

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

| | |
|------------------------------------|---|
| Registered Charity Name | No Size Fits All Productions Limited |
| Charity registration number | 1117029 |
| Company registration number | 05050868 |
| Registered office | 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 |
|--------------------------|------------|

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

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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 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 25th 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').

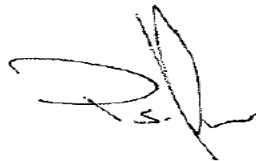
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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
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STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2021

| | Note | Unrestricted Funds £ | Restricted Funds £ | Total 2021 £ | Total 2020 £ |
|--|-----------|----------------------------|--------------------------|--------------------|--------------------|
| Income | | | | | |
| 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 |
| Total Income | | 219,624 | 16,065 | 235,689 | 237,165 |
| Expenditure | | | | | |
| Expenditure on Raising Funds | 6 | 1,818 | - | 1,818 | 5,275 |
| Expenditure on Charitable Activities | 7 | 206,033 | 13,507 | 219,540 | 261,857 |
| Total Expenditure | | 207,851 | 13,507 | 221,358 | 267,132 |
| Net Income/(Expenditure) | | 11,773 | 2,558 | 14,331 | (29,967) |
| Balance brought forward at 1 April | | 118,908 | 7,442 | 126,350 | 156,317 |
| Balance carried forward at 31 March | 16 | £130,681 | £10,000 | £140,681 | £126,350 |

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 £ |
|--|-------|------------------------|------------------------|
| Fixed Assets | | | |
| Tangible Fixed Assets | 11 | 13,668 | 12,246 |
| Current Assets | | | |
| 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> |
| Creditors – Amounts Falling Due Within 1 Year | 14 | (4,653) | (8,083) |
| Net Current Assets/(Liabilities) | | <u>127,013</u> | <u>114,104</u> |
| Total Net Assets | 15 | <u>£140,681</u> | <u>£126,350</u> |
| Represented by: | | | |
| Unrestricted Funds | 16 | 90,681 | 118,908 |
| Designated Unrestricted Funds | 16 | 40,000 | - |
| Restricted Funds | 16 | 10,000 | 7,442 |
| | | <u>£140,681</u> | <u>£126,350</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

| | Unrestricted Funds | Restricted Funds | 2021 | 2020 |
|--------------------------|-------------------------------|-----------------------------|-------------|-------------|
| | £ | £ | £ | £ |
| Bank Interest Receivable | 14 | - | 14 | 71 |
| | £14 | £- | £14 | £71 |

The 2020 total of £71 was wholly attributable to Unrestricted Funds.

4. Income from Donations, Grants & Legacies

| | Unrestricted Funds | Restricted Funds | 2021 | 2020 |
|--|-------------------------------|-----------------------------|-----------------|-----------------|
| | £ | £ | £ | £ |
| Grant Income | | | | |
| 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 | - |
| | 179,176 | 16,065 | 195,241 | 186,119 |
| Donations | 602 | - | 602 | - |
| | £179,778 | £16,065 | £195,843 | £186,119 |

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

| | Unrestricted Funds | Restricted Funds | 2021 | 2020 |
|--------------------|-------------------------------|-----------------------------|----------------|----------------|
| | £ | £ | £ | £ |
| 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 |
| | £39,832 | £- | £39,832 | £50,975 |

The 2020 total of £50,975 was wholly attributable to Unrestricted Funds.

6. Expenditure on Raising Funds

| | Unrestricted Funds | Restricted Funds | 2021 | 2020 |
|---------------------------------|-------------------------------|-----------------------------|---------------|---------------|
| | £ | £ | £ | £ |
| Fundraising Costs | 1,605 | - | 1,605 | 4,451 |
| Cost of Sales – Stock Purchases | 213 | - | 213 | 824 |
| | £1,818 | £- | £1,818 | £5,275 |

