

The trustees present their report and financial statements for the year ended 30 June 2022.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard FRS102.

### **Administration Details**

Big Difference Company Limited, is a registered Charity and a Company limited by guarantee. The liability of members is limited to £1.00 per member in the event of winding up. Its registered office is as shown on the Legal and Administrative Information page.

The Directors, who act as Trustees, are shown, together with the names of the principal external advisors, on the Legal and Administrative Information page.

### **Structure, governance and management**

The governing document of the Charity is the Memorandum and Articles of Association incorporated on 2 November 1995 and amended by a special resolution on 13th January 2009.

#### *Organisation*

A board of Trustees, who meet quarterly, administer the Charity. An Executive Officer is appointed by the Trustees to manage the day-to-day operations of the Charity.

#### *Policies and procedures for induction and training of Trustees*

Trustees are inducted when they join the board and all receive mentor support from the Chair of Trustees for the initial 12 months. Each Trustee is encouraged to take on specific responsibility within the Charity which could include sitting on a sub-group of the Board or working on finance, advocacy and strategic planning. All Trustees are trained in accordance with the guidance as specified in the governing documents and by the use of training materials made available by the Charity Commission.

#### *Related parties*

All related parties and transactions can be found in note 19 to the Financial Statements.

#### *Risk factors*

The Trustees make use of risk assessment resources provided by the Charity Commission and have a risk management strategy which comprises:

- 1) an annual review of the risks associated with major projects and operational activity;
- 2) a risk assessment for major projects which are monitored at each quarterly board meeting;
- 3) the implementation of procedures designed to minimise impact on the charity should risks materialise;
- 4) responsibility for each action is clearly allocated to the Executive Officer or a Trustee.

Financial sustainability is the major risk for the Charity and attention continues to be paid to the long-term future and in particular the recovery from the Covid-19 pandemic and associated restrictions on the Charity's activities.

At the start of the financial year the Board continued the work from 2020-21 on the strategic development of the charity and delegated to the Chief Executive the task of developing and implementing a new business plan and staff re-structure. The focus of the year has been the organisation's recovery from the Covid-19 pandemic and the implementation of a new Business Plan and staff structure. Through 2021 the organisation was affected by the uncertainty in the live events sector caused by the pandemic and ongoing lockdowns, which were particularly prevalent in Leicester. Over the Summer and Autumn of 2021, the charity planned for live festivals to take place in February 2022, but also made use of our digital partnership to develop an online offer. The rise of Omicron in December 2022 had a direct effect on the charity. It caused the cancellation of our biggest fundraiser show and affected audience figures and income across the festivals.

Sadly our main commercial sponsor announced it was going into administration shortly after the 2022 festivals and an outstanding debt to the charity remains.

The ongoing uncertainty in the live events sector continues to have had a considerable impact on the charity's ability to raise income from ticket sales, festival fees and live event fundraisers. The charity are very grateful to our main funders, sponsors and members of our business partners club for their continuing support which has sustained the charity through the pandemic recovery.

In September 2021 the Charity, through our trading subsidiary Big Difference Productions, opened its first live arts and entertainment venue. The project is a long-term investment by the Charity to conserve a cultural space in the city and to develop an asset that can deliver surplus and give the charity a base to carry out its charitable activities.

In February 2022 the Founder of the charity announced his intention to step back from the organisation in March 2023. The Board are very grateful for the Founder's long-term contribution to the charity and wish him well for the future. In June 2022 the Trustees considered the leadership structure of the organisation and planning for the future.

As we look to the future, although the past two years have presented serious challenges, we believe the Charity is in a good position to navigate the challenges ahead with a renewed strategic direction and plans progressing towards a new leadership team.

### **Objectives and activities**

The Charity's objects remain the same and are:

- 1) to promote, maintain, improve and advance education by the encouragement of the arts;
- 2) to promote good health and wellbeing through the arts;
- 3) the advancement of the arts and culture for charitable purposes including through comedy and comedy Performance

### *Project Activity and Public Benefit*

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set. The Trustees ensure that these activities are carried out for the public benefit by delivering services that are valued by the people we support and enable those with responsibility in the sector to develop and adopt best practice, thereby promoting a transparent and efficiently managed charity that engenders public confidence and trust.

Big Difference Company undertakes a varied programme of work across the year, to support the delivery of the overall charitable objects. These projects particularly help us meet the object "the advancement of the arts and culture for charitable purposes including through comedy and comedy performance".

### **Achievements and performance**

### Fundraising activities

The Charity was able to retain its two main partners for the festivals and these relationships will continue until 2023, allowing the Charity to plan for the future.

We delivered one of the first live festivals following the pandemic in February 2022.

In Autumn 2021 the charity opened The Big Difference venue in Leicester City Centre.

Our partnership with Next Up continues to provide an opportunity to expand our reach globally through the online festivals.

### Review of activities

During the year the Charity had total incoming resources of £346,935 (2021: £288,959) and there was a net increase in funds of £75,252 (2020: £34,484 increase). The total restricted funds at the end of the period amounted to £0 (2019: £564), and unrestricted funds were in surplus by £86,158 (2020: £10,342 surplus). Note 18 to the accounts shows unrestricted fixed assets of £7,496 and unrestricted investments of £1; free reserves, as defined by SORP 2005, were therefore in surplus by £5,390 at 30 June 2021.

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

### *Reserves policy*

The charity has set itself a policy of maintaining unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately three months expenditure. This policy is designed to provide the charity with sufficient funds to sustain its operations in the event of any changes to its funding streams and is aligned to Charity Commission recommended good practice. The reserve that has been built this year shows significant progress towards the goal of the reserves policy and in particular to protect against any further restrictions in 21-22 due to the pandemic. The trustees are working hard to retain and increase their reserves to protect the Charity into the future.

### *Principal funding sources*

Big Difference Company receives a regular, annual grant from Leicester City Council. The grant is awarded to support the Leicester Comedy Festival and is confirmed and in place for the next year (February 2022).

### **Plans for future periods**

The trustees have successfully positioned the organisation as being an effective cultural charity which delivers a range of services and activities to help meet the objects. Despite the Pandemic and the overall economic climate, which has impacted on the charity itself, the organisation remains dynamic and energetic and there is a continuing sense of optimism both internally and with external partners and stakeholders. In the long term the new venue should support the sustainability of the organisation as well as provide opportunities to develop the Charity's activities.

