

REGISTERED COMPANY NUMBER: 05243558 (England and Wales)  
REGISTERED CHARITY NUMBER: 1194001

Report of the Trustees and  
Unaudited Financial Statements for the Year Ended 31 March 2025  
for  
Gecko Theatre

Louise Rogers  
Limited Cotumba  
House Adastral Park  
Martlesham Heath  
IP5 3RE

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for the Year Ended 31 March 2025

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## Gecko Theatre

### Introduction from the Chair of Trustees for the Year Ended 31 March 2025

2024/25 was a year of high external delivery set against a backdrop of strategic reflection for Gecko Theatre. The company entered the year intending to reduce activity in order to create space for a strategic review. In practice, however, the demands of multiple major projects meant that Gecko delivered a significant and ambitious programme of work while also embarking on a comprehensive organisational review.

This period of dual focus demonstrated the resilience and creativity that have become hallmarks of Gecko's approach. On one hand, the company created and toured **work** that reached people across the UK and internationally, offering experiences of scale, beauty, and meaning. On the other, the organisation undertook a root-and-branch review of its model and operating environment, working with Arts Council England and other stakeholders to lay the foundations for long-term sustainability.

The year also brought a crucial financial milestone: the settlement of a long-running dispute with HMRC over Theatre Tax Relief. The release of these funds in May 2024 enabled Gecko to repay all short-term loans, stabilise reserves, and re-adopt its reserves policy. This event marked a turning point in the company's financial position and provided renewed confidence for the future.

The Trustees would like to record their appreciation for the extraordinary commitment of Gecko's staff, artists, and partners during what was both a demanding and energising year, and to acknowledge the resilience and leadership shown in navigating a complex mix of delivery, reflection, and recovery.

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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 2019).

#### **Objectives and activities**

##### **Objectives and aims**

Gecko is an award-winning and critically acclaimed physical theatre company founded *in* 2001 by Artistic Director Amit Lahav. Gecko produces original, ambitious theatre productions, films, site-specific work, special projects, participatory workshops and training.

We are committed to creating works of outstanding beauty, meaningful relationships with participants and audiences whilst nurturing and developing innovative artists who can deliver bold creative engagement. Gecko work and in-turn become tomorrow's successful arts leaders both in the UK and globally.

Our last productions have focused on Amit's family migration stories, his Jewish heritage and the diverse lived experience of the ensemble, expressed through symbolism, gesture, movement, music and breath. The meeting point of lighting, sound, technical rigour and human expression makes Gecko a unique creator in the world of theatre and dance.

The company's works take place locally in Ipswich, nationally and around the world.

The objects for which the charity is established, as set out in our governing document, and for the public benefit are to:

- advance the arts through the creation and performance of artistic works
- advance education *in* the subject of artistic performance, in particular but not exclusively by the delivery of educational workshops, masterclasses, and residential courses

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

#### **Objectives and activities**

##### **Significant activities**

##### **Artistic Highlights**

Gecko's artistic output in 2024/25 demonstrated both ambition and adaptability.

From Here On, a major new production in partnership with Good Chance, was realised at a remarkable scale. Involving over 400 young people, the work retraced the Kindertransport route through Berlin, The Hague, Harwich, Dover, and London's Liverpool Street Station. The performances which were seen by over 6,500 people combined powerful theatricality with deeply moving public encounters, reminding audiences of the importance of safe passage and empathy in times of crisis. Supported by the National Lottery Heritage Fund, the project not only delivered against its artistic aims but also forged lasting relationships with communities and participants. The films, advocacy and outreach materials produced as part of From Here On reached more than 2.5 million people digitally.

The Rescue, created at Northern School of Contemporary Dance and also presented in London, to over 600 people, offered a timely and urgent piece of theatre that reinforced Gecko's reputation for tackling pressing social and political themes with originality and boldness.

