committed as a whole company to supporting the experience and creativity of the core artists and recognise that this will involve further change in how we run the organisation.

This expansion of the company has been achieved within existing budgets and once again the company has benefited from strong financial discipline and the strength of collaborative relationships with partners across the UK. The Trustees are pleased with the planning and work around fundraising and recognise that the ambitious plans for the artistic programme rely on bringing increased funds into the company over the next four years.

This year has seen the company plan for the Arts Council England's next National Portfolio Investment Programme. We were truly impressed with the diligence and attention to detail that has gone into this planning process and feel that it will be a very strong application. Once again the company is setting the standard for the industry in co-convening an artist-led National Portfolio Organisations group to plan and deliver a Q&A session to support small companies applying for the investment for the first time.

ACE's Investment Principles now form a core part of the governance of the organisation, and the Trustees have welcomed the opportunity to spend dedicated time with the management team in exploring each Principle and identifying areas of strength and improvement. The Board and staff continue to monitor and manage risk effectively and have invested the company's charitable funds to maximise the realisation of its mission and charitable objects.

Since the previous statement, Chair Emma Roe has stepped down from the Board after leading the company for five years. The Trustees valued Emma's contributions enormously and thank her for her leadership and counsel. We have welcomed new Trustees and continue to explore how we can ensure that the Board represents the whole company and the audiences we serve.

David Nicholson  
Chair of Unlimited Theatre June 2022

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

No Size Fits All Productions Limited is a charitable company limited by guarantee, incorporated on 20 February 2004, registered in England and Wales under company number 05050868 and governed by its memorandum and articles of association. The charity was registered with the Charity Commission on 28 November 2006 under charity number 1117029.

The Directors of the company are also Trustees of the charity.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

**Charitable Purpose, Aims & Objectives**

No Size Fits All Productions Limited's charitable objects are to advance the arts for the public benefit through the promotion of, in particular, but not exclusively, the art of drama.

We are committed to pushing marginalized voices centre-stage and exploring how personal experience can illuminate a wider debate. We produce and tour intelligent, new theatre that is funny, subversive and optimistic. Our aims are underpinned with a programme of education and outreach work that widens participation while empowering and developing the creative potential of those who participate.

The strategies employed to achieve the charity's aims and objectives are to:

- Make, present and tour live performances of inspiring new stories throughout the United Kingdom and internationally
- Seek, create and develop opportunities to also tell these stories in other forms, particularly via the internet, so as to maximise opportunities for audiences to access and experience these stories
- Offer opportunities for emerging and established artists to develop skills and expertise through training and practical production and creative activity
- Reach and offer access to children, students and individuals who might be excluded or have fewer opportunities to engage in artistic and creative opportunities through economic or other practical barriers

**Structure and Governance**

The charity currently has a Board of 6 non-executive Trustees.

The Board meets a minimum of four times per year.

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

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

**Recruitment and Appointment of Board of Trustees**

The Trustees of the charity have the authority to appoint new Trustees either to fill a casual vacancy or to provide additional members.

Trustees are elected to the Board based on discussions and recommendations offered by Trustees and outside advisors to the organisation, as well as through a range of advertising channels.

Any Trustee so appointed will retain their office only until the next Annual General Meeting but will then be eligible for re-election.

**Trustee Induction and Training**

New Trustees are given information including a range of resources and publications to support their understanding of No Size Fits All Productions Limited activities, including the latest annual report and accounts, a full role description and information on current and past productions.

They also have the opportunity to see productions and are kept informed on an ongoing basis around developments in both the theatre and wider charity sectors.

**Organisational Structure**

The Board delegates day-to-day management of the charity to a small team, which is in turn led by a management team headed by the Chief Executive & Core Artist, Jon Spooner. In addition, there is an Executive Producer, General Manager and Assistant Producer. The company is led artistically by Jon and five fellow Core Artists. Other project-specific roles of producers, project managers and creative teams are contracted on a freelance basis, as required.

**Pay Policy for Senior Staff**

The salaries and remuneration of senior management are agreed by the Trustees and set with reference to budgets and by comparison with industry standards.

**Risk Management**

The Trustees of the charity regularly review the major governance, operational and financial risks which the charity faces as part of its annual business planning process and confirm that systems have been established to mitigate these risks.

No Size Fits All Productions Limited has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- quarterly update of the Risk Register approved by the Trustees
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

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

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place, enshrined in a Financial Control Policy.

The Trustees consider the key specific risks facing the charity at this time and the mitigating actions taken to be as follows:

Continuation of primary source of funding and ability to generate grant income:

- Scenario planning for different outcomes of application for continuation of primary source of funding from Arts Council England National Portfolio Organisation Investment Programme
- Working with fundraising specialists to further diversify income streams and develop strength of fundraising applications
- Agreed designation of reserves to ensure we can proceed with and deliver on our charitable aims
- Regular communications with key funders

Impact of Covid-19 on Unlimited Theatre's ability to deliver charitable activities and on income:

- Scenario planning with staff and Trustees, retaining flexibility to ensure adaptability to the Covid-19 recovery timeline
- Flexibility in and regular monitoring of budgets to allow for reduced income and cashflow forecasting, ensuring good financial management through this challenging period
- Agreed designation of reserves to ensure we can proceed with and deliver on our charitable aims
- Regular communications with key funders, commissioners and freelance workers
- Continuation of digital creative activities during periods of restricted social gatherings
- Working with partners to identify particular areas of need in our communities

The Trustees also manage the general financial risks arising by ensuring that:

- Prudent budgets have been set for the next financial year
- The charity maintains a low cost base
- Management accounts, including a revised projected out-turn for the year, cash flow forecast and a Balance Sheet, are provided to the Trustees on a quarterly basis
- Contingency plans are in place for the actions which would be taken if income appears unlikely to reach its target
- Reserves policies have been adopted which provide an appropriate amount of uncommitted reserves which will always enable the charity to meet all its liabilities even if income targets are not achieved
- Potential income streams are diverse and include cross-sector funders

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

**Reserves Policy**

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees aim to firstly hold a level of unrestricted Reserves which enables the charity to have sufficient financial resources to meet various liabilities which would crystallise if its funding were to be withdrawn and/or it were unable to continue operating. At present, the Trustees estimate that the Unrestricted Reserves required for such purposes amount to approximately £55,000, based upon the equivalent of 3 months of operational/wind down costs.

The Trustees then aspire to retain an additional allowance of £10,000 to enable the charity to respond flexibly to issues or appropriate initiatives which might be identified outside of its annual budgeting process.

This might include circumstances in which there is a:

- potential financial risk – for example, enabling progress on a project where contributing funders and partners have not yet been secured
- potential reputational risk in not delivering a project to the scale or quality expected by audiences, beneficiaries and/or stakeholders
- strong argument for investing in a project which might deliver exceptionally strongly on the charity's charitable aims

The optimum level of Reserves held is therefore £65,000.

The charity's total unrestricted Reserves at 31 March 2022 are £138,495, but the Trustees agreed in 2020/21 to transfer £40,000 into a designated reserve to enable the development of future projects which strongly meet Unlimited's charitable objectives.

The charity's 'free' unrestricted Reserves at 31 March 2022, defined as non-designated unrestricted funds, net of the value of Fixed Assets, are therefore £88,081, thereby providing a modest amount of additional contingency.

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

**Grant Making Policy**

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

**The Contribution of Volunteers**

The charity does not currently make significant use of volunteers within its productions or to support its activities but engaged 2 volunteers in the year at its Space Shed shows.

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

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission guidance on public benefit.

Activity focuses upon high quality theatre performances, delivered in a wide range of settings – from theatres and museums to open air spaces, field festivals and digital space.

The work is aimed at both adult and family audiences, exploring subjects which connect the public to contemporary issues and concerns, particularly around science, technology and the future. The charity also remains strongly committed to developing work for children and young people and engages with groups of children, both within mainstream education and without, many of whom have little access to the arts. Development work is underway on projects to be delivered in 2022 and beyond which will engage young people in creative learning around science and technology.

**ACHIEVEMENTS AND PERFORMANCE**

**Financial Review**

The out-turn for the year is an unrestricted surplus of £7,814 (2021: Surplus £11,673). The surplus will be added to Unrestricted Reserves, leaving a balance on Unrestricted Funds, including Designated Funds, at 31 March 2022 of £138,495.

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

2021/22 has been another year of uncertainty and hardship for the sector, but with the hard work of Unlimited's workforce and Trustees, the company continued to thrive due to its strong business model and developed resilience. Unlimited continues to adapt to the changes in landscape caused major world events and remains agile and responsive to new and exciting opportunities.