### **Trustees' responsibilities**

The trustees, who are also the directors of Big Difference Company Limited for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

Charity Registration No. 1135167

Company Registration No. 3121538 (England and Wales)

**BIG DIFFERENCE COMPANY LIMITED  
TRUSTEES' REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2022**

**SOMERBYS LIMITED  
CHARTERED ACCOUNTANTS  
30 NELSON STREET  
LEICESTER  
LE1 7BA**

# BIG DIFFERENCE COMPANY LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

---

<b>Trustees</b>	K Schurer E Anderson J Kerry L Hailstone Mr R Kerr Miss C Trail	(Appointed 22 June 2022) (Appointed 22 June 2022)
<b>Executive Officer</b>	D Elphick	
<b>Festival Director</b>	C Laidet	
<b>Charity number</b>	1135167	
<b>Company number</b>	3121538	
<b>Principal address</b>	LCB Depot 31 Rutland Street Leicester LE1 1RE	
<b>Registered office</b>	30 Nelson Street Leicester LE1 7BA	
<b>Trading address</b>	LCB Depot 31 Rutland Street Leicester LE1 1RE	
<b>Independent examiner</b>	Marcus W Dockerty FCA FCCA 30 Nelson Street Leicester LE1 7BA	
<b>Bankers</b>	Natwest Bank plc P O Box 1 Granby Street Leicester LE1 9GT	
<b>Solicitors</b>	Freeths One Colton Square Leicester LE1 1QH	

---

# BIG DIFFERENCE COMPANY LIMITED

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 5
Independent examiner's report	6
Statement of financial activities	7 - 8
Balance sheet	9
Notes to the financial statements	10 - 18

---

# BIG DIFFERENCE COMPANY LIMITED

## TRUSTEES' REPORT(INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 JUNE 2022

---

The trustees present their report and financial statements for the year ended 30 June 2022.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard FRS102.

### Administration Details

Big Difference Company Limited, is a registered Charity and a Company limited by guarantee. The liability of members is limited to £1.00 per member in the event of winding up. Its registered office is as shown on the Legal and Administrative Information page.

The Directors, who act as Trustees, are shown, together with the names of the principal external advisors, on the Legal and Administrative Information page.

### Structure, governance and management

The governing document of the Charity is the Memorandum and Articles of Association incorporated on 2 November 1995 and amended by a special resolution on 13th January 2009.

#### *Organisation*

A board of Trustees, who meet quarterly, administer the Charity. An Executive Officer is appointed by the Trustees to manage the day-to-day operations of the Charity.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

M Allison	(resigned 14 December 2022)
A Pirbhai	(resigned 14 December 2022)
K Schurer	
A Brown	(resigned 22 March 2022)
S Osborn	(resigned 27 July 2021)
E Anderson	
J Kerry	
L Hailstone	
J Haywood	(resigned 23 March 2022)
R Kerr	(appointed 22 June 2022)
C Trail	(appointed 22 June 2022)

#### *Policies and procedures for induction and training of Trustees*

Trustees are inducted when they join the board and all receive mentor support from the Chair of Trustees for the initial 12 months. They are invited to meet the Executive Officer in advance of each Trustees meeting for an update and briefing on current activity. Each Trustee is encouraged to take on specific responsibility within the Charity which could include sitting on a sub-group of the Board or working on fundraising, advocacy and strategic planning. All Trustees are trained in accordance with the guidance as specified in the governing documents and by the use of training materials made available by the Charity Commission.

#### *Related parties*

All related parties and transactions can be found in the notes to the Financial Statements.

# **BIG DIFFERENCE COMPANY LIMITED**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

### **FOR THE YEAR ENDED 30 JUNE 2022**

---

#### *Risk factors*

The Trustees make use of risk assessment resources provided by the Charity Commission and have a risk management strategy which comprises:

- 1) an annual review of the risks associated with major projects and operational activity;
- 2) a risk assessment for major projects which are monitored at each quarterly board meeting;
- 3) the implementation of procedures designed to minimise impact on the charity should risks materialise;
- 4) responsibility for each action is clearly allocated to the Executive Officer or a Trustee.

Financial sustainability is the major risk for the Charity and attention continues to be paid to the long-term future and in particular the recovery from the Covid-19 pandemic and associated restrictions on the Charity's activities.

At the start of the financial year the Board continued the work from 2020-21 on the strategic development of the charity and delegated to the Chief Executive the task of developing and implementing a new business plan and staff re-structure. The focus of the year has been the organisation's recovery from the Covid-19 pandemic and the implementation of a new Business Plan and staff structure. Through 2021 the organisation was affected by the uncertainty in the live events sector caused by the pandemic and ongoing lockdowns, which were particularly prevalent in Leicester. Over the Summer and Autumn of 2021, the charity planned for live festivals to take place in February 2022, but also made use of our digital partnership to develop an online offer. The rise of Omicron in December 2021 had a direct effect on the charity. It caused the cancellation of our biggest fundraiser show and affected audience figures and income across the festivals.

The ongoing uncertainty in the live events sector continues to have had a considerable impact on the charity's ability to raise income from ticket sales, festival fees and live event fundraisers. The charity are very grateful to our main funders, sponsors and members of our business partners club for their continuing support which has sustained the charity through the pandemic recovery.

In September 2021 the Charity, through our trading subsidiary Big Difference Productions, opened its first live arts and entertainment venue. The project is a long-term investment by the Charity to conserve a cultural space in the city and to develop an asset that can deliver surplus and give the charity a base to carry out its charitable activities.

In February 2022 the Founder of the charity announced his intention to step back from the organisation in March 2023. The Board are very grateful for the Founder's long-term contribution to the charity and wish him well for the future. In June 2022 the Trustees considered the leadership structure of the organisation and planning for the future.

As we look to the future, although the past two years have presented serious challenges, we believe the Charity is in a good position to navigate the challenges ahead with a renewed strategic direction and plans progressing towards a new leadership team.

#### **Objectives and activities**

The Charity's objects remain the same and are:

- 1) to promote, maintain, improve and advance education by the encouragement of the arts;
- 2) to promote good health and wellbeing through the arts;
- 3) the advancement of the arts and culture for charitable purposes including through comedy and comedy performance

# **BIG DIFFERENCE COMPANY LIMITED**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 JUNE 2022**

---

### *Project Activity and Public Benefit*

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set. The Trustees ensure that these activities are carried out for the public benefit by delivering services that are valued by the people we support and enable those with responsibility in the sector to develop and adopt best practice, thereby promoting a transparent and efficiently managed charity that engenders public confidence and trust.