Gecko also advanced its international collaborations, including The Healer, a partnership with Umba Arts and Casa del Silencio in Bogota. This project, which will culminate in a short film, has provided opportunities for intercultural exchange and experimentation, further strengthening Gecko's international profile.

Alongside the creation of new work, the company invested in protecting the legacy of its repertoire. By securing new storage and workshop facilities at Co-op Juniors, Gecko ensured that productions such as Kin, Wedding, Institute, and Missing remain available for future touring, safeguarding their contribution to Gecko's artistic identity and international reach.

#### **Community and Education**

Community and learning work remained central to Gecko's purpose, and 2024/25 saw programmes of real depth and impact. Over 1500, mostly younger people, took part in Creative Engagement workshops and projects led by Gecko in schools and colleges, with community, refugee and migrant groups and internationally.

The Wolsey 550 project, developed with local schools involving 132 young people culminated in a film co-created with pupils with additional needs. The screenings of this work were powerful moments of pride and celebration, not only for the children who participated but also for their families, teachers, and carers. Projects such as this demonstrate the transformative effect of Gecko's methodology when applied in educational contexts.

Professional development also remained a strong strand. Residencies were held across the year, with bursaries enabling access for practitioners facing financial barriers. These opportunities allowed emerging and mid-career artists to work intensively with Gecko's ensemble and methodology, strengthening the next generation of practitioners.

Regionally, Gecko sustained close ties with Suffolk schools and education trusts. This work ensures that the company's distinctive physical theatre practice continues to inspire young people locally, while also positioning creative engagement more centrally within Gecko's long-term model.

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

#### **Strategic report**

##### **Financial review**

The company is funded by Arts Council England (ACE) as a National Portfolio Organisation (NPO) for 2023-26 and also receives annual support from Ipswich Borough Council. Additional income is generated through trusts and foundations, individual donations, touring activity, engagement programmes, professional training, and commercial hires. Arts Council England has confirmed continued support for the company for a one year extension (2026-27) of the current NPO agreement. A further extension year (2027-28) is under consideration by Arts Council and DCMS.

The company recorded a deficit of £292k in 2024/25. During the year, Trustees and stakeholders took the difficult decision not to proceed with the long-planned Creation Space project. Inflation, rising interest rates, and site complications made the scheme unviable. ACE withdrew its £750k capital grant and Garfield Weston's pledged £150k was returned. The £30k raised through crowdfunding remains ringfenced until an alternative use is identified.

The settlement of the HMRC dispute enabled Gecko to repay all short-term loans, stabilise operations, and re-adopt its reserves policy, which requires £40k in cash reserves and £60k in general reserves.

Total reserves at year end stood at £109k.

##### **Going concern**

Whilst there has been a significant depletion of reserves these were almost entirely in relation to reconciling the outstanding financial commitments for the Creation Space. With that concluded and no longer part of the company's planning, any risk associated with the Creative Space has been removed. The current reserves are appropriate to a middle scale touring theatre company and similar to those of other companies at this scale in the theatre sector. Trustees have determined that going forward Gecko can and will make modest contributions to reserves year on year and this is reflected in the budget for 2025-26 - which is on target - and projected budgets for the following 2 years. The Trustees are confident that with the structure, plans and budgets now in place, and continued support from Arts Council England, Gecko now has sufficient resources to continue operating for the foreseeable future and have therefore adopted a going-concern basis in preparing accounts.

##### **Principal funding sources**

Fundraising and partnership development were a continuing focus.

The National Lottery Heritage Fund remained a key partner through its support of From Here On. Gecko worked closely with the funder to adapt outputs and budgets in light of changing circumstances, demonstrating both flexibility and accountability.

At the same time, the company advanced applications to major national trusts and foundations, including Paul Hamlyn Foundation, John Ellerman Foundation, Esmée Fairbairn Foundation, and Garfield Weston. While competition remains intense in this area, the development of long-term relationships is a positive step toward diversifying Gecko's income base.