2021/22 marked radical organisational change for Unlimited Theatre. In response to Co-founder Clare Duffy leaving the company, for the first time in our 24-year history the role of 'Artistic Director' was retired and we introduced a new artistic leadership model made up of six Core Artists – our Chief Executive Jon Spooner and five new brilliant artistic leaders of the future.

We were able to present both live and digital performances and work in development to our audiences and collaborators in 2021/22, providing essential employment opportunities to our freelance workforce. UNSA continued to provide high-quality storytelling and interactive learning experiences to families, and we began development of a new collaboration with contemporary circus specialists Upswing.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Work also began on building the foundations for development of projects by each of the new Core Artists. Across the year we worked hard to further develop our cross-sector partnerships and collaborations to support these projects, seeking organisations and individuals who share our ambition for quality and equality. We continued to develop our practices and invite learning as an anti-racist and inclusive organisation.

**Artistic Programme**

Unlimited Space Agency (UNSA)

After a year of increased digital activity for UNSA in 2020/21, this year The Space Shed, UNSA's mobile HQ, was back out on the road bringing stories of space and science to life for children and families across the UK. The story of *How I Hacked My Way into Space* toured to HOME Manchester's pop-up outdoor venue Homeground; to Bournemouth Arts by The Sea and to five community locations in Leeds as part of our *Mission to Leeds* summer programme. UNSA also hosted a series of talks and activities for Kirklees' textile festival WOVEN and the University of Leeds' Be Curious Festival which took place entirely online.

Interaction with UNSA's astronaut training programme, The Astro Science Challenge, continued throughout the year with all resources created as part of The Astro Science Challenge: LIVE! in 2020 available to access anytime for free. The app was created for children aged 7-11 in collaboration with some of the UK's leading space science organisations, including The Met Office, UK Space Agency and Royal Observatory Greenwich. Across the year, over 300 new Cadets signed up for the challenge.

Core Artist Projects

In 2021/22, we announced a new slate of projects led by our newly-formed artistic leadership team which would form Unlimited's core programme over the next 5 years.

- Rachael Abbey's *The Conspiracy Theory Project* – queer, Northern, working-class writer, performer and director, Co-Artistic Director of Hull based company The Roaring Girls. With Unlimited, Rachael is creating a show driven by her fascination with conspiracy theories and the social divides they can provoke. Myths, hearsay, and misinformation have been rife during the pandemic, as people try to make sense of a rapidly changing world. Where is the point when something goes from being weirdly coincidental to a conspiracy theory, and how can we debunk these myths whilst bringing people back together?
- Jamie Fletcher's *My Generation* – trans, working class, neurodivergent director and musician, Artistic Director of Jamie Fletcher & Company - specialising in multi-disciplinary performance, musical theatre, and work with socio-political themes. With Unlimited, Jamie is developing a mid-scale musical about the trans experience in Britain, designed to be experienced in theatres, non-theatre spaces and online.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

- Tyrrell Jones' *The Breadmakers* – political theatre-maker based in Leeds and working internationally (currently Malaysia & Jordan), Artistic Director of Knaïve Theatre. With Unlimited, Tyrrell is developing *The Breadmakers* in collaboration with Jordanian Storyteller Sally Shalabi and Jordanian dance company Studio 8. This will be an intimate, multisensory theatre show that combines storytelling, dance, three-dimensional sound design and bread-making to take its audience on a journey through the glutenous strands which bind us across space and time.
- Ali Pidsley's *Speed of Wood* – collaborative theatre-maker from Yorkshire specialising in co-creating work with young people, Co-founder, and Co-company Director of Barrel Organ. With Unlimited, Ali will collaborate with woodland communities to explore the relationship between collaborative theatre practice and ecological biology.
- Jon Spooner's *Ancient Futures* – co-founder and Chief Executive of Unlimited. Jon is working on a collaboration with Upswing's Victoria Dela Amedume to create a mid-scale, Afrofuturist, durational event that builds to a spectacular aerial performance.
- Lauren Nicole Whitter's *Anansi Spider Story* – Black, working-class performer and director creating work by and for women of colour. Artistic Director of Anansi Theatre Company. With Unlimited, Lauren will be collaborating with women of colour to develop new retellings of the Anansi Spider story. These plays will be informed by a dual strand of accessible, digital workshops – one focussing on physical theatre and storytelling with community organisations; the other an intensive workshop for theatre-makers, exploring mental health and wellbeing.

The first stage of R&D for *Ancient Futures* (previously titled *Space to Fly*) took place in the autumn of 2021, supported by Blueprint: Without Walls R&D Investment Fund. With a first class design and creative team, the two-week R&D culminated in a livestreamed sharing of progress for established and potential partners and collaborators.

**Talent Development**

The commitment we made in 2020/21 to support our freelance workforce continued in this year. We increased the number of freelancers contracted and matched the percentage of total expenditure on freelance employment compared to previous years and during the pandemic.

Our increased investment in the talent development of our workforce continued. Various members of our staff, freelancers workforce and Board engaged with opportunities in carbon literacy, finance, first aid, HR practices and trustee development. We also invested funds in specialist coaching and consultancy for the Chief Executive during the Core Artist recruitment process.

A vital element of Unlimited's new artistic leadership model was to provide dedicated, tailored training and mentoring to support the development of our Core Artists as leaders of the future. Since joining the company in November, the existing staff team have delivered bespoke information sessions and mentoring for the Core Artists on areas such as company management, leadership, artistic direction, finance, producing, income generation, legal structures, business planning, and policies and procedures.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

**Organisational Development**

The most significant organisational change for Unlimited in 2021/22 was retiring the role of 'Artistic Director' and introducing a new artistic leadership model made up of six Core Artists. This decision was made in close collaboration between the Board of Trustees and staff. It was developed in direct response to the needs of the applying artists, opting for the path of greatest positive impact for the company's charitable aims and legacy, the artists and long-term sector impact.

As part of our response to the pandemic and increasing inequality in our sector and society more broadly, we radically redefined our creative leadership – retiring the role of Artistic Director and recruiting five new artists to join founder Jon Spooner to share the artistic leadership of Unlimited. These five new Core Artists are majority early career and from backgrounds currently under-represented in the arts at senior leadership level. Recognising the crucial stage of development each of our Core Artists is at, Unlimited's existing staff and trustees will nurture and support these artists with dedicated, tailored, training and mentoring – supporting each artist's professional development and the creation of five new commissions.

We continue to be led by a highly experienced management team and Board of Trustees: Core Artist & Chief Executive Jon Spooner works closely with Executive Producer Alice Massey and General Manager Sarah Webb, supported by Assistant Producer Javairya Khan. Our management structures, practices and performance are regularly reviewed throughout the year with the Trustees.

This year we said goodbye to long-standing Trustee and Chair of the Board, Emma Roe. Existing Trustee, David Nicholson, stepped up to the role of Chair and has embraced an opportunity for change and development within the organisation. A process of recruitment of new Trustees began in late 2021, focussing on improvements in representation of voice and of skill on the Board.

In early 2022, the staff team began work on Unlimited's application to Arts Council England's 2023-26 Investment Programme for National Portfolio Organisations. This is currently the primary source of income for Unlimited. As part of the application process, Chief Executive Jon Spooner worked with a network of fellow artist-led National Portfolio Organisations to plan and deliver a Q&A session to support small companies applying for the investment for the first time.

Following a year of reflection, research, learning and action planning in 2020/21 in response to the killing of George Floyd and the powerful reignition of the Black Lives Matter movement, our commitment to being an anti-racist organisation remains strong. We are updating progress against our pledges via the company website and in early 2022 Unlimited's staff team joined a community using the Inc Arts' anti-racism toolkit, Unlock, committing to a set of standards and additional actions to be implemented and achieved in the coming years.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT  
For the year ended 31 March 2022**

**PLANS FOR FUTURE PERIODS**

The company is now focussed on developing and delivering its ambitious artistic programme over the next 5 years. Our application to the next National Portfolio Organisation Investment Programme will have a significant impact on this, for which we will be notified of the outcome in October 2022.

Assuming continuation of recovery from the pandemic, we are planning the following artistic activity in 2022/23:

- Next stage of R&D for *Ancient Futures* in collaboration with Upswing, beginning the dedicated talent development programme for Black artists and technicians planned alongside the production's development, creation and touring.
- Begin R&D for *Anansi Spider Story* working in partnership with ARC Stockton and Derby Theatre.
- Begin R&D for *The Conspiracy Theory Project* working in partnership with ARC Stockton and Leeds Playhouse.
- Where availability permits, continue live touring of the Space Shed to events across the UK.