Big Difference Company undertakes a varied programme of work across the year, to support the delivery of the overall charitable objects. These projects particularly help us meet the object "the advancement of the arts and culture for charitable purposes including through comedy and comedy performance".

### **Achievements and performance**

#### *Fundraising activities*

The Charity was able to retain its two main partners for the festivals and these relationships will continue until 2023, allowing the Charity to plan for the future.

We received funding in round one and round two of the Cultural Recovery Funding and also additional covid support grants from Leicester City Council. We were also successful in retaining the support of many of our business partners.

We delivered one of the first live festivals following the pandemic in February 2022.

In Autumn 2021 the charity opened The Big Difference venue in Leicester City Centre.

Our partnership with Next Up continues to provide an opportunity to expand our reach globally through the online festivals.

### **Financial review**

#### *Review of activities*

During the year the Charity had total incoming resources of £346,935 (2021: £288,959) and there was a net decrease in funds of £25,802 (2021: increase of £75,252). The total restricted funds at the end of the period amounted to £Nil (2021: £Nil), and unrestricted funds were in surplus by £60,356 (2021: £86,158 surplus). The notes to the accounts show unrestricted fixed assets of £4,248 and unrestricted investments of £1; free reserves, as defined by SORP 2005, were therefore in surplus by £56,107 at 30 June 2022.

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

# **BIG DIFFERENCE COMPANY LIMITED**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

**FOR THE YEAR ENDED 30 JUNE 2022**

---

### *Reserves policy*

The charity has set itself a policy of maintaining unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately three months expenditure. This policy is designed to provide the charity with sufficient funds to sustain its operations in the event of any changes to its funding streams and is aligned to Charity Commission recommended good practice. The reserve that was built last year has been depleted during the current year as a result of the difficulties faced by the industry and the cessation of any government funding. The trustees are working hard to retain and increase their reserves to protect the Charity into the future.

### *Principal funding sources*

Big Difference Company receives a regular, annual grant from Leicester City Council. The grant is awarded to support the Leicester Comedy Festival and is confirmed and in place for the next year (February 2023).

### **Plans for future periods**

The trustees have successfully positioned the organisation as being an effective cultural charity which delivers a range of services and activities to help meet the objects. Despite the Pandemic and the overall economic climate, which has impacted on the charity itself, the organisation remains dynamic and energetic and there is a continuing sense of optimism both internally and with external partners and stakeholders. In the long term the new venue should support the sustainability of the organisation as well as provide opportunities to develop the Charity's activities.

### **Trustees' responsibilities**

The trustees, who are also the directors of Big Difference Company Limited for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

# BIG DIFFERENCE COMPANY LIMITED

## TRUSTEES' REPORT(INCLUDING DIRECTORS' REPORT) *FOR THE YEAR ENDED 30 JUNE 2022*

---

The Trustees' report was approved by the Board of Trustees.

  
Jonathan Kerry (Mar 30, 2023 17:38 GMT+1)

J Kerry  
Chairman

**Dated: 30 March 2023**

# BIG DIFFERENCE COMPANY LIMITED

## INDEPENDENT EXAMINER'S REPORT

### TO THE TRUSTEES OF BIG DIFFERENCE COMPANY LIMITED

---

I report to the trustees on my examination of the financial statements of Big Difference Company Limited (the charity) for the year ended 30 June 2022.

#### Responsibilities and basis of report

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

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

#### Independent examiner's statement

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

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

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

*Marcus Dockerty*

Marcus Dockerty (Mar 30, 2023 19:11 GMT+1)

**Marcus W Dockerty FCA FCCA**

Chartered Accountant  
30 Nelson Street  
Leicester  
LE1 7BA

Dated: 30 March 2023

# BIG DIFFERENCE COMPANY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 JUNE 2022**

### Current financial year

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
	Notes				
<b><u>Income from:</u></b>					
Donations and legacies		10,015	-	10,015	10,235
Charitable activities	3	216,898	72,254	289,152	214,224
Other trading activities	4	47,768	-	47,768	64,500
<b>Total income</b>		<b>274,681</b>	<b>72,254</b>	<b>346,935</b>	<b>288,959</b>
<b><u>Expenditure on:</u></b>					
Raising funds	5	-	-	-	3,250
Charitable activities	6	300,483	72,254	372,737	210,457
<b>Total resources expended</b>		<b>300,483</b>	<b>72,254</b>	<b>372,737</b>	<b>213,707</b>
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(25,802)</b>	<b>-</b>	<b>(25,802)</b>	<b>75,252</b>
Fund balances at 1 July 2021		86,158	-	86,158	10,906
<b>Fund balances at 30 June 2022</b>		<b>60,356</b>	<b>-</b>	<b>60,356</b>	<b>86,158</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# BIG DIFFERENCE COMPANY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 JUNE 2022**

Prior financial year

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes			
<b><u>Income from:</u></b>				
Donations and legacies		10,235	-	10,235
Charitable activities	3	192,040	22,184	214,224
Other trading activities	4	64,500	-	64,500
<b>Total income</b>		266,775	22,184	288,959
<b><u>Expenditure on:</u></b>				
Raising funds	5	3,250	-	3,250
Charitable activities	6	188,334	22,123	210,457
<b>Total resources expended</b>		191,584	22,123	213,707
Gross transfers between funds		625	(625)	-
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		75,816	(564)	75,252
Fund balances at 1 July 2020		10,342	564	10,906
<b>Fund balances at 30 June 2021</b>		86,158	-	86,158

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# BIG DIFFERENCE COMPANY LIMITED

## BALANCE SHEET

AS AT 30 JUNE 2022

	Notes	2022 £	£	2021 £	£
<b>Fixed assets</b>					
Tangible assets	9		4,248		7,496
Investments	10		1		1
			<u>4,249</u>		<u>7,497</u>
<b>Current assets</b>					
Debtors	12	65,480		89,238	
Cash at bank and in hand		78,617		183,881	
		<u>144,097</u>		<u>273,119</u>	
<b>Creditors: amounts falling due within one year</b>	14	(58,139)		(154,856)	
Net current assets			85,958		118,263
<b>Total assets less current liabilities</b>			90,207		125,760
<b>Creditors: amounts falling due after more than one year</b>	15		(29,851)		(39,602)
<b>Net assets</b>			<u>60,356</u>		<u>86,158</u>
<b>Income funds</b>					
Unrestricted funds			60,356		86,158
			<u>60,356</u>		<u>86,158</u>


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 June 2022.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 30 March 2023

  
Jonathan Kerry (Mar 30, 2023 17:38 GMT+1)

J Kerry  
Trustee

Company Registration No. 3121538

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 30 JUNE 2022**

---

### **1 Accounting policies**

#### **1.1 Accounting convention**

The accounts have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

#### **1.2 Going concern**

These financial statements have been prepared on the going concern basis. In conducting their review, the trustees have considered a period of 12 months from the date of approval of the accounts, which includes the impact of the Covid 19 pandemic on the delivery and nature of the 2023 Leicester Comedy Festival. Having made their assessment of the financial and operational position, the trustees have a reasonable expectation that the charity has adequate sources of funding in place to continue as a going concern.