Locally, relationships with Suffolk County Council and Suffolk Community Foundation were strengthened, supporting both community engagement and individual giving strategies. Internationally, applications to the British Council for The Healer partnership reflect Gecko's ongoing ambition to grow its international networks.

##### **Investment policy**

The majority of the company's available cash reserves are required to finance its ongoing charitable objectives and therefore the amount of spare reserves to invest is minimal. Any spare reserves and all restricted reserves are placed in an instant access deposit account with our existing banking provider. The interest earned on these deposits remains relatively low. Interest earned is reinvested into delivery of the company's core activities.

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

#### **Strategic report**

#### **Financial review**

#### **Reserves**

Gecko's policy is to maintain reserves of

- Cash reserves £40k at all times
- General reserves target (net current assets excluding Theatre Tax Credit, Total Fixed Assets and Restricted Funds) is £60k as of 31 March each year

#### **Designated Funds**

Reserves may be designated by the Board to cover part or all expenditure for future specific projects. Once designated, only the Board may release this designation for any purpose other than the project for which it was designated. An example of future spend for which designation is appropriate may include the development of a new show or the future purchase of a large asset.

At this time, Gecko does not hold any Designated Funds.

#### **Restricted Funds**

Restricted Reserves will be held where funds raised for specific purposes have not yet been

expended. At end of year, Gecko holds £27,463 of restricted funds

#### **Governance and Risk**

The Trustees continued to review the risk register quarterly and maintained a close focus on areas including financial stability, staff wellbeing, and reputational risk. The successful settlement with HMRC significantly reduced financial uncertainty. Workforce risks were mitigated through investment in HR support and interim leadership capacity. Reputational risks were managed through transparent communication and the continued delivery of high-quality artistic projects.

The Board commends the Senior Management Team and staff for their dedication and resilience, and acknowledges the extraordinary efforts made to sustain artistic quality while managing organisational change.

#### **Future plans**

Gecko's plans for 2025-26 and thereafter include a renewed offer of the company's acclaimed Creative Engagement activity, which is likely to grow Gecko's reach and engagement in the education sector, with communities and professional practitioners across the UK and internationally.

The company will produce The Wedding (Director's Cut) as part of Mime London at Sadlers Wells East in January 2026 showcasing this new model of flexible production which will generate new touring opportunities for the company. Gecko has begun discussions with recent partners, Hall for Cornwall and The Unicorn Theatre to explore 2 new productions for 2026-27.

The successful creation of From Here On in 2024-25 continues to have a legacy with significant on-going digital engagement and has provided a model for new participatory community projects in Suffolk and Kent in 2025-26.

Gecko's digital presence will continue to grow in 2025-26 with the addition of the production of Missing, completing the portfolio of work so that all of the company's work is now accessible online. The introductory film for Gecko's production of Kin will be launched in September 2025 as part of National Theatre Collections and will reach significant number of young people in education over the next year. 2025-26 will be a busy year for the company but without the exceptional challenges faced in the previous year. Gecko will continue to be an important theatre sector presence in the UK and internationally through work in theatres, educational and community settings and digitally.

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

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

##### **Governing document**

The company is a charity limited by guarantee, incorporated on 28 September 2004, amended by special resolution adopting new Articles of Association on 1 April 2021, and was entered on the Register of Charities on 6 April 2021.

The Memorandum of Association established the objectives and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

A full review of the Memorandum and Articles of Association was undertaken during 2021 by solicitors Birketts LLP, ensuring that the Governing document continues to be fit for purpose.

##### **Recruitment and appointment of new trustees**

The skills of the Board of Trustees are reviewed regularly.

New Trustees are recruited via Trustee and Senior Management Team recommendations, with the Artistic Director and at least one Trustee meeting the potential candidate prior to being invited to shadow board meetings. Following this, all candidates are voted upon by current Trustees. On appointment, new Trustees are given the Company Memorandum and Articles of Association, the most recent business plan, minutes, and management accounts, along with access to recorded performances of our work. New Trustees are also invited to meet all the core Gecko team.