Alongside this, we also plan to:

- Advance a new strategic partnership with ARC Stockton, establishing a network of venues across the UK to support the development of and provide opportunities for Unlimited's Core Artists, providing ongoing and sustained support for them as artistic leaders of the future. This includes Civic Barnsley, South Street Reading and the Albany Deptford.
- Develop partnerships and secure early-stage development funds to support *The Breadmakers*, *Speed of Wood* and *My Generation*.
- Update Core Artist professional development plans, providing tailored training and mentoring throughout the year.
- Celebrate Unlimited's 25<sup>th</sup> birthday.
- Publish and begin implementation of our Net Zero Roadmap, striving for net zero emissions across all company operations by 2030 at the latest.
- Organise a company Away Day, giving dedicated time to developing communication systems between the Core Artists and Board of Trustees.
- Continue development of inclusive practices, including provision of learning opportunities in trans awareness, disability awareness, creative access and Easy Read formatting.

These plans will remain live and responsive to opportunities and threats. This is still a time of uncertainty with major world events impacting our day-to-day lives and the sustainability of the sector. Utilising our strengths in innovation and agility, we will continue working to diversify our income streams and improve existing ties across science, art and education.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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TRUSTEES' REPORT  
For the year ended 31 March 2022**

**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of No Size Fits All Productions Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Signed on behalf of the Trustees



**David Nicholson  
Trustee  
Company Registration Number 05050868**

**19 July 2022**

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING AS UNLIMITED THEATRE FOR THE YEAR ENDED 31 MARCH 2022**

I hereby report to the Trustees/Members of No Size Fits All Productions Limited (Charity Registration Number 1117029) on the accounts for the year ended 31 March 2022 set out on pages 15 to 26.

## **Responsibilities and basis of report**

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

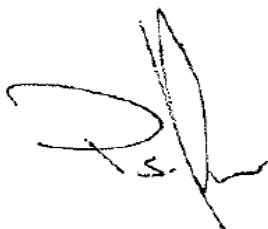
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act').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

## **Independent Examiner's Statement**

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods or principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS102)).

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



**Pete O'Hara, FCA, Chartered Accountant**  
**Fellow of the Institute of Chartered Accountants in England & Wales**  
4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG

19 July 2022

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
<b>Income</b>					
Income from Investments	3	3	-	3	14
Income from Donations, Grants & Legacies	4	172,228	5,500	177,728	195,843
Income from Charitable Activities	5	19,815	-	19,815	39,832
<b>Total Income</b>		<b>192,046</b>	<b>5,500</b>	<b>197,546</b>	<b>235,689</b>
<b>Expenditure</b>					
Expenditure on Raising Funds	6	2,180	-	2,180	1,818
Expenditure on Charitable Activities	7	182,052	15,500	197,552	219,540
<b>Total Expenditure</b>		<b>184,232</b>	<b>15,500</b>	<b>199,732</b>	<b>221,358</b>
<b>Net Income/(Expenditure)</b>		<b>7,814</b>	<b>(10,000)</b>	<b>(2,186)</b>	<b>14,331</b>
Balance brought forward at 1 April		130,681	10,000	140,681	126,350
<b>Balance carried forward at 31 March</b>	<b>16</b>	<b>£138,495</b>	<b>£-</b>	<b>£138,495</b>	<b>£140,681</b>

The notes on pages 17 to 26 form part of the financial statements.

All of the activities of the company are classed as continuing.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL POSITION/BALANCE SHEET  
AS AT 31 MARCH 2022**

	Notes	2022 £	2021 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	11	10,414	13,668
<b>Current Assets</b>			
Stocks	12	394	394
Debtors	13	5,367	7,451
Cash At Bank & In Hand		128,378	123,821
		<u>134,139</u>	<u>131,666</u>
<b>Creditors – Amounts Falling Due Within 1 Year</b>	14	(6,058)	(4,653)
Net Current Assets/(Liabilities)		<u>128,081</u>	<u>127,013</u>
<b>Total Net Assets</b>	15	<u><b>£138,495</b></u>	<u><b>£140,681</b></u>
<b>Represented by:</b>			
Unrestricted Funds	16	98,495	90,681
Designated Unrestricted Funds	16	40,000	40,000
Restricted Funds	16	-	10,000
		<u><b>£138,495</b></u>	<u><b>£140,681</b></u>

The notes on pages 17 to 26 form part of the financial statements.

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

The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

(i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and

(ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

**These financial statements were approved and signed by a Member of the Board of Trustees on 19 July 2022.**



**David Nicholson  
Trustee  
Company Registration Number 05050868**

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
**TRADING AS UNLIMITED THEATRE**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**1. Accounting Policies**

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

No Size Fits All Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**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.

There are no significant judgements or estimation uncertainty included within the financial statements.

**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
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Investment income is included when receivable
- Income from charitable trading activity is accounted for when earned
- Theatre Tax Relief income is recognised upon receipt
- Other income is accounted for when receivable.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1. Accounting Policies (Continued)**

**Expenditure**

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Expenditure on raising funds are those costs of seeking potential funders and applying for funding
- Charitable activities include expenditure associated with the planning and delivery of artistic productions and associated activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

**Irrecoverable VAT**

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Operating Leases**

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

**Tangible Fixed Assets and Depreciation**

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT Equipment	– 25% straight line basis
Office Equipment & Fixtures & Fittings	- 25% reducing balance basis
Motor Vehicles	- 25% reducing balance basis

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

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

**1. Accounting Policies (Continued)**

**Impairment of Fixed Assets**

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

**Financial Instruments**

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

**Stocks**

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

**Pensions**

No Size Fits All Productions Limited contributes to a defined contribution pension scheme. Further details can be found in Note 10.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.

**Fund Accounting**

General Funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated Funds comprise unrestricted funds set aside by the Trustees for a specific purpose.

Restricted Funds reflect income received which a funder or donor requires must be spent on a particular purpose or where funds have been raised for a specific purpose. Such income and associated expenditure is shown as Restricted in the Statement of Financial Activities, whilst any unspent balances at the year-end are carried forward as Restricted Funds.

**Taxation**

No Size Fits All Productions Limited meets the definition required of a charitable company for UK Corporation Tax purposes. Consequently, the company is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied exclusively for charitable purposes.

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
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**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**2. Going Concern**

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**3. Income from Investments**

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Bank Interest Receivable	3	-	3	14
	<b>£3</b>	<b>£-</b>	<b>£3</b>	<b>£14</b>

The 2021 total of £14 was wholly attributable to Unrestricted Funds.

**4. Income from Donations, Grants & Legacies**

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
<b>Grant Income</b>				
Arts Council England – National Portfolio Organisation	169,176	-	169,176	169,176
Blueprint Without Walls R&D Fund - Space To Fly	-	-	-	10,000
Coronavirus Job Retention Scheme	2,222	-	2,222	6,065
Leeds City Council - COVID Support	-	-	-	10,000
Leeds City Council – Leeds Inspired – Space Shed Micro Tour	-	2,500	2,500	-
Wade's Charity – Mission To Leeds	-	3,000	3,000	-
	<b>171,398</b>	<b>5,500</b>	<b>176,898</b>	<b>195,241</b>
<b>Donations</b>	830	-	830	602
	<b>£172,228</b>	<b>£5,500</b>	<b>£177,728</b>	<b>£195,843</b>

Of the 2021 total of £195,843, £179,778 was attributable to Unrestricted Funds and £16,065 to Restricted Funds.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

**5. Income from Charitable Activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Co-Production Fees	-	-	-	525
Merchandise Sales	-	-	-	264
Other Income	206	-	206	52
Theatre Tax Relief	-	-	-	36,698
Training Income	-	-	-	768
Venue Fees	19,609	-	19,609	1,525
	<b>£19,815</b>	<b>£-</b>	<b>£19,815</b>	<b>£39,832</b>

The 2021 total of £39,832 was wholly attributable to Unrestricted Funds.