#### **1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the Charity for specific purposes. The costs of administering such funds are charged against the specific fund.

#### **1.4 Incoming resources**

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except in so far as they are incapable of financial measurement. Deferred income represents amounts received for future periods and is released to incoming resources in the period for which it has been received.

#### **1.5 Resources expended**

All expenditure, including grants payable, is included on an accrual basis.

#### **1.6 Tangible fixed assets**

Tangible fixed assets are measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets, less their residual values, over their useful lives on the following bases:

Fixtures & fittings	20% per annum of net book value
Computer equipment	33% per annum on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2022

---

### 1 Accounting policies

(Continued)

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### 1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.10 Taxation

The company is a registered charity and thus is exempt from taxation on its income and capital gains.

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### Critical judgements

There are no critical judgements (apart from those involving estimates) in applying the charity's accounting policies.

#### Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are:

#### Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets.

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 3 Charitable activities

	Grants £	Ticket sales and participation fees £	Project income £	Total 2022 £	Total 2021 £
Sales within charitable activities	-	115,690	75,825	191,515	22,695
Grants	84,754	-	-	84,754	180,184
Membership income	-	12,883	-	12,883	11,345
	<u>84,754</u>	<u>128,573</u>	<u>75,825</u>	<u>289,152</u>	<u>214,224</u>
Analysis by fund					
Unrestricted funds	12,500	128,573	75,825	216,898	192,040
Restricted funds	72,254	-	-	72,254	22,184
	<u>84,754</u>	<u>128,573</u>	<u>75,825</u>	<u>289,152</u>	<u>214,224</u>

### 4 Other trading activities

	2022 £	2021 £
Advertising and sponsorship income	<u>47,768</u>	<u>64,500</u>

### 5 Raising funds

	2022 £	2021 £
PR Manager costs	<u>-</u>	<u>3,250</u>

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 6 Charitable activities

	2022 £	2021 £
<b>Unrestricted</b>		
Staff costs	169,504	143,588
Depreciation & profit/loss on disposals	3,248	2,675
Rent and rates	7,821	9,537
Insurance	3,059	1,631
Light and heat	312	179
Telephone and fax	1,261	1,388
Travel and subsistence	5,408	70
Bank charges	284	147
Sundry expenses	1,079	601
Computer expenses	4,856	2,834
Bad and doubtful debts	2,500	-
Printing, postage and stationery	220	69
Project, promotion and production costs	39,789	11,785
Governance costs	2,715	3,110
Legal and professional	6,054	1,104
Artist fees	50,489	8,436
Donations	416	1,091
Loan interest paid	1,646	89
	<hr/> 300,661	<hr/> 188,334
<b>Restricted</b>		
Staff costs	11,513	-
Project, promotion and production costs	60,741	22,184
(Profit)/Loss on disposal of fixed asset	-	(61)
	<hr/> 72,254	<hr/> 22,123
<b>Analysis by fund</b>		
Unrestricted funds	300,661	188,334
Restricted funds	72,254	22,123
	<hr/> 372,915	<hr/> 210,457

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 7 Employees

#### Number of employees

The average number of employees during the year was:

	2022 Number	2021 Number
Employees	11	7

#### Employment costs

	2022 £	2021 £
Wages and salaries - unrestricted	163,228	119,062
Wages and salaries - restricted	11,335	-
Social security costs	6,276	6,131
	180,839	125,193

Total remuneration and benefits paid to key management personnel during the year totalled £64,085.

There were no employees whose annual remuneration was £60,000 or more.

### 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the period, and no one was reimbursed any expenses.

### 9 Tangible fixed assets

	Fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>			
At 1 July 2021	8,898	20,863	29,761
At 30 June 2022	8,898	20,863	29,761
<b>Depreciation and impairment</b>			
At 1 July 2021	7,829	14,436	22,265
Depreciation charged in the year	214	3,034	3,248
At 30 June 2022	8,043	17,470	25,513
<b>Carrying amount</b>			
At 30 June 2022	855	3,393	4,248
At 30 June 2021	1,069	6,427	7,496

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 10 Fixed asset investments

	2022 £	2021 £
Unlisted investments - cost	1	1

The company holds 100% of the issued share capital of Big Difference Productions Limited, a company incorporated in England and Wales. The principal activity of Big Difference Productions Limited is artistic creation.

### 11 Subsidiaries

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
Big Difference Productions Limited	UK	Artistic creation	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss) £	Capital and Reserves £
Big Difference Productions Limited	(4,000)	1

### 12 Debtors

	2022 £	2021 £
Trade debtors	40,634	71,208
Amounts due from group undertakings	21,123	-
Other debtors	130	130
Prepayments and accrued income	3,593	17,900
	65,480	89,238

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 13 Loans and overdrafts

	2022 £	2021 £
Bank loans	39,655	49,202
Payable within one year	9,804	9,600
Payable after one year	29,851	39,602

### 14 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	13	9,804	9,600
Other taxation and social security		7,261	15,862
Deferred income	16	-	99,291
Trade creditors		28,540	10,208
Amounts owed to fellow group undertakings		-	2,799
Other creditors		9,490	8,594
Accruals		3,044	8,502
		58,139	154,856

### 15 Creditors: amounts falling due after more than one year

	2022 £	2021 £
Bank loans	29,851	39,602

### 16 Deferred income

	Grant income	Other deferred income	2022 Total	2021 Total
Opening balance	99,291	-	99,291	35,000
Invoiced in the year	-	-	-	86,475
Released to incoming resources	(99,291)	-	(99,291)	(22,184)
Closing balance	-	-	-	99,291