## **Structure, governance and management**

### **Organisational structure**

The Board of Trustees meet on average every quarter and is currently made of 4 members. The quorum for Trustees' meetings cannot be less than three trustees present in person, or via digital conferencing or proxy. All Trustees give their time voluntarily and receive no remuneration or other benefit from the charity.

Trustees are responsible for the strategic direction of the company, along with its policies and for reviewing its financial affairs. The day-to-day operation of the company is delegated to the Senior Management Team, who are responsible for ensuring the charity successfully delivers its charitable objectives and meets key performance indicators. All artistic planning decisions are made by the Artistic Director.

Each year the company invites applications from our freelance team for a paid role observing at our board meetings to gain experience of how a board works and to represent the importance of our freelance team at the highest level of our company governance. The freelance board observer has no voting right and is appointed for a yearly term, attending trustees' meetings and away day meetings as well.

The pay of all staff (core and freelance) is reviewed annually in line with the company's policy, which is designed to ensure that staff retain the full purchasing value of their salaries over time. Any salary increment is voted upon by Trustees based on affordability and financial risk to the company.

### **Organisational Development and Leadership**

Alongside artistic and community delivery, 2024/25 was marked by significant investment in organisational reflection and change.

With the support of Arts Council England, Gecko undertook a strategic review to consider the long-term sustainability of its model. This process is designed to produce a five-year business plan that reflects the evolving funding environment, the legacy of the Gecko methodology, and the need to balance touring with deeper investment in creative engagement and professional development.

To support this process, the company invested in its leadership structure to unlock the capacity required to undertake the review. An interim Executive Director was appointed on a fixed-term basis to focus on internal stabilisation, capacity, and change management. From early 2025, Gecko appointed Matthew Jones of 1Degree East to provide ongoing Executive leadership. His role now enables the company to look outward, strengthen partnerships, and prepare for the next phase of delivery.

In governance terms, Trustee Amy Vaughan stepped down from the Board in order to lead the strategic review. This step ensured that the process benefited from independent expertise while maintaining the integrity of Board oversight.

Gecko also took steps to support its workforce. External HR services were engaged to strengthen employment contracts and provide day-to-day HR support. These measures have helped to ease pressure on core staff and contribute to improved wellbeing and clarity of process.

Gecko has been supportive of the creation of Dream Awake, a company that will produce a new immersive production directed by Amit Lahav in China. Gecko has established a clear contractual relationship with Dream Awake, mirroring other partnerships which brings financial benefit to Gecko

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

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

##### **Risk management**

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

Gecko's Risk Management Policy details the processes in which risk is identified, assessed, and mitigated. It also identifies how risk is monitored, communicated throughout the company, and reported, including the role of Trustees in ensuring the governance of risk and the adequacy of the risk management framework.

A Risk Register is used to identify and rank risk, detailing actions to be taken in mitigation. This, along with KPIs, are reviewed at every board meeting to ensure the company is managing its organisational risk to achieve its charitable objectives, to protect beneficiaries, staff and business assets, and to ensure business operations and financial sustainability.

Trustees have assessed the major risks to which Gecko is exposed and are satisfied that there are systems in place to mitigate these. Where appropriate, systems and procedures have been established to mitigate the risks the charity faces. Procedures are in place to ensure compliance with health and safety legislation for core staff, freelance staff, and participants. Internal financial risks are minimised using procedures for all transactions and project budgeting. Funding/commission agreements with partners establish a framework in which to minimise risk and prepare annual budgets.

#### **Conclusion**

2024/25 was a year defined by delivery, reflection, and recovery. Gecko not only mounted major projects of scale and impact but also undertook the deep strategic review necessary to ensure long-term sustainability.

The resolution of the HMRC dispute has transformed Gecko's financial outlook. The leadership transitions have provided both stability and new energy. And the ongoing commitment to community, education, and international partnerships has reaffirmed Gecko's identity as a company of global reach and local impact. With renewed resilience, a clear strategic direction, and the continued support of staff, artists, partners, and funders, Gecko is well placed to thrive in the years ahead.