**6. Expenditure on Raising Funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cost of Sales – Stock Purchases	-	-	-	213
Fundraising Costs	2,180	-	2,180	1,605
	<b>£2,180</b>	<b>£-</b>	<b>£2,180</b>	<b>£1,818</b>

The 2021 total of £1,818 was wholly attributable to Unrestricted Funds.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2022**

**7. Expenditure on Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
<b>Artistic Production/Project Costs</b>				
Artists & Actors' Fees	10,591	15,500	26,091	24,516
Development Costs	-	-	-	5,145
Marketing & Press	-	-	-	170
Production Costs	5,393	-	5,393	26,638
Rents, Studio & Venue Hire	-	-	-	938
Theatre Tax Relief - Partner's Share	-	-	-	12,774
Travel & Accommodation	8,649	-	8,649	3,890
	<b>24,633</b>	<b>15,500</b>	<b>40,133</b>	<b>74,071</b>
<b>Support Costs</b>				
Depreciation	4,568	-	4,568	4,951
Freelance Core Team	6,920	-	6,920	2,695
Other Overheads	18,669	-	18,669	13,897
Rent & Storage	9,749	-	9,749	10,170
Salaries & On Costs	115,410	-	115,410	111,873
	<b>155,316</b>		<b>155,316</b>	<b>143,586</b>
<b>Governance Costs</b>				
Accountancy, Payroll & Independent Examination	1,980	-	1,980	1,830
Legal Fees	123	-	123	53
	<b>2,103</b>	<b>-</b>	<b>2,103</b>	<b>1,883</b>
	<b>£182,052</b>	<b>£15,500</b>	<b>£197,552</b>	<b>£219,540</b>

Of the 2021 total of £219,540, £206,033 was attributable to Unrestricted Funds and £13,507 to Restricted Funds.

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

	2022 £	2021 £
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Fees – current year	1,200	1,200
Independent Examiner – other services – current year	300	-
Depreciation of owned Tangible Fixed Assets	4,568	4,951

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Gross Salary Costs	107,055	103,838
Employer's National Insurance	5,892	5,481
Employer's Pension Contributions	2,463	2,554
	<b>£115,410</b>	<b>£111,873</b>

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

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

	<b>2022</b>	<b>2021</b>
	<b>No</b>	<b>No</b>
Artistic Production and Support	3	3

Key Management Personnel are defined by the organisation as the senior management team. Remuneration of £93,742 (2021: £90,603) was paid to Key Management Personnel in the year.

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

No reimbursement has been made to Trustees for Travel and Subsistence expenses incurred in respect of their attendance at meetings of the charity (2021: £Nil).

**10. Pension Scheme**

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. In the year to 31 March 2022 the charity made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

No contributions were outstanding at 31 March 2022 (2021: £246).

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
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**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

**11. Tangible Fixed Assets**

	<b>Furniture &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Cost</b>			
At 1 April 2021	41,123	6,450	47,573
Additions in year	1,898	-	1,898
Disposals	(779)	-	(779)
At 31 March 2022	42,242	6,450	48,692
<b>Accumulated Depreciation</b>			
At 1 April 2021	29,496	4,409	33,905
Charge for year	4,058	510	4,568
Disposals	(195)	-	(195)
At 31 March 2022	33,359	4,919	38,278
<b>Net Book Value</b>			
At 31 March 2022	<b>£8,883</b>	<b>£1,531</b>	<b>£10,414</b>
At 1 April 2021	£11,627	£2,041	£13,668

**12. Stocks**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Merchandise for Resale	394	394
	<b>£394</b>	<b>£394</b>

**13. Debtors**

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Trade Debtors	-	-
Accrued Income	60	4,086
Other Debtors	825	800
Other Taxes & Social Security Costs	945	913
Prepayments	3,537	1,652
	<b>£5,367</b>	<b>£7,451</b>

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
**TRADING AS UNLIMITED THEATRE**  
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**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**

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

	<b>2022</b>	<b>2021</b>
	£	£
Trade Creditors	1,296	133
Other Creditors	-	246
Income Received In Advance	232	-
Other Taxes & Social Security Costs	2,669	2,441
Accruals	1,861	1,833
	<b>£6,058</b>	<b>£4,653</b>

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

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2022</b>	<b>Total 2021</b>
	£	£	£	£
Fixed Assets	10,414	-	10,414	13,668
Stocks	394	-	394	394
Debtors	5,367	-	5,367	7,451
Cash at Bank and In Hand	128,378	-	128,378	123,821
Creditors – Amounts Due Within 1 Year	(6,058)	-	(6,058)	(4,653)
	<b>£138,495</b>	<b>£-</b>	<b>£138,495</b>	<b>£140,681</b>

**16. Analysis of Charitable Funds**

	<b>Fund at 1 April 2021</b>	<b>Incoming Resources in Year</b>	<b>Resources Expended in Year</b>	<b>Fund at 31 March 2022</b>
	£	£	£	£
<b>Unrestricted Funds</b>				
General Funds	90,681	192,046	(184,232)	98,495
Designated Funds – Future Projects	40,000	-	-	40,000
<b>Total Unrestricted Funds</b>	<b>130,681</b>	<b>192,046</b>	<b>(184,232)</b>	<b>138,495</b>
<b>Restricted Funds</b>				
Blueprint Without Walls R&D Fund - Space To Fly	10,000	-	(10,000)	-
Leeds City Council – Leeds Inspired – Space Shed Micro Tour	-	2,500	(2,500)	-
Wade’s Charity – Mission To Leeds	-	3,000	(3,000)	-
<b>Total Restricted Funds</b>	<b>10,000</b>	<b>5,500</b>	<b>(15,500)</b>	<b>-</b>
<b>Total Funds</b>	<b>£140,681</b>	<b>£197,546</b>	<b>£(199,732)</b>	<b>£138,495</b>

**NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING  
AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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

<b>Name of Designated Fund</b>	<b>Description, Nature &amp; Purpose of the Designated Fund</b>
Future Projects Fund	Towards the cost of future projects contributing strongly to Unlimited's charitable purpose
<b>Name of Restricted Fund</b>	<b>Description, Nature &amp; Purpose of the Restricted Fund</b>
Blueprint: Without Walls R&D Fund – Ancient Futures	Towards the cost of research and development of Ancient Futures (previously Space To Fly)
Leeds City Council – Leeds Inspired – Space Shed Micro Tour	Towards the cost of touring Space Shed
Wade's Charity – Mission To Leeds	Towards the cost of Mission To Leeds

**17. Related Party Transactions**

The charity has a close working relationship with Arts Council England which is a registered charity and has provided significant project funding which enables the charity to carry out its charitable objectives. In total, grant funding of £169,176 (2021: £169,176) from Arts Council England was recognised in the year.

At 31 March 2022, £Nil was owing from Arts Council England (31 March 2021: £Nil).

**18. Taxation**

The company is a registered charity and no provision is considered necessary for taxation.

**19. Financial Commitments**

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

**20. Company Limited by Guarantee**

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter.

There are currently 6 members of the company (2021 - 6 members).

**NO SIZE FITS ALL PRODUCTIONS LIMITED**

England & Wales - Charity number 1117029

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# Accounts

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**Company Registration Number 05050868**

**Registered Charity Number 1117029**

**NO SIZE FITS ALL PRODUCTIONS LTD  
TRADING AS UNLIMITED THEATRE**  
(A COMPANY LIMITED BY GUARANTEE)

**REPORT AND ACCOUNTS**  
**For the year ending 31 March 2021**

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
TRUSTEES' REPORT**

*For the year ended 31 March 2021*

The Trustees, who are also Directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2021.

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered Charity Name</b>	No Size Fits All Productions Limited
<b>Charity registration number</b>	1117029
<b>Company registration number</b>	05050868
<b>Registered office</b>	Yorkshire Dance, 3 St Peter's Square, Leeds LS9 8AH

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of No Size Fits All Productions Limited during the period and to the date of signing this report are as follows:

Alison Andrews	Resigned 4 November 2020
Caroline Hollick	Appointed 23 April 2020
Nicola Miles-Wildin	Appointed 5 August 2020
David Nicholson	
Peter Robinson	
Emma Roe	Resigned 11 October 2021
Tania Mahmoud	Appointed 23 April 2020

**Company Secretary** Sarah Webb

**Independent Examiner** Mr P O'Hara FCA, 4 Stoneyhurst Road West, Gosforth,  
Newcastle upon Tyne NE3 1PG

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
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TRUSTEES' REPORT  
*For the year ended 31 March 2021***

**CHAIR'S STATEMENT**

The Board of Trustees present this report as an accurate representation of the company's activities and work, acknowledging that these have been performed in considerably straitened times, all the while remaining in line with Government restrictions and cognisant of Public Health England's guidance in respect of the global pandemic affecting everyone.

It is a true testament to the resilience and continued commitment of its staff and collaborative network, nurtured over the years, that has seen the company able to adapt and, where possible, find new ways of delivering its work. With this resilience of spirit and dedication of staff and associated collaborators, the company has maintained its commitment to delivering a high standard of excellence and continued public benefit in line with the company's mission and charitable objectives.