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2022

### 17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 July 2020 £	Movement in funds		Transfers £	Balance at 1 July 2021 £	Movement in funds		Balance at 30 June 2022 £
		Incoming Resources £	Resources Expended £			Incoming Resources £	Resources Expended £	
Leicester City Council - Leicester Comedy Festival Grant	-	22,000	(22,000)	-	-	24,000	(24,000)	-
Leicester City Council - Choose How You Move	564	-	61	(625)	-	-	-	-
Uniting Laughter Grant	-	-	-	-	-	8,816	(8,816)	-
Baring Foundation Grant	-	184	(184)	-	-	13,550	(13,550)	-
Haz Grant	-	-	-	-	-	14,375	(14,375)	-
The Mighty Creative Grant	-	-	-	-	-	11,513	(11,513)	-
	564	22,184	(22,123)	(625)	-	72,254	(72,254)	-

The above restricted funds were received to deliver the following projects:

Leicester Comedy Festival – grant for funding to support the production of the Leicester Comedy Festival.

Uniting Laughter - grant from The National Lottery for the project Uniting Laughter: Giving RAS a voice.

Baring Foundation - grant to help achieve a decrease in isolation for older people by increasing opportunities for them to perform and actively participate in the festival.

Haz Grant - grant to fund a series of workshops to engage children, young people and their families and to highlight and develop the work Big Difference does in conjunction with them, including The UK Kids' Comedy Festival. It involved staging four x 2 hour drop-in cartooning workshops for children and young people as part of The UK Kids' Comedy Festival 2022.

The Mighty Creative Grant - grant issued to Big Difference Company to fund the appointment of 3 x Kickstart Interns who worked for 6 months each within the organisation . There were 3 positions – Finance, Marketing and Festival Operations .

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2022

### 18 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 30 June 2022 are represented by:						
Tangible assets	4,248	-	4,248	7,496	-	7,496
Investments	1	-	1	1	-	1
Current assets/(liabilities)	57,639	28,319	85,958	118,263	-	118,263
Long term liabilities	(29,851)	-	(29,851)	(39,602)	-	(39,602)
	<u>32,037</u>	<u>28,319</u>	<u>60,356</u>	<u>86,158</u>	<u>-</u>	<u>86,158</u>

### 19 Related party transactions

During the period the company paid marketing fees to the value of £41,592 (2021: £16,561) to Reach Marketing Communications Limited, a business in which A Pirbhai is a director. During the period the company also raised invoices to the value of £1,200 (2021: £2,076) to Reach Marketing Communications Limited.

At the balance sheet date, £141 (2021: £4,871) was owed by the company to Reach Marketing Communications Limited, and £1,200 (2021: £1,200) was owed to the company from Reach Marketing Communications Limited.

Charity Registration No. 1135167

Company Registration No. 3121538 (England and Wales)

**BIG DIFFERENCE COMPANY LIMITED  
TRUSTEES' REPORT AND ACCOUNTS  
FOR THE YEAR ENDED 30 JUNE 2022**

**SOMERBYS LIMITED  
CHARTERED ACCOUNTANTS  
30 NELSON STREET  
LEICESTER  
LE1 7BA**

# BIG DIFFERENCE COMPANY LIMITED

## LEGAL AND ADMINISTRATIVE INFORMATION

---

<b>Trustees</b>	K Schurer E Anderson J Kerry L Hailstone Mr R Kerr Miss C Trail	(Appointed 22 June 2022) (Appointed 22 June 2022)
<b>Executive Officer</b>	D Elphick	
<b>Festival Director</b>	C Laidet	
<b>Charity number</b>	1135167	
<b>Company number</b>	3121538	
<b>Principal address</b>	LCB Depot 31 Rutland Street Leicester LE1 1RE	
<b>Registered office</b>	30 Nelson Street Leicester LE1 7BA	
<b>Trading address</b>	LCB Depot 31 Rutland Street Leicester LE1 1RE	
<b>Independent examiner</b>	Marcus W Dockerty FCA FCCA 30 Nelson Street Leicester LE1 7BA	
<b>Bankers</b>	Natwest Bank plc P O Box 1 Granby Street Leicester LE1 9GT	
<b>Solicitors</b>	Freeths One Colton Square Leicester LE1 1QH	

---

# BIG DIFFERENCE COMPANY LIMITED

## CONTENTS

---

	<b>Page</b>
Trustees' report	1 - 5
Independent examiner's report	6
Statement of financial activities	7 - 8
Balance sheet	9
Notes to the financial statements	10 - 18

---

# BIG DIFFERENCE COMPANY LIMITED

## TRUSTEES' REPORT(INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 30 JUNE 2022

---

The trustees present their report and financial statements for the year ended 30 June 2022.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, the Companies Act 2006 and the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard FRS102.

#### Administration Details

Big Difference Company Limited, is a registered Charity and a Company limited by guarantee. The liability of members is limited to £1.00 per member in the event of winding up. Its registered office is as shown on the Legal and Administrative Information page.

The Directors, who act as Trustees, are shown, together with the names of the principal external advisors, on the Legal and Administrative Information page.

#### Structure, governance and management

The governing document of the Charity is the Memorandum and Articles of Association incorporated on 2 November 1995 and amended by a special resolution on 13th January 2009.

#### Organisation

A board of Trustees, who meet quarterly, administer the Charity. An Executive Officer is appointed by the Trustees to manage the day-to-day operations of the Charity.

The Trustees, who are also the directors for the purpose of company law, and who served during the year were:

M Allison	(resigned 14 December 2022)
A Pirbhai	(resigned 14 December 2022)
K Schurer	
A Brown	(resigned 22 March 2022)
S Osborn	(resigned 27 July 2021)
E Anderson	
J Kerry	
L Hailstone	
J Haywood	(resigned 23 March 2022)
R Kerr	(appointed 22 June 2022)
C Trail	(appointed 22 June 2022)

#### Policies and procedures for induction and training of Trustees

Trustees are inducted when they join the board and all receive mentor support from the Chair of Trustees for the initial 12 months. They are invited to meet the Executive Officer in advance of each Trustees meeting for an update and briefing on current activity. Each Trustee is encouraged to take on specific responsibility within the Charity which could include sitting on a sub-group of the Board or working on fundraising, advocacy and strategic planning. All Trustees are trained in accordance with the guidance as specified in the governing documents and by the use of training materials made available by the Charity Commission.

