

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 2022

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

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:

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

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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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 Genderation* – 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.

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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 Genderation*.
- Update Core Artist professional development plans, providing tailored training and mentoring throughout the year.
- Celebrate Unlimited's 25th 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.

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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**

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').

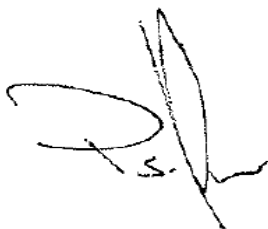
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). 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
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STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022

	Note	Unrestricted Funds £	Restricted Funds £	Total 2022 £	Total 2021 £
Income					
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
Total Income		192,046	5,500	197,546	235,689
Expenditure					
Expenditure on Raising Funds	6	2,180	-	2,180	1,818
Expenditure on Charitable Activities	7	182,052	15,500	197,552	219,540
Total Expenditure		184,232	15,500	199,732	221,358
Net Income/(Expenditure)		7,814	(10,000)	(2,186)	14,331
Balance brought forward at 1 April		130,681	10,000	140,681	126,350
Balance carried forward at 31 March	16	£138,495	£-	£138,495	£140,681

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.

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STATEMENT OF FINANCIAL POSITION/BALANCE SHEET
AS AT 31 MARCH 2022**

	Notes	2022 £	2021 £
Fixed Assets			
Tangible Fixed Assets	11	10,414	13,668
Current Assets			
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>
Creditors – Amounts Falling Due Within 1 Year	14	(6,058)	(4,653)
Net Current Assets/(Liabilities)		<u>128,081</u>	<u>127,013</u>
Total Net Assets	15	<u>£138,495</u>	<u>£140,681</u>
Represented by:			
Unrestricted Funds	16	98,495	90,681
Designated Unrestricted Funds	16	40,000	40,000
Restricted Funds	16	-	10,000
		<u>£138,495</u>	<u>£140,681</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
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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.

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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
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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
	£3	£-	£3	£14

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

4. Income from Donations, Grants & Legacies

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
Grant Income				
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	-
	171,398	5,500	176,898	195,241
Donations	830	-	830	602
	£172,228	£5,500	£177,728	£195,843

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

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NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2022

5. Income from Charitable Activities

	Unrestricted Funds	Restricted Funds	2022	2021
	£	£	£	£
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
	£19,815	£-	£19,815	£39,832

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

6. Expenditure on Raising Funds

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

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

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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 £
Artistic Production/Project Costs				
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
	24,633	15,500	40,133	74,071
Support Costs				
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
	155,316		155,316	143,586
Governance Costs				
Accountancy, Payroll & Independent Examination	1,980	-	1,980	1,830
Legal Fees	123	-	123	53
	2,103	-	2,103	1,883
	£182,052	£15,500	£197,552	£219,540

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

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9. Staff Costs & Trustees' Remuneration

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

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:

	2022	2021
	No	No
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).

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FOR THE YEAR ENDED 31 MARCH 2022

11. Tangible Fixed Assets

	Furniture & Equipment £	Motor Vehicles £	Total £
Cost			
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
Accumulated Depreciation			
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
Net Book Value			
At 31 March 2022	£8,883	£1,531	£10,414
At 1 April 2021	£11,627	£2,041	£13,668

12. Stocks

	2022 £	2021 £
Merchandise for Resale	394	394
	£394	£394

13. Debtors

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

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

FOR THE YEAR ENDED 31 MARCH 2022

14. Creditors – Amounts Falling Due Within 1 Year

	2022	2021
	£	£
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
	£6,058	£4,653

15. Analysis of Net Assets between Funds

	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
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)
	£138,495	£-	£138,495	£140,681

16. Analysis of Charitable Funds

	Fund at 1 April 2021	Incoming Resources in Year	Resources Expended in Year	Fund at 31 March 2022
	£	£	£	£
Unrestricted Funds				
General Funds	90,681	192,046	(184,232)	98,495
Designated Funds – Future Projects	40,000	-	-	40,000
Total Unrestricted Funds	130,681	192,046	(184,232)	138,495
Restricted Funds				
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)	-
Total Restricted Funds	10,000	5,500	(15,500)	-
Total Funds	£140,681	£197,546	£(199,732)	£138,495

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NOTES TO THE ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2022**

16. Analysis of Charitable Funds (Cont.)

Name of Designated Fund	Description, Nature & Purpose of the Designated Fund
Future Projects Fund	Towards the cost of 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 – 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).