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 £ |
|--|-------------------------------------|-----------------------------------|-----------------------------|-----------------------------|
| Artistic Production/Project Costs | | | | |
| 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 |
| | 66,629 | 7,442 | 74,071 | 103,448 |
| Support Costs | | | | |
| 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 |
| | 137,521 | 6,065 | 143,586 | 156,550 |
| Governance Costs | | | | |
| Accountancy & Independent Examination | 1,830 | - | 1,830 | 1,752 |
| Board Meeting Costs | - | - | - | 107 |
| Legal Fees | 53 | - | 53 | - |
| | 1,883 | - | 1,883 | 1,859 |
| | £206,033 | £13,507 | £219,540 | £261,857 |

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

| | 2021 | 2020 |
|----------------------------------|-----------------|-----------------|
| | £ | £ |
| Gross Salary Costs | 103,838 | 95,364 |
| Employer's National Insurance | 5,481 | 6,002 |
| Employer's Pension Contributions | 2,554 | 2,574 |
| | £111,873 | £103,940 |

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:

| | 2021 | 2020 |
|---------------------------------|-------------|-------------|
| | No | No |
| 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

| | Furniture & Equipment £ | Motor Vehicles £ | Total £ |
|---------------------------------|--|---------------------------------|--------------------|
| Cost | | | |
| At 1 April 2020 | 34,750 | 6,450 | 41,200 |
| Additions in year | 6,373 | - | 6,373 |
| At 31 March 2021 | 41,123 | 6,450 | 47,573 |
| Accumulated Depreciation | | | |
| At 1 April 2020 | 25,225 | 3,729 | 28,954 |
| Charge for year | 4,271 | 680 | 4,951 |
| At 31 March 2021 | 29,496 | 4,409 | 33,905 |
| Net Book Value | | | |
| At 31 March 2021 | £11,627 | £2,041 | £13,668 |
| At 1 April 2020 | £9,525 | £2,721 | £12,246 |

12. Stocks

| | 2021 £ | 2020 £ |
|------------------------|-------------------|-------------------|
| Merchandise for Resale | 394 | 394 |
| | £394 | £394 |

13. Debtors

| | 2021 £ | 2020 £ |
|-------------------------------------|-------------------|-------------------|
| Trade Debtors | - | 8,376 |
| Accrued Income | 4,086 | - |
| Other Debtors | 800 | 800 |
| Other Taxes & Social Security Costs | 913 | 636 |
| Prepayments | 1,652 | 2,370 |
| | £7,451 | £12,182 |

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

| | 2021 | 2020 |
|-------------------------------------|---------------|---------------|
| | £ | £ |
| Trade Creditors | 133 | 3,066 |
| Other Creditors | 246 | 241 |
| Other Taxes & Social Security Costs | 2,441 | 2,346 |
| Accruals | 1,833 | 2,430 |
| | £4,653 | £8,083 |

15. Analysis of Net Assets between Funds

| | Unrestricted Funds | Restricted Funds | Total 2021 | Total 2020 |
|---------------------------------------|---------------------------|-------------------------|-------------------|-------------------|
| | £ | £ | £ | £ |
| 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) |
| | £130,681 | £10,000 | £140,681 | £126,350 |

16. Analysis of Charitable Funds

| | Fund at 1 April 2020 | Incoming Resources in Year | Resources Expended in Year | Fund at 31 March 2021 |
|---|-----------------------------|-----------------------------------|-----------------------------------|------------------------------|
| | £ | £ | £ | £ |
| Unrestricted Funds | | | | |
| General Funds | 118,908 | 179,572 | (207,799) | 90,681 |
| Designated Funds – Future Projects | - | 40,000 | - | 40,000 |
| Total Unrestricted Funds | 118,908 | 219,572 | (207,799) | 130,681 |
| Restricted Funds | | | | |
| 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) | - |
| Total Restricted Funds | 7,442 | 16,065 | (13,507) | 10,000 |
| Total Funds | £126,350 | £235,637 | £(221,306) | £140,681 |

**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.)

| Name of Designated Fund | Description, Nature & Purpose of the Designated Fund |
|---|---|
| Future Projects Fund | Towards the cost of a future projects contributing strongly to Unlimited's charitable purpose |
| Name of Restricted Fund | Description, Nature & Purpose of the Restricted Fund |
| 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).