#### Related parties

All related parties and transactions can be found in the notes to the Financial Statements.

# **BIG DIFFERENCE COMPANY LIMITED**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

### **FOR THE YEAR ENDED 30 JUNE 2022**

---

#### *Risk factors*

The Trustees make use of risk assessment resources provided by the Charity Commission and have a risk management strategy which comprises:

- 1) an annual review of the risks associated with major projects and operational activity;
- 2) a risk assessment for major projects which are monitored at each quarterly board meeting;
- 3) the implementation of procedures designed to minimise impact on the charity should risks materialise;
- 4) responsibility for each action is clearly allocated to the Executive Officer or a Trustee.

Financial sustainability is the major risk for the Charity and attention continues to be paid to the long-term future and in particular the recovery from the Covid-19 pandemic and associated restrictions on the Charity's activities.

At the start of the financial year the Board continued the work from 2020-21 on the strategic development of the charity and delegated to the Chief Executive the task of developing and implementing a new business plan and staff re-structure. The focus of the year has been the organisation's recovery from the Covid-19 pandemic and the implementation of a new Business Plan and staff structure. Through 2021 the organisation was affected by the uncertainty in the live events sector caused by the pandemic and ongoing lockdowns, which were particularly prevalent in Leicester. Over the Summer and Autumn of 2021, the charity planned for live festivals to take place in February 2022, but also made use of our digital partnership to develop an online offer. The rise of Omicron in December 2021 had a direct effect on the charity. It caused the cancellation of our biggest fundraiser show and affected audience figures and income across the festivals.

The ongoing uncertainty in the live events sector continues to have had a considerable impact on the charity's ability to raise income from ticket sales, festival fees and live event fundraisers. The charity are very grateful to our main funders, sponsors and members of our business partners club for their continuing support which has sustained the charity through the pandemic recovery.

In September 2021 the Charity, through our trading subsidiary Big Difference Productions, opened its first live arts and entertainment venue. The project is a long-term investment by the Charity to conserve a cultural space in the city and to develop an asset that can deliver surplus and give the charity a base to carry out its charitable activities.

In February 2022 the Founder of the charity announced his intention to step back from the organisation in March 2023. The Board are very grateful for the Founder's long-term contribution to the charity and wish him well for the future. In June 2022 the Trustees considered the leadership structure of the organisation and planning for the future.

As we look to the future, although the past two years have presented serious challenges, we believe the Charity is in a good position to navigate the challenges ahead with a renewed strategic direction and plans progressing towards a new leadership team.

#### **Objectives and activities**

The Charity's objects remain the same and are:

- 1) to promote, maintain, improve and advance education by the encouragement of the arts;
- 2) to promote good health and wellbeing through the arts;
- 3) the advancement of the arts and culture for charitable purposes including through comedy and comedy performance

# **BIG DIFFERENCE COMPANY LIMITED**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 30 JUNE 2022**

---

### *Project Activity and Public Benefit*

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2006 to have due regard to the Charity Commission's general guidance on public benefit.

They have referred to the guidance in the Charity Commission's general guidance on Public Benefit when reviewing aims and objectives and in planning future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set. The Trustees ensure that these activities are carried out for the public benefit by delivering services that are valued by the people we support and enable those with responsibility in the sector to develop and adopt best practice, thereby promoting a transparent and efficiently managed charity that engenders public confidence and trust.

Big Difference Company undertakes a varied programme of work across the year, to support the delivery of the overall charitable objects. These projects particularly help us meet the object "the advancement of the arts and culture for charitable purposes including through comedy and comedy performance".

### **Achievements and performance**

#### *Fundraising activities*

The Charity was able to retain its two main partners for the festivals and these relationships will continue until 2023, allowing the Charity to plan for the future.

We received funding in round one and round two of the Cultural Recovery Funding and also additional covid support grants from Leicester City Council. We were also successful in retaining the support of many of our business partners.

We delivered one of the first live festivals following the pandemic in February 2022.

In Autumn 2021 the charity opened The Big Difference venue in Leicester City Centre.

Our partnership with Next Up continues to provide an opportunity to expand our reach globally through the online festivals.

### **Financial review**

#### *Review of activities*

During the year the Charity had total incoming resources of £346,935 (2021: £288,959) and there was a net decrease in funds of £25,802 (2021: increase of £75,252). The total restricted funds at the end of the period amounted to £Nil (2021: £Nil), and unrestricted funds were in surplus by £60,356 (2021: £86,158 surplus). The notes to the accounts show unrestricted fixed assets of £4,248 and unrestricted investments of £1; free reserves, as defined by SORP 2005, were therefore in surplus by £56,107 at 30 June 2022.

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

# **BIG DIFFERENCE COMPANY LIMITED**

## **TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)**

**FOR THE YEAR ENDED 30 JUNE 2022**

---

### *Reserves policy*

The charity has set itself a policy of maintaining unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately three months expenditure. This policy is designed to provide the charity with sufficient funds to sustain its operations in the event of any changes to its funding streams and is aligned to Charity Commission recommended good practice. The reserve that was built last year has been depleted during the current year as a result of the difficulties faced by the industry and the cessation of any government funding. The trustees are working hard to retain and increase their reserves to protect the Charity into the future.

### *Principal funding sources*

Big Difference Company receives a regular, annual grant from Leicester City Council. The grant is awarded to support the Leicester Comedy Festival and is confirmed and in place for the next year (February 2023).

### **Plans for future periods**

The trustees have successfully positioned the organisation as being an effective cultural charity which delivers a range of services and activities to help meet the objects. Despite the Pandemic and the overall economic climate, which has impacted on the charity itself, the organisation remains dynamic and energetic and there is a continuing sense of optimism both internally and with external partners and stakeholders. In the long term the new venue should support the sustainability of the organisation as well as provide opportunities to develop the Charity's activities.

### **Trustees' responsibilities**

The trustees, who are also the directors of Big Difference Company Limited for the purpose of company law, are responsible for preparing the Trustees' 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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 judgements 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

# BIG DIFFERENCE COMPANY LIMITED

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) *FOR THE YEAR ENDED 30 JUNE 2022*

---

The Trustees' report was approved by the Board of Trustees.