The benefit of strong financial discipline in previous years placed the company in a position to both adapt and, indeed, truly expand its reach with its work at a time when other organisations struggled to continue to perform their role in the face of such historic and profound changes. It is a matter of great pride, but no surprise, that this year Unlimited Theatre focused so considerably on supporting others in its network and ensured the continued opportunities for its collaborative and often freelance network, truly living its family spirit and values.

After the changes in staff personnel of last year, this year has seen the true innovative spirit of the company's staff come to the fore as that relatively new team has been required to adapt to production questions never asked of them before. The Trustees, in particular, wish to thank the operational team for their valued and exceptional contribution during such a challenging period.

Whilst the usual four-year cycle of Arts Council England's National Portfolio has been extended, Unlimited remains focused on ensuring its business planning and monitoring remain in line with the ACE's Investment Principles as articulated in the Let's Create strategy paper. The Board and staff continue to monitor and manage risk effectively and have invested the company's charitable funds to maximise the realisation of its mission and charitable objects in a manner which is flexible to the changing times of this year which we must consider likely to be with us to some extent in the coming years. Such risk monitoring and management is a key contribution of the Board of Trustees in giving valued input and governance to the planning, delivering and evaluation of the programme of work, ensuring this is done in line with those Investment Principles.

Further to the work done last year by the Board in applying a new process to the recruitment of additional Board members, this process will continue to be used in the coming year to add new Trustees in a manner which increases the diversity of the Board and seeks to address issues of inadequate representation as well as gaps in our knowledge and skills where possible.

In my last year as Chair of Unlimited, I warmly extend my thanks to all staff, fellow Trustees, partners, funders and supporters in making this very difficult year one in which we can be proud of how Unlimited Theatre has behaved and adapted, one in which we have stood together and supported each other, as well as with those in Unlimited's wider family.

Emma Roe  
Chair of Unlimited Theatre up to April 2021

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
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TRUSTEES' REPORT  
*For the year ended 31 March 2021***

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

No Size Fits All Productions Limited is a charitable company limited by guarantee, incorporated on 20 February 2004, registered in England and Wales under company number 05050868 and governed by its memorandum and articles of association. The charity was registered with the Charity Commission on 28 November 2006 under charity number 1117029.

The Directors of the company are also Trustees of the charity.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

**Charitable Purpose, Aims & Objectives**

No Size Fits All Productions Limited's charitable objects are to advance the arts for the public benefit through the promotion of, in particular, but not exclusively, the art of drama.

We are committed to pushing marginalized voices centre-stage and exploring how personal experience can illuminate a wider debate. We produce and tour intelligent, new theatre that is funny, subversive and optimistic. Our aims are underpinned with a programme of education and outreach work that widens participation while empowering and developing the creative potential of those who participate.

The strategies employed to achieve the charity's aims and objectives are to:

- Make, present and tour live performances of inspiring new stories throughout the United Kingdom and internationally
- Seek, create and develop opportunities to also tell these stories in other forms, particularly via the internet, so as to maximise opportunities for audiences to access and experience these stories
- Offer opportunities for emerging and established artists to develop skills and expertise through training and practical production and creative activity
- Reach and offer access to children, students and individuals who might be excluded or have fewer opportunities to engage in artistic and creative opportunities through economic or other practical barriers

**Structure and Governance**

The charity currently has a Board of 5 non-executive Trustees.

The Board meets a minimum of four times per year.

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

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

**Recruitment and Appointment of Board of Trustees**

The Trustees of the charity have the authority to appoint new Trustees either to fill a casual vacancy or to provide additional members.

Trustees are elected to the Board based on discussions and recommendations offered by Trustees and outside advisors to the organisation, as well as through a range of advertising channels.

Any Trustee so appointed will retain their office only until the next Annual General Meeting but will then be eligible for re-election.

**Trustee Induction and Training**

New Trustees are given information including a range of resources and publications to support their understanding of No Size Fits All Productions Limited activities, including the latest annual report and accounts, a full role description and information on current and past productions.

They also have the opportunity to see productions and are kept informed on an ongoing basis around developments in both the theatre and wider charity sectors.

**Organisational Structure**

The Board delegates day-to-day management of the charity to a small team, which is in turn led by a management team headed by the Artistic Director, Jon Spooner. In addition, there is an Executive Producer, General Manager and Assistant Producer. Other project-specific roles of producers, project managers and creative teams are contracted on a freelance basis, as required.

**Pay Policy for Senior Staff**

The salaries and remuneration of senior management are agreed by the Trustees and set with reference to budgets and by comparison with industry standards.

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

**Risk Management**

The Trustees of the charity regularly review the major governance, operational and financial risks which the charity faces as part of its annual business planning process and confirm that systems have been established to mitigate these risks.

No Size Fits All Productions Limited has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- quarterly update of the Risk Register approved by the Trustees
- the establishment of systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

The Trustees are satisfied that appropriate financial systems and controls and employment policies and practices are in place, enshrined in a Financial Control Policy.

The Trustees consider the key specific risks facing the charity at this time and the mitigating actions taken to be as follows:

Impact of Covid-19 on Unlimited Theatre's ability to deliver charitable activities and on income:

- Scenario planning with staff and Trustees, retaining flexibility to ensure adaptability to the Covid-19 recovery timeline
- Flexibility in and regular monitoring of budgets to allow for reduced income and cashflow forecasting, ensuring good financial management through this challenging period
- Agreed designation of reserves to ensure we can proceed with and deliver on our charitable aims
- Regular communications with key funders, commissioners and freelance workers
- Continuation of digital creative activities during periods of restricted social gatherings
- Working with partners to identify particular areas of need in our communities

The Trustees also manage the general financial risks arising by ensuring that:

- Prudent budgets have been set for the next financial year
- The charity maintains a low cost base
- Management accounts, including a revised projected out-turn for the year, cash flow forecast and a Balance Sheet, are provided to the Trustees on a quarterly basis
- Contingency plans are in place for the actions which would be taken if income appears unlikely to reach its target
- Reserves policies have been adopted which provide an appropriate amount of uncommitted reserves which will always enable the charity to meet all its liabilities even if income targets are not achieved
- Potential income streams are diverse and include cross-sector funders

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

**Reserves Policy**

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees aim to firstly hold a level of unrestricted Reserves which enables the charity to have sufficient financial resources to meet various liabilities which would crystallise if its funding were to be withdrawn and/or it were unable to continue operating. At present, the Trustees estimate that the Unrestricted Reserves required for such purposes amount to approximately £55,000, based upon the equivalent of 3 months of operational/wind down costs.

The Trustees then aspire to retain an additional allowance of £10,000 to enable the charity to respond flexibly to issues or appropriate initiatives which might be identified outside of its annual budgeting process.

This might include circumstances in which there is a:

- potential financial risk – for example, enabling progress on a project where contributing funders and partners have not yet been secured
- potential reputational risk in not delivering a project to the scale or quality expected by audiences, beneficiaries and/or stakeholders
- strong argument for investing in a project which might deliver exceptionally strongly on the charity's charitable aims

The optimum level of Reserves held is therefore £65,000.

The charity's total unrestricted Reserves at 31 March 2021 are £130,681, but the Trustees have agreed to transfer £40,000 into a designated reserve to enable the development of future projects which strongly meet Unlimited's charitable objectives.

The charity's 'free' unrestricted Reserves at 31 March 2021, defined as non-designated unrestricted funds, net of the value of Fixed Assets, are therefore £77,013.

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

**Grant Making Policy**

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

**The Contribution of Volunteers**

The charity has not made use of volunteers within its productions or to support its activities in 2020/21.

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

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2011, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

In developing the objectives for the year, and in planning activities, the Trustees have considered the Charity Commission guidance on public benefit.

Activity focuses upon high quality theatre performances, delivered in a wide range of settings – from theatres and museums to open air spaces, field festivals and digital space.

The work is aimed at both adult and family audiences, exploring subjects which connect the public to contemporary issues and concerns, particularly around science, technology and the future. The charity also remains strongly committed to developing work for children and young people and engages with groups of children, both within mainstream education and without, many of whom have little access to the arts. Development work is underway on projects to be delivered in 2021 and beyond which will engage young people in creative learning around science and technology.

**ACHIEVEMENTS AND PERFORMANCE**

**Financial Review**

The out-turn for the year is an unrestricted surplus of £11,673 (2020: Deficit £37,409). The surplus will be added to Unrestricted Reserves, leaving a balance on Unrestricted Funds, including Designated Funds, at 31 March 2021 of £130,681.