#### **Reference and administrative details**

##### **Registered Company number**

05243558 (England and Wales)

##### **Registered Charity number**

1194001

##### **Registered office**

Warehouse Studios  
Paul's Road  
Ipswich  
IP2 0AN

##### **Trustees**

P Mutumburi  
J Neal  
S Smith  
H Lannaghan  
A Vaughn (resigned 16.12.24)

##### **Independent Examiner**

Louise Rogers Limited  
Columba House  
Adastral Park  
Martlesham Heath  
IP5 3RE

## Gecko Theatre

### Report of the Trustees for the Year Ended 31 March 2025

#### **Reference and administrative details**

##### **Senior Management Team**

Amit Lahav, Artistic Director

Paul Smethurst, Creative Engagement Producer

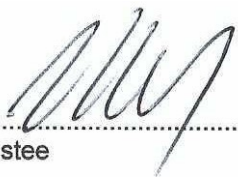
Steve Allman, Head of Operations and Development (left May 2024).

Beth Cinamon, Head of Operations and Development (joined May 2024).

#### **Events since the end of the year**

Information relating to events since the end of the year is given in the notes to the financial statements.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ...l.t:..).W..Cand signed on the board's behalf by:



.....  
J Neal - Trustee

Independent Examiner's Report to the Trustees  
of Gecko Theatre

**Independent examiner's report to the trustees of Gecko Theatre ('the Company')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

**Responsibilities and basis of report**

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

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

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

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

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

Louise Rogers FCCA

Louise Rogers  
Limited Columba  
House Adastral Park  
Martlesham Heath  
IP5 3RE

Date: .....

Statement of Financial Activities  
for the Year Ended 31 March 2025

|                                    | Notes | Unrestricted<br>fund<br>£ | Restricted<br>funds<br>£ | 31.3.25<br>Total<br>funds<br>£ | 31.3.24<br>Total<br>funds<br>£ |
|------------------------------------|-------|---------------------------|--------------------------|--------------------------------|--------------------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>  |       |                           |                          |                                |                                |
| Donations and legacies             | 2     | 276,847                   | 56,218                   | 333,065                        | 392,770                        |
| <b>Charitable activities</b>       | 5     |                           |                          |                                |                                |
| Production and participation costs |       | 56,109                    |                          | 56,109                         | 353,690                        |
| Other trading activities           | 3     | 17,824                    |                          | 17,824                         |                                |
| Investment income                  | 4     | 2,105                     |                          | 2,105                          | 14,811                         |
| Other income                       |       | 490                       |                          | 490                            | 3,746                          |
| <b>Total</b>                       |       | 353,375                   | 56,218                   | 409,593                        | 765,017                        |
| <b>EXPENDITURE ON</b>              |       |                           |                          |                                |                                |
| Raising funds                      | 6     | 12,915                    | (1)                      | 12,914                         | 48                             |
| <b>Charitable activities</b>       | 7     |                           |                          |                                |                                |
| Production and participation costs |       | 409,927                   | 278,657                  | 688,584                        | 780,584                        |
| <b>Total</b>                       |       | 422,842                   | 278,656                  | 701,498                        | 780,632                        |
| <b>NET INCOME/(EXPENDITURE)</b>    |       | (69,467)                  | (222,438)                | (291,905)                      | (15,615)                       |
| <b>RECONCILIATION OF FUNDS</b>     |       |                           |                          |                                |                                |
| Total funds brought forward        |       | 151,188                   | 249,901                  | 401,089                        | 416,704                        |
| <b>TOTAL FUNDS CARRIED FORWARD</b> |       | <u>81,721</u>             | <u>27,463</u>            | <u>109,184</u>                 | <u>401,089</u>                 |