  
Jonathan Kerry (Mar 30, 2023 17:38 GMT+1)

J Kerry  
Chairman

**Dated: 30 March 2023**

# BIG DIFFERENCE COMPANY LIMITED

## INDEPENDENT EXAMINER'S REPORT

### TO THE TRUSTEES OF BIG DIFFERENCE COMPANY LIMITED

---

I report to the trustees on my examination of the financial statements of Big Difference Company Limited (the charity) for the year ended 30 June 2022.

#### Responsibilities and basis of report

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

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

#### Independent examiner's statement

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

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

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

*Marcus Dockerty*

Marcus Dockerty (Mar 30, 2023 19:11 GMT+1)

**Marcus W Dockerty FCA FCCA**

Chartered Accountant  
30 Nelson Street  
Leicester  
LE1 7BA

Dated: 30 March 2023

# BIG DIFFERENCE COMPANY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 JUNE 2022**

### Current financial year

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
	Notes				
<b><u>Income from:</u></b>					
Donations and legacies		10,015	-	10,015	10,235
Charitable activities	3	216,898	72,254	289,152	214,224
Other trading activities	4	47,768	-	47,768	64,500
<b>Total income</b>		<b>274,681</b>	<b>72,254</b>	<b>346,935</b>	<b>288,959</b>
<b><u>Expenditure on:</u></b>					
Raising funds	5	-	-	-	3,250
Charitable activities	6	300,483	72,254	372,737	210,457
<b>Total resources expended</b>		<b>300,483</b>	<b>72,254</b>	<b>372,737</b>	<b>213,707</b>
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(25,802)</b>	<b>-</b>	<b>(25,802)</b>	<b>75,252</b>
Fund balances at 1 July 2021		86,158	-	86,158	10,906
<b>Fund balances at 30 June 2022</b>		<b>60,356</b>	<b>-</b>	<b>60,356</b>	<b>86,158</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# BIG DIFFERENCE COMPANY LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 30 JUNE 2022**

Prior financial year

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes			
<b><u>Income from:</u></b>				
Donations and legacies		10,235	-	10,235
Charitable activities	3	192,040	22,184	214,224
Other trading activities	4	64,500	-	64,500
<b>Total income</b>		266,775	22,184	288,959
<b><u>Expenditure on:</u></b>				
Raising funds	5	3,250	-	3,250
Charitable activities	6	188,334	22,123	210,457
<b>Total resources expended</b>		191,584	22,123	213,707
Gross transfers between funds		625	(625)	-
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		75,816	(564)	75,252
Fund balances at 1 July 2020		10,342	564	10,906
<b>Fund balances at 30 June 2021</b>		86,158	-	86,158

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# BIG DIFFERENCE COMPANY LIMITED

## BALANCE SHEET

AS AT 30 JUNE 2022

	Notes	2022 £	£	2021 £	£
<b>Fixed assets</b>					
Tangible assets	9		4,248		7,496
Investments	10		1		1
			<u>4,249</u>		<u>7,497</u>
<b>Current assets</b>					
Debtors	12	65,480		89,238	
Cash at bank and in hand		78,617		183,881	
		<u>144,097</u>		<u>273,119</u>	
<b>Creditors: amounts falling due within one year</b>	14	(58,139)		(154,856)	
Net current assets			85,958		118,263
<b>Total assets less current liabilities</b>			90,207		125,760
<b>Creditors: amounts falling due after more than one year</b>	15		(29,851)		(39,602)
<b>Net assets</b>			<u>60,356</u>		<u>86,158</u>
<b>Income funds</b>					
Unrestricted funds			60,356		86,158
			<u>60,356</u>		<u>86,158</u>


The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 30 June 2022.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the Trustees on 30 March 2023

  
Jonathan Kerry (Mar 30, 2023 17:38 GMT+1)

J Kerry  
Trustee

Company Registration No. 3121538

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 30 JUNE 2022**

---

### **1 Accounting policies**

#### **1.1 Accounting convention**

The accounts have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The accounts have been prepared on the historical cost convention. The principal accounting policies adopted are set out below.

#### **1.2 Going concern**

These financial statements have been prepared on the going concern basis. In conducting their review, the trustees have considered a period of 12 months from the date of approval of the accounts, which includes the impact of the Covid 19 pandemic on the delivery and nature of the 2023 Leicester Comedy Festival. Having made their assessment of the financial and operational position, the trustees have a reasonable expectation that the charity has adequate sources of funding in place to continue as a going concern.

#### **1.3 Charitable funds**

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the Charity for specific purposes. The costs of administering such funds are charged against the specific fund.

#### **1.4 Incoming resources**

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except in so far as they are incapable of financial measurement. Deferred income represents amounts received for future periods and is released to incoming resources in the period for which it has been received.

#### **1.5 Resources expended**

All expenditure, including grants payable, is included on an accrual basis.

#### **1.6 Tangible fixed assets**

Tangible fixed assets are measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets, less their residual values, over their useful lives on the following bases:

Fixtures & fittings	20% per annum of net book value
Computer equipment	33% per annum on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2022

---

### 1 Accounting policies

(Continued)

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

#### 1.8 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### 1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.10 Taxation

The company is a registered charity and thus is exempt from taxation on its income and capital gains.

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### Critical judgements

There are no critical judgements (apart from those involving estimates) in applying the charity's accounting policies.

#### Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are:

#### Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets.

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 3 Charitable activities

	Grants £	Ticket sales and participation fees £	Project income £	Total 2022 £	Total 2021 £
Sales within charitable activities	-	115,690	75,825	191,515	22,695
Grants	84,754	-	-	84,754	180,184
Membership income	-	12,883	-	12,883	11,345
	<u>84,754</u>	<u>128,573</u>	<u>75,825</u>	<u>289,152</u>	<u>214,224</u>
Analysis by fund					
Unrestricted funds	12,500	128,573	75,825	216,898	192,040
Restricted funds	72,254	-	-	72,254	22,184
	<u>84,754</u>	<u>128,573</u>	<u>75,825</u>	<u>289,152</u>	<u>214,224</u>