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

With the establishment of a strong business model and developed resilience, Unlimited Theatre was able to adapt and continue to thrive in the face of significant challenges throughout 2020/21. Despite the majority of the industry being forced to close, we remained open and operational, delivering a re-shaped programme of work relevant to audiences in lockdown and laying foundations for new work in the future.

Committing to support our freelance workforce by continuing to create employment opportunities, we achieved a year of high-quality storytelling, interactive learning experiences for families and enhanced digital output reaching new audiences. In addition to this, we developed cross-sector partnerships and collaborations with new organisations and individuals sharing our ambition for quality and equality.

It was also a year of organisational development for the company, building the strength of the newly established staff structure and welcoming new Trustees and freelance practitioners to the wider Unlimited family. Ignited by the killing of George Floyd, we entered a process of reflection and action, guided by the overarching objective to restart company culture and establish Unlimited Theatre as an anti-racist organisation, ensuring equality and inclusivity is embedded across all company processes.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

**Artistic Programme**

At the beginning of the first national lockdown, families in the UK and beyond faced the new challenge of juggling home schooling and working from home. We chose to re-shape our planned programme and prioritise activities that could be delivered in the new context through Unlimited Space Agency, our dedicated strand of work for families and young audiences.

The Astro Science Challenge

In April 2020, UNSA launched The Astro Science Challenge: LIVE!. This was an 8-week live run through of our astronaut training programme, The Astro Science Challenge, which was created for children aged 7-11 in collaboration with some of the UK's most significant space science organisations. The interactive learning experience was accompanied by live broadcasts each week from The (virtual) Space Shed. Over 4,000 children signed up as Cadets for the challenge in 2020-21.

Live from The Space Shed

As part of The Astro Science Challenge: LIVE!, we enhanced our digital offering and introduced a series of live weekly YouTube broadcasts. We worked with organisations such as the European Space Agency, NASA, UK Space Agency and Royal Observatory Greenwich to bring astronauts, flight controllers, astrophysicists and more into the virtual Space Shed to answer questions from our audience. The line-up of guests was carefully curated, paying particular attention to addressing gender and ethnicity inequality in STEM.

After the 8-week live run through of The Astro Science Challenge, we continued the live broadcasts, hosting NASA Administrator Charlie Bolden and Vix Southgate, European Manager for the late astronaut, Al Worden. The latter interview was accompanied by a special Live from The Space Shed bonus podcast episode.

The Space Shed

The Space Shed is UNSA's mobile HQ, designed to bring stories of space and science to life for children. A usual touring year will see The Space Shed travel across the UK reaching around 50,000 young audiences and families. Unfortunately, the pandemic meant that touring plans for 2020/21 had to be postponed or cancelled. UNSA was, however, able to safely deliver one live performance of How I Hacked My Way Into Space to the Holbeck community in July 2020 as part of a wider programme of events across Leeds. The performance was livestreamed, giving families who had engaged with The Astro Science Challenge and Live from The Space Shed the opportunity to see The Space Shed in action.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

Outside of the UNSA umbrella, Unlimited Theatre also focused efforts on:

The Ethics of Progress

2020/21 saw the beginning of development for an updated version of The Ethics of Progress. Originally produced in 2007 with Oxford Playhouse and Leeds Met Studio Theatre, this was Unlimited's highly successful mind-melting, jargon-free, whistle-stop tour of leading-edge Quantum Physics, inspired by conversations with Professor Vlatko Vedral. In 2020, Jon Spooner, Unlimited's Artistic Director and Chief Executive, was invited to re-join Vlatko at Oxford University's Wolfson College as a Visiting Scholar, tasked with helping to tell the story of their work with the Quantum Hub as they try to unify the Classical and Quantum worlds in a 'Theory of Everything'.

In December 2020, Unlimited brought together some of the UK's leading stage, sound, lighting and video designers, and Deaf performer, Duffy, for a week to explore live and online experiences that communicate latest developments in Quantum research. We were able to live stream early ideas from this research to partners, researchers and Unlimited audiences at the end of the week, testing the development of a unique experience for Deaf and hard of hearing audiences.

The Big Data Show

The Big Data Show is a co-production between Unlimited Theatre and Scotland-based Civic Digits. Unlimited Theatre assisted in the development of the production, with support from the Garfield Weston Foundation. Designed in collaboration with renowned technology journalist Rupert Goodwins, the project aims to educate young people across the UK in cyber vulnerability. The two-hour interactive performance is sandwiched between pre- and post-performance workshops delivered in schools. Unfortunately, the pandemic meant that the majority of workshops and all performances had to be cancelled. In response to this, the Civic Digits team quickly adapted and re-shaped The Big Data Show into an online format. Using performance, bespoke mobile gaming and digital tricks, they were able to hold a series of industry sharings and had great success in presenting the new online experience to schools in the UK and overseas.

Guest Talks and Presentations

Our work walks a unique and careful line between science, technology and theatre, and this gives Unlimited a unique specialism. There is growing interest in the relationship between science and art, and therefore an increase in demand for experts across these sectors. In 2020/21, Jon Spooner has continued to engage with requests for guest talks and presentations. This has included a presentation at the Science Presenters Network Conference, a talk for Contact Young Producers and Manchester Climate Change Youth Board, contribution to an e-learning course by the Royal Observatory Greenwich and a special reading of Suzy Orbit for children aged 5-7 as part of the Summer Reading Challenge.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

**Talent Development**

In light of the heightened difficulties faced by freelance practitioners during the pandemic, we made a series of commitments to support our freelance workforce. We honoured all pencilled contracts for work in 2020/21, we spoke individually with each of our freelancers to understand their challenges and how we can help, where possible we shared our resources and gave advice, and we also continued creating employment opportunities, matching and exceeding the number of freelancers hired in the previous year.

We also increased our investment in development opportunities for staff, freelancers and Trustees, boosting the training budget by a further 50%. Training and development opportunities in mental health and wellbeing, anti-racism, marketing, sustainability and unconscious bias were provided.

In addition to this, we continued to support Fragments, a project led by independent producer Anna Turzynski and artist Lily Craig, providing funds, guidance and fundraising assistance to continue their work in providing artistic experiences for older people living with Dementia.

**Organisational Development**

We continue to be led by a highly experienced management team and Board of Trustees: founding member Jon Spooner as Artistic Director and Chief Executive, working closely with Executive Producer Alice Massey and General Manager Sarah Webb, supported by Assistant Producer Javairya Khan. Our management structures, practices and performance are regularly reviewed throughout the year with the Trustees.

In response to the pandemic guidance and for the safety of our staff, the company office at Yorkshire Dance was closed for the year. Remote working systems were already in place at Unlimited with half of the team already working from home before the pandemic, so the team very quickly adapted to this and were able to focus on delivery. With approval from the Trustees, the staff were placed on a short period of flexible furlough in early 2021 during a time of reduced operational activity, but throughout the year remained open and operational.

After great efforts in Trustee recruitment in 2019/20, this year Unlimited welcomed three new Trustees to the Board, Channel 4's Head of Drama, Caroline Hollick, British Council's Cities Programme Lead, Tania Mahmoud and Nickie Miles-Wildin, Associate Director of Graeae Theatre and Co-Artistic Director/CEO of DaDa Fest. The support, wisdom and rigour of the new and existing Trustees has seen Unlimited through a year unlike any other.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

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

**Organisational Development (Cont.)**

An organisational priority throughout the year has been the reflection, research, learning and action planning in response to the killing of George Floyd and the powerful reignition of the Black Lives Matter movement. With support from Sour Lemons through their Zesting programme, Unlimited released a statement in support of the movement and set a series of pledges to mark the beginning of the company's refreshed and ongoing work as an actively anti-racist organisation. These pledges prompted Unlimited to 'restart company culture', including a significant update of the company Equality Policy, creation of a detailed Equality Action Plan for 2021/22 and building a developed induction process for new and existing workforce which not only communicates our company values and expectation for behaviour, but opens dialogue for individuals to discuss their needs and preferences and create a personalised wellness action plan. Progress against our pledges are being recorded and updated publicly on Unlimited's website.

**PLANS FOR FUTURE PERIODS**

As restrictions of the pandemic begin to be lifted, Unlimited is able to provisionally plan the delivery of both online and live work in 2021/22, as well as making arrangements for the development of new projects. As in previous years, the company remains responsive to opportunities and threats, and so the progress with individual project funding and partnerships will determine which projects move up the slate ahead of others.