Gecko Theatre

Balance Sheet

31 March

2025

|                                              | Notes | 31.3.25<br>£ | 31.3.24<br>£ |
|----------------------------------------------|-------|--------------|--------------|
| <b>FIXED ASSETS</b>                          | 13    | 2,556        | 84,755       |
| Tangible assets                              |       |              |              |
| <b>CURRENT ASSETS</b>                        | 14    | 77,760       | 254,851      |
| Debtors                                      |       | 105,535      | 210,859      |
| Cash at bank                                 |       |              |              |
|                                              |       | 183,295      | 465,710      |
| <b>CREDITORS</b>                             |       |              |              |
| Amounts falling due within one year          | 15    | (76,667)     | (149,376)    |
| <b>NET CURRENT ASSETS</b>                    |       | 106,628      | 316,334      |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       | 109,184      | 401,089      |
| <b>NET ASSETS</b>                            |       | 109,184      | 401,089      |
| <b>FUNDS</b>                                 | 18    |              |              |
| Unrestricted funds                           |       | 81,721       | 151,188      |
| Restricted funds                             |       | 27,463       | 249,901      |
| <b>TOTAL FUNDS</b>                           |       | 109,184      | 401,089      |

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

  
.....  
J Neal - Trustee

The notes form part of these financial

## Gecko Theatre

### Cash Flow Statement

for the Year Ended 31 March 2025

|                                                                               | Notes | 31.3.25<br>£ | 31.3.24<br>£ |
|-------------------------------------------------------------------------------|-------|--------------|--------------|
| <b>Cash flows from operating activities</b>                                   |       |              |              |
| Cash generated from operations                                                | 1     | (334,265)    | 2,466        |
| Tax paid                                                                      |       | 5,048        |              |
| Theatre Tax Relief refund                                                     |       | 224,044      |              |
|                                                                               |       | <hr/>        | <hr/>        |
| Net cash (used in)/provided by operating activities                           |       | (105,173)    | 2,466        |
|                                                                               |       | <hr/>        | <hr/>        |
| <b>Cash flows from investing activities</b>                                   |       |              |              |
| Purchase of tangible fixed assets                                             |       | (2,506)      | (4,446)      |
| Sale of tangible fixed assets                                                 |       | 250          |              |
| Interest received                                                             |       | 2,105        | 14,811       |
|                                                                               |       | <hr/>        | <hr/>        |
| Net cash (used in)/provided by investing activities                           |       | (151)        | 10,365       |
|                                                                               |       | <hr/>        | <hr/>        |
| <b>Change in cash and cash equivalents<br/>in the reporting period</b>        |       | (105,324)    | 12,831       |
| <b>Cash and cash equivalents at the<br/>beginning of the reporting period</b> |       | 210,859      | 198,028      |
|                                                                               |       | <hr/>        | <hr/>        |
| <b>Cash and cash equivalents at the end<br/>of the reporting period</b>       |       | 105,535      | 210,859      |
|                                                                               |       | <hr/>        | <hr/>        |

The notes form part of these financial

Notes to the Cash Flow Statement  
for the Year Ended 31 March 2025

**1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES**

|                                                                                                | 31.3.25<br>£     | 31.3.24<br>£ |
|------------------------------------------------------------------------------------------------|------------------|--------------|
| <b>Net expenditure for the reporting period (as per the Statement of Financial Activities)</b> | (291,905)        | (15,615)     |
| <b>Adjustments for:</b>                                                                        |                  |              |
| Depreciation charges                                                                           | 8,959            | 9,700        |
| Loss on disposal of fixed assets                                                               | 542              |              |
| Interest received                                                                              | (2,105)          | (14,811)     |
| (Increase)/decrease in debtors                                                                 | (17,047)         | 27,563       |
| Decrease in creditors                                                                          | (32,709)         | (4,371)      |
| <b>Net cash (used in)/provided by operations</b>                                               | <u>(334,265)</u> | <u>2,466</u> |