### 4 Other trading activities

	2022 £	2021 £
Advertising and sponsorship income	<u>47,768</u>	<u>64,500</u>

### 5 Raising funds

	2022 £	2021 £
PR Manager costs	<u>-</u>	<u>3,250</u>

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 6 Charitable activities

	2022 £	2021 £
<b>Unrestricted</b>		
Staff costs	169,504	143,588
Depreciation & profit/loss on disposals	3,248	2,675
Rent and rates	7,821	9,537
Insurance	3,059	1,631
Light and heat	312	179
Telephone and fax	1,261	1,388
Travel and subsistence	5,408	70
Bank charges	284	147
Sundry expenses	1,079	601
Computer expenses	4,856	2,834
Bad and doubtful debts	2,500	-
Printing, postage and stationery	220	69
Project, promotion and production costs	39,789	11,785
Governance costs	2,715	3,110
Legal and professional	6,054	1,104
Artist fees	50,489	8,436
Donations	416	1,091
Loan interest paid	1,646	89
	<u>300,661</u>	<u>188,334</u>
<b>Restricted</b>		
Staff costs	11,513	-
Project, promotion and production costs	60,741	22,184
(Profit)/Loss on disposal of fixed asset	-	(61)
	<u>72,254</u>	<u>22,123</u>
<b>Analysis by fund</b>		
Unrestricted funds	300,661	188,334
Restricted funds	72,254	22,123
	<u>372,915</u>	<u>210,457</u>

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 7 Employees

#### Number of employees

The average number of employees during the year was:

	2022 Number	2021 Number
Employees	11	7

#### Employment costs

	2022 £	2021 £
Wages and salaries - unrestricted	163,228	119,062
Wages and salaries - restricted	11,335	-
Social security costs	6,276	6,131
	180,839	125,193

Total remuneration and benefits paid to key management personnel during the year totalled £64,085.

There were no employees whose annual remuneration was £60,000 or more.

### 8 Trustees

None of the trustees (or any persons connected with them) received any remuneration during the period, and no one was reimbursed any expenses.

### 9 Tangible fixed assets

	Fixtures & fittings £	Computer equipment £	Total £
<b>Cost</b>			
At 1 July 2021	8,898	20,863	29,761
At 30 June 2022	8,898	20,863	29,761
<b>Depreciation and impairment</b>			
At 1 July 2021	7,829	14,436	22,265
Depreciation charged in the year	214	3,034	3,248
At 30 June 2022	8,043	17,470	25,513
<b>Carrying amount</b>			
At 30 June 2022	855	3,393	4,248
At 30 June 2021	1,069	6,427	7,496

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 10 Fixed asset investments

	2022 £	2021 £
Unlisted investments - cost	1	1

The company holds 100% of the issued share capital of Big Difference Productions Limited, a company incorporated in England and Wales. The principal activity of Big Difference Productions Limited is artistic creation.

### 11 Subsidiaries

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct Indirect
Big Difference Productions Limited	UK	Artistic creation	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss) £	Capital and Reserves £
Big Difference Productions Limited	(4,000)	1

### 12 Debtors

	2022 £	2021 £
Trade debtors	40,634	71,208
Amounts due from group undertakings	21,123	-
Other debtors	130	130
Prepayments and accrued income	3,593	17,900
	65,480	89,238

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2022

### 13 Loans and overdrafts

	2022 £	2021 £
Bank loans	39,655	49,202
Payable within one year	9,804	9,600
Payable after one year	29,851	39,602

### 14 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	13	9,804	9,600
Other taxation and social security		7,261	15,862
Deferred income	16	-	99,291
Trade creditors		28,540	10,208
Amounts owed to fellow group undertakings		-	2,799
Other creditors		9,490	8,594
Accruals		3,044	8,502
		58,139	154,856

### 15 Creditors: amounts falling due after more than one year

	2022 £	2021 £
Bank loans	29,851	39,602

### 16 Deferred income

	Grant income	Other deferred income	2022 Total	2021 Total
Opening balance	99,291	-	99,291	35,000
Invoiced in the year	-	-	-	86,475
Released to incoming resources	(99,291)	-	(99,291)	(22,184)
Closing balance	-	-	-	99,291

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 30 JUNE 2022

### 17 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 July 2020 £	Movement in funds		Transfers £	Balance at 1 July 2021 £	Movement in funds		Balance at 30 June 2022 £
		Incoming Resources £	Resources Expended £			Incoming Resources £	Resources Expended £	
Leicester City Council - Leicester Comedy Festival Grant	-	22,000	(22,000)	-	-	24,000	(24,000)	-
Leicester City Council - Choose How You Move	564	-	61	(625)	-	-	-	-
Uniting Laughter Grant	-	-	-	-	-	8,816	(8,816)	-
Baring Foundation Grant	-	184	(184)	-	-	13,550	(13,550)	-
Haz Grant	-	-	-	-	-	14,375	(14,375)	-
The Mighty Creative Grant	-	-	-	-	-	11,513	(11,513)	-
	564	22,184	(22,123)	(625)	-	72,254	(72,254)	-

The above restricted funds were received to deliver the following projects:

Leicester Comedy Festival – grant for funding to support the production of the Leicester Comedy Festival.

Uniting Laughter - grant from The National Lottery for the project Uniting Laughter: Giving RAS a voice.

Baring Foundation - grant to help achieve a decrease in isolation for older people by increasing opportunities for them to perform and actively participate in the festival.

Haz Grant - grant to fund a series of workshops to engage children, young people and their families and to highlight and develop the work Big Difference does in conjunction with them, including The UK Kids' Comedy Festival. It involved staging four x 2 hour drop-in cartooning workshops for children and young people as part of The UK Kids' Comedy Festival 2022.

The Mighty Creative Grant - grant issued to Big Difference Company to fund the appointment of 3 x Kickstart Interns who worked for 6 months each within the organisation . There were 3 positions – Finance, Marketing and Festival Operations .

# BIG DIFFERENCE COMPANY LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 30 JUNE 2022

#### 18 Analysis of net assets between funds

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 30 June 2022 are represented by:						
Tangible assets	4,248	-	4,248	7,496	-	7,496
Investments	1	-	1	1	-	1
Current assets/(liabilities)	57,639	28,319	85,958	118,263	-	118,263
Long term liabilities	(29,851)	-	(29,851)	(39,602)	-	(39,602)
	<u>32,037</u>	<u>28,319</u>	<u>60,356</u>	<u>86,158</u>	<u>-</u>	<u>86,158</u>

#### 19 Related party transactions

During the period the company paid marketing fees to the value of £41,592 (2021: £16,561) to Reach Marketing Communications Limited, a business in which A Pirbhai is a director. During the period the company also raised invoices to the value of £1,200 (2021: £2,076) to Reach Marketing Communications Limited.

At the balance sheet date, £141 (2021: £4,871) was owed by the company to Reach Marketing Communications Limited, and £1,200 (2021: £1,200) was owed to the company from Reach Marketing Communications Limited.