Unlimited's income is spread across Arts Council England, festival and venue commissions, trusts and foundations, sponsorship, educational establishments and science institutions. While the strength of our business model lies in the diversity of these streams, the company will not be immune to the effects of the pandemic in the longer term, with the most significant impact being on availability of funding from DCMS and other trusts and foundations.

Significant time will be given this year to the long-term future planning of artistic and organisational development in line with our charitable objectives and the Investment Principles laid out in Arts Council England's Let's Create strategy. These plans will work towards and beyond the next investment period and Unlimited's 25<sup>th</sup> birthday in 2023.

Our work in 2021/22 will continue to strengthen our existing relationships and ties across science, art, education and the local Leeds community, our excellent track record in sci-art collaborations to maintain our existing ties with venues and festivals and take advantage of the ever-increasing strength of the outdoor touring circuit.

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**PLANS FOR FUTURE PERIODS (CONTINUED)**

With the current trajectory for recovery from the pandemic, we expect to achieve the following in 2021/22:

- Resume UNSA virtual events and live touring of The Space Shed across the UK, including a micro tour to multiple community areas across Leeds.
- With partners Upswing Aerial, begin development and partner creation of the new show Space To Fly, imagined as a large-scale spectacle, combining circus with theatre and augmented reality that shines a light on untold stories in modern human spaceflight. Initial development of this project is made possible with commission funding through Blueprint: Without Walls R&D Investment Fund.
- Following on from the success of The Astro Science Challenge: LIVE!, plan a pilot of the adventure in schools across Leeds, ahead of plans to launch it nationally to schools in the future.
- Continue development of a new and updated version of The Ethics of Progress.
- Secure partnership and funding for enhanced development of the innovative publishing platform, UNeditions.

In addition to this, we will continue our vital work in restarting company culture, establishing the updated policies, action plans and induction processes with new and existing workforce members. We will also continue to support emerging companies, such as Fragments, and artists through the pandemic recovery with mentoring, fundraising advice and general support.

With founding member, Clare Duffy, leaving the company after 23 years to focus on work with her company Civic Digits, 2021/22 will also see the expansion of the Unlimited team to welcome five new Core Artists. Artistic Director Jon Spooner will also become a fellow Core Artist and continue his role as Chief Executive. As well as introducing new voices into Unlimited's artistic vision, the role is intended to provide the artists with training and mentoring to develop their leadership and company management skills, equipping them with the experience to secure a future for their own companies. The introduction of this new model is an exciting new chapter for the company.

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**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of No Size Fits All Productions Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415A of the Companies Act 2006.

Signed on behalf of the Trustees



**David Nicholson  
Trustee  
company Registration Number 05050868**

**28 October 2021**

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING AS UNLIMITED THEATRE FOR THE YEAR ENDED 31 MARCH 2021**

I hereby report to the Trustees/Members of No Size Fits All Productions Limited (Charity Registration Number 1117029) on the accounts for the year ended 31 March 2021 set out on pages 16 to 27.

## **Responsibilities and basis of report**

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

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

## **Independent Examiner's Statement**

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

1. accounting records were not kept in respect of the company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods or principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial reporting Standard applicable in the UK and Republic of Ireland (FRS102)).

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



**Pete O'Hara, FCA, Chartered Accountant  
Fellow of the Institute of Chartered Accountants in England & Wales**

4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG

28 October 2021

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Income</b>					
Income from Investments	3	14	-	14	71
Income from Donations, Grants & Legacies	4	179,778	16,065	195,843	186,119
Income from Charitable Activities	5	39,832	-	39,832	50,975
<b>Total Income</b>		<b>219,624</b>	<b>16,065</b>	<b>235,689</b>	<b>237,165</b>
<b>Expenditure</b>					
Expenditure on Raising Funds	6	1,818	-	1,818	5,275
Expenditure on Charitable Activities	7	206,033	13,507	219,540	261,857
<b>Total Expenditure</b>		<b>207,851</b>	<b>13,507</b>	<b>221,358</b>	<b>267,132</b>
<b>Net Income/(Expenditure)</b>		<b>11,773</b>	<b>2,558</b>	<b>14,331</b>	<b>(29,967)</b>
Balance brought forward at 1 April		118,908	7,442	126,350	156,317
<b>Balance carried forward at 31 March</b>	<b>16</b>	<b>£130,681</b>	<b>£10,000</b>	<b>£140,681</b>	<b>£126,350</b>

The notes on pages 18 to 27 form part of the financial statements.

All of the activities of the company are classed as continuing.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL POSITION/BALANCE SHEET  
AS AT 31 MARCH 2021**

	Notes	2021 £	2020 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	11	13,668	12,246
<b>Current Assets</b>			
Stocks	12	394	394
Debtors	13	7,451	12,182
Cash At Bank & In Hand		123,821	109,611
		<u>131,666</u>	<u>122,187</u>
<b>Creditors – Amounts Falling Due Within 1 Year</b>	14	(4,653)	(8,083)
Net Current Assets/(Liabilities)		<u>127,013</u>	<u>114,104</u>
<b>Total Net Assets</b>	15	<u><b>£140,681</b></u>	<u><b>£126,350</b></u>
<b>Represented by:</b>			
Unrestricted Funds	16	90,681	118,908
Designated Unrestricted Funds	16	40,000	-
Restricted Funds	16	10,000	7,442
		<u><b>£140,681</b></u>	<u><b>£126,350</b></u>

The notes on pages 18 to 27 form part of the financial statements.

The Trustees are satisfied that for the year ended 31 March 2021 the charity was entitled to exemption under section 477(2) of the Companies Act 2006.

The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

(i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and

(ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

**These financial statements were approved and signed by a Member of the Board of Trustees on 28 October 2021.**



**David Nicholson**  
Trustee  
company Registration Number 05050868

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting Policies**

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

No Size Fits All Productions Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

**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.

There are no significant judgements or estimation uncertainty included within the financial statements.

**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
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant
- Investment income is included when receivable
- Income from charitable trading activity is accounted for when earned
- Theatre Tax Relief income is recognised upon receipt
- Other income is accounted for when receivable.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting Policies (Continued)**

**Expenditure**

All expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

- Expenditure on raising funds are those costs of seeking potential funders and applying for funding
- Charitable activities include expenditure associated with the planning and delivery of artistic productions and associated activities. This includes both the direct costs and support costs relating to these activities.
- Support or Indirect costs are those costs incurred in support of the charitable objectives. These have been allocated to the resources expended on a consistent basis that fairly reflects the true use of those resources within the organisation, such as allocating staff costs by time spent and other costs by their usage.
- Governance costs are those incurred in the governance of the charity and its assets and are primarily associated with the constitutional and statutory requirements.

**Irrecoverable VAT**

All resources expended are classified under activity headings that aggregate all costs related to the category. Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**Operating Leases**

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

**Tangible Fixed Assets and Depreciation**

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT & Office Equipment	- 25% reducing balance basis
Motor Vehicles	- 25% reducing balance basis

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

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting Policies (Continued)**

**Impairment of Fixed Assets**

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

**Financial Instruments**

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

**Stocks**

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

**Pensions**

No Size Fits All Productions Limited contributes to a defined contribution pension scheme. Further details can be found in Note 10.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.

**Fund Accounting**

General Funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity.

Designated Funds comprise unrestricted funds set aside by the Trustees for a specific purpose.

Restricted Funds reflect income received which a funder or donor requires must be spent on a particular purpose or where funds have been raised for a specific purpose. Such income and associated expenditure is shown as Restricted in the Statement of Financial Activities, whilst any unspent balances at the year-end are carried forward as Restricted Funds.

**Taxation**

No Size Fits All Productions Limited meets the definition required of a charitable company for UK Corporation Tax purposes. Consequently, the company is potentially exempt from taxation in respect of income or capital gains to the extent that such income or gains are applied exclusively for charitable purposes.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**2. Going Concern**

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**3. Income from Investments**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Bank Interest Receivable	14	-	14	71
	<b>£14</b>	<b>£-</b>	<b>£14</b>	<b>£71</b>

The 2020 total of £71 was wholly attributable to Unrestricted Funds.