**2. ANALYSIS OF CHANGES IN NET FUNDS**

|                                 | At 1.4.24<br>£ | Cash flow<br>£   | At 31.3.25<br>£ |
|---------------------------------|----------------|------------------|-----------------|
| <b>Net cash</b>                 |                |                  |                 |
| Cash at bank                    | 210,859        | (105,324)        | 105,535         |
|                                 | 210,859        | <u>(105,324)</u> | <u>105,535</u>  |
| <b>Debt</b>                     |                |                  |                 |
| Debts falling due within 1 year | (40,000)       | 40,000           |                 |
|                                 | (40,000)       | <u>40,000</u>    |                 |
| <b>Total</b>                    | <u>170,859</u> | <u>(65,324)</u>  | <u>105,535</u>  |

The notes form part of these financial

Notes to the Financial Statements  
for the Year Ended 31 March 2025

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

**Going Concern**

The Trustees have considered the charity's position at the time of signing the financial statements.

The Trustees are confident that with the structure, plans and budgets now in place, and continued support from Arts Council England, the charity has sufficient resources to continue operating for the foreseeable future.

For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

**Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Allocation and apportionment of costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Trusts artistic programmes and activities. These costs have been allocated in note 6.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

|                       |               |
|-----------------------|---------------|
| Plant and machinery   | - 25% on cost |
| Fixtures and fittings | - 25% on cost |
| Computer equipment    | - 25% on cost |

Creation Space has not been depreciated as these are costs in the course of development.

**Taxation**

The charity is exempt from corporation tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**1. ACCOUNTING POLICIES - continued**

**Fund accounting**

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**2. DONATIONS AND LEGACIES**

|           | 31.3.25        | 31.3.24        |
|-----------|----------------|----------------|
|           | £              | £              |
| Donations | 21,170         | 700            |
| Grants    | <u>311,895</u> | <u>392,070</u> |
|           | <u>333,065</u> | <u>392,770</u> |

Grants received, included in the above, are as follows:

|                                | 31.3.25        | 31.3.24        |
|--------------------------------|----------------|----------------|
|                                | £              | £              |
| Arts Council England East      | 168,343        | 379,736        |
| Garfield Weston                | (150,000)      |                |
| Ipswich Borough Council        | 12,334         | 12,334         |
| National Lottery Heritage Fund | 164,833        |                |
| Good Chance                    | 116,385        |                |
|                                | <u>311,895</u> | <u>392,070</u> |

Gecko's Trustees, Ipswich Borough Council and ACE decided in summer 2024 that the Creation Space project as originally envisioned should not proceed. Garfield Weston stated that the £150k grant made for the space was not transferrable and therefore the £150k grant was returned.

**3. OTHER TRADING ACTIVITIES**

|                   | 31.3.25       | 31.3.24 |
|-------------------|---------------|---------|
|                   | £             | £       |
| Space Hire income | 14,824        |         |
| Equipment hire    | <u>3,000</u>  |         |
| income            | <u>17,824</u> |         |

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**4. INVESTMENT INCOME**

|                               | 31.3.25 | 31.3.24 |
|-------------------------------|---------|---------|
|                               | £       | £       |
| Interest receivable - trading | 2,105   | 14,811  |

**5. INCOME FROM CHARITABLE ACTIVITIES**

|                              | Activity                           | 31.3.25       | 31.3.24        |
|------------------------------|------------------------------------|---------------|----------------|
|                              |                                    | £             | £              |
| Fees                         | Production and participation costs | 56,109        | 324,427        |
| costs Commissions receivable | Production and participation costs |               | 29,263         |
|                              |                                    | <u>56,109</u> | <u>353,690</u> |

**6. RAISING FUNDS**

**Raising donations and legacies**

|                | 31.3.25 | 31.3.24 |
|----------------|---------|---------|
|                | £       | £       |
| Donation costs | 118     | 48      |

**Other trading activities**

|                   | 31.3.25 | 31.3.24 |
|-------------------|---------|---------|
|                   | £       | £       |
| Purchases         | 12,796  |         |
| Aggregate amounts | 12,914  | 48      |

**7. CHARITABLE ACTIVITIES COSTS**

|                                    | Direct Costs | Support costs (see note 8) | Totals  |
|------------------------------------|--------------|----------------------------|---------|
|                                    | £            | £                          | £       |
| Production and participation costs | 539,036      | 149,548                    | 688,584 |

**8. SUPPORT COSTS**

|                                    | Other   | Governance costs | Totals  |
|------------------------------------|---------|------------------|---------|
|                                    | £       | £                | £       |
| Production and participation costs | 102,233 | 47,315           | 149,548 |

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**9. NET INCOME/(EXPENDITURE)**

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

|                                     | 31.3.25 | 31.3.24 |
|-------------------------------------|---------|---------|
|                                     | £       | £       |
| Depreciation - owned assets         | 8,959   | 9,701   |
| Other operating leases              | 5,579   | 3,600   |
| Deficit on disposal of fixed assets | 542     |         |
|                                     | --      | --      |

**10. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

**11. STAFF COSTS**

|                       | 31.3.25        | 31.3.24        |
|-----------------------|----------------|----------------|
|                       | £              | £              |
| Wages and salaries    | 218,843        | 237,219        |
| Social security costs | 18,216         | 19,640         |
| Other pension costs   | 6,561          | 7,117          |
|                       | <u>243,620</u> | <u>263,976</u> |

The average monthly number of employees during the year was as follows:

|          | 31.3.25 | 31.3.24 |
|----------|---------|---------|
| Creative | 2       | 3       |
| Support  | 3       | 3       |
|          | 5       | 6       |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

|                   | 31.3.25 | 31.3.24 |
|-------------------|---------|---------|
| £60,001 - £70,000 | 1       | 1       |

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES**

|                                    | Unrestricted<br>fund<br>£ | Restricted<br>funds<br>£ | Total<br>funds<br>£ |
|------------------------------------|---------------------------|--------------------------|---------------------|
| <b>INCOME AND ENDOWMENTS FROM</b>  |                           |                          |                     |
| Donations and legacies             | 293,605                   | 99,165                   | 392,770             |
| <b>Charitable activities</b>       |                           |                          |                     |
| Production and participation costs | 324,427                   | 29,263                   | 353,690             |
| Investment income                  | 14,811                    |                          | 14,811              |
| Other income                       | 3,746                     |                          | 3,746               |
| <b>Total</b>                       | <b>636,589</b>            | <b>128,428</b>           | <b>765,017</b>      |
| <b>EXPENDITURE ON</b>              |                           |                          |                     |
| Raising funds                      | 48                        |                          | 48                  |
| <b>Charitable activities</b>       |                           |                          |                     |
| Production and participation costs | 649,485                   | 131,099                  | 780,584             |
| <b>Total</b>                       | <b>649,533</b>            | <b>131,099</b>           | <b>780,632</b>      |
| <b>NET INCOME/(EXPENDITURE)</b>    | <b>(12,944)</b>           | <b>(2,671)</b>           | <b>{15,615}</b>     |
| <b>RECONCILIATION OF FUNDS</b>     |                           |                          |                     |
| Total funds brought forward        | 164,132                   | 252,572                  | 416,704             |
| <b>TOTAL FUNDS CARRIED FORWARD</b> | <b>151,188</b>            | <b>249,901</b>           | <b>401,089</b>      |

**13. TANGIBLE FIXED ASSETS**

|                        | Creation<br>Space<br>£ | Plant and<br>machinery<br>£ | Fixtures<br>and<br>fittings<br>£ | Computer<br>equipment<br>£ | Totals<br>£ |
|------------------------|------------------------|-----------------------------|----------------------------------|----------------------------|-------------|
| <b>Cost</b>            |                        |                             |                                  |                            |             |
| At 1 April 2024        | 72,448                 | 23,956                      | 1,378                            | 14,456                     | 112,238