**4. Income from Donations, Grants & Legacies**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Grant Income</b>				
Arts Council England – National Portfolio Organisation	169,176	-	169,176	166,119
Blueprint Without Walls R&D Fund - Space To Fly	-	10,000	10,000	-
Coronavirus Job Retention Scheme	-	6,065	6,065	-
Garfield Weston Foundation				20,000
Leeds City Council - COVID Support	10,000	-	10,000	-
	<b>179,176</b>	<b>16,065</b>	<b>195,241</b>	<b>186,119</b>
<b>Donations</b>	602	-	602	-
	<b>£179,778</b>	<b>£16,065</b>	<b>£195,843</b>	<b>£186,119</b>

Of the 2020 total of £186,119, £166,119 was attributable to Unrestricted Funds and £20,000 to Restricted Funds.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**5. Income from Charitable Activities**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Venue Fees	1,525	-	1,525	25,872
Merchandise Sales	264	-	264	-
Training Income	768	-	768	-
Other Income	52	-	52	-
Co-Production Fees	525	-	525	11,090
Theatre Tax Relief	36,698	-	36,698	14,013
	<b>£39,832</b>	<b>£-</b>	<b>£39,832</b>	<b>£50,975</b>

The 2020 total of £50,975 was wholly attributable to Unrestricted Funds.

**6. Expenditure on Raising Funds**

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fundraising Costs	1,605	-	1,605	4,451
Cost of Sales – Stock Purchases	213	-	213	824
	<b>£1,818</b>	<b>£-</b>	<b>£1,818</b>	<b>£5,275</b>

The 2020 total of £5,275 was wholly attributable to Unrestricted Funds.

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**7. Expenditure on Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Artistic Production/Project Costs</b>				
Artists & Actors' Fees	24,516	-	24,516	36,849
Travel & Accommodation	3,890	-	3,890	11,761
Production Costs	19,196	7,442	26,638	44,790
Rents, Studio & Venue Hire	938	-	938	-
Theatre Tax Relief - Partner's Share	12,774	-	12,774	-
Marketing & Press	170	-	170	3,488
Development Costs	5,145	-	5,145	6,560
	<b>66,629</b>	<b>7,442</b>	<b>74,071</b>	<b>103,448</b>
<b>Support Costs</b>				
Salaries & On Costs	105,808	6,065	111,873	103,940
Freelance Core Team	2,695	-	2,695	5,325
Rent & Storage	10,170	-	10,170	10,146
Other Overheads	13,897	-	13,897	32,897
Depreciation	4,951	-	4,951	4,242
	<b>137,521</b>	<b>6,065</b>	<b>143,586</b>	<b>156,550</b>
<b>Governance Costs</b>				
Accountancy & Independent Examination	1,830	-	1,830	1,752
Board Meeting Costs	-	-	-	107
Legal Fees	53	-	53	-
	<b>1,883</b>	<b>-</b>	<b>1,883</b>	<b>1,859</b>
	<b>£206,033</b>	<b>£13,507</b>	<b>£219,540</b>	<b>£261,857</b>

Of the 2020 total of £261,857, £249,299 was attributable to Unrestricted Funds and £12,558 to Restricted Funds.

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

	2021 £	2020 £
Net income/(expenditure) is stated after charging/(crediting):		
Independent Examiner's Fees – current year	1,200	1,200
Independent Examiner – other services – current year	-	300
Depreciation of owned Tangible Fixed Assets	4,951	4,242

**NO SIZE FITS ALL PRODUCTIONS LIMITED  
TRADING AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)  
NOTES TO THE ACCOUNTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Gross Salary Costs	103,838	95,364
Employer's National Insurance	5,481	6,002
Employer's Pension Contributions	2,554	2,574
	<b>£111,873</b>	<b>£103,940</b>

No employee received remuneration of more than £60,000 during the year (2020 - Nil).

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

	<b>2021</b>	<b>2020</b>
	<b>No</b>	<b>No</b>
Artistic Production and Support	3	3

Key Management Personnel are defined by the organisation as the senior management team. Remuneration of £90,603 (2020: £61,298) was paid to Key Management Personnel in the year.

No remuneration has been paid to any Trustees/Directors in the year (2020: £Nil).

No reimbursement has been made to Trustees for Travel and Subsistence expenses incurred in respect of their attendance at meetings of the charity (2020: £Nil).

**10. Pension Scheme**

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. In the year to 31 March 2021 the charity made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

Contributions totalling £246 were outstanding at 31 March 2021 (2020: £241).

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
**TRADING AS UNLIMITED THEATRE**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**11. Tangible Fixed Assets**

	<b>Furniture &amp; Equipment</b>	<b>Motor Vehicles</b>	<b>Total</b>
	£	£	£
<b>Cost</b>			
At 1 April 2020	34,750	6,450	41,200
Additions in year	6,373	-	6,373
At 31 March 2021	<u>41,123</u>	<u>6,450</u>	<u>47,573</u>
<b>Accumulated Depreciation</b>			
At 1 April 2020	25,225	3,729	28,954
Charge for year	4,271	680	4,951
At 31 March 2021	<u>29,496</u>	<u>4,409</u>	<u>33,905</u>
<b>Net Book Value</b>			
At 31 March 2021	<u><b>£11,627</b></u>	<u><b>£2,041</b></u>	<u><b>£13,668</b></u>
At 1 April 2020	<u>£9,525</u>	<u>£2,721</u>	<u>£12,246</u>

**12. Stocks**

	<b>2021</b>	<b>2020</b>
	£	£
Merchandise for Resale	394	394
	<u><b>£394</b></u>	<u><b>£394</b></u>

**13. Debtors**

	<b>2021</b>	<b>2020</b>
	£	£
Trade Debtors	-	8,376
Accrued Income	4,086	-
Other Debtors	800	800
Other Taxes & Social Security Costs	913	636
Prepayments	1,652	2,370
	<u><b>£7,451</b></u>	<u><b>£12,182</b></u>

**NO SIZE FITS ALL PRODUCTIONS LIMITED**  
**TRADING AS UNLIMITED THEATRE**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**NOTES TO THE ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Trade Creditors	133	3,066
Other Creditors	246	241
Other Taxes & Social Security Costs	2,441	2,346
Accruals	1,833	2,430
	<b>£4,653</b>	<b>£8,083</b>

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

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2021</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Fixed Assets	13,668	-	13,668	12,246
Stocks	394	-	394	394
Debtors	3,451	4,000	7,451	12,182
Cash at Bank and In Hand	117,821	6,000	123,821	109,611
Creditors – Amounts Due Within 1 Year	(4,653)	-	(4,653)	(8,083)
	<b>£130,681</b>	<b>£10,000</b>	<b>£140,681</b>	<b>£126,350</b>

**16. Analysis of Charitable Funds**

	<b>Fund at 1 April 2020</b>	<b>Incoming Resources in Year</b>	<b>Resources Expended in Year</b>	<b>Fund at 31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted Funds</b>				
General Funds	118,908	179,572	(207,799)	90,681
Designated Funds – Future Projects	-	40,000	-	40,000
<b>Total Unrestricted Funds</b>	<b>118,908</b>	<b>219,572</b>	<b>(207,799)</b>	<b>130,681</b>
<b>Restricted Funds</b>				
Blueprint Without Walls R&D Fund - Space To Fly	-	10,000	-	10,000
Coronavirus Job Retention Scheme	-	6,065	(6,065)	-
Garfield Weston Foundation	7,442	-	(7,442)	-
<b>Total Restricted Funds</b>	<b>7,442</b>	<b>16,065</b>	<b>(13,507)</b>	<b>10,000</b>
<b>Total Funds</b>	<b>£126,350</b>	<b>£235,637</b>	<b>£(221,306)</b>	<b>£140,681</b>

**NO SIZE FITS ALL PRODUCTIONS LIMITED TRADING  
AS UNLIMITED THEATRE  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

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

<b>Name of Designated Fund</b>	<b>Description, Nature &amp; Purpose of the Designated Fund</b>
Future Projects Fund	Towards the cost of a future projects contributing strongly to Unlimited's charitable purpose
<b>Name of Restricted Fund</b>	<b>Description, Nature &amp; Purpose of the Restricted Fund</b>
Blueprint Without Walls R&D Fund - Space To Fly	Towards the cost of the research and development of Space To Fly
Coronavirus Job Retention Scheme	Towards the cost of furloughed staff
Garfield Weston Foundation	Towards the cost of Big Data Show

**17. Related Party Transactions**

The charity has a close working relationship with Arts Council England which is a registered charity and has provided significant project funding which enables the charity to carry out its charitable objectives. In total, grant funding of £169,176 (2020: £166,119) from Arts Council England was recognised in the year.

At 31 March 2021, £Nil was owing to No Size Fits All Productions Limited from Arts Council England (31 March 2020: £Nil).

**18. Taxation**

The company is a registered charity and no provision is considered necessary for taxation.

**19. Financial Commitments**

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

**20. Company Limited by Guarantee**

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter.

There are currently 5 members of the company (2020 - 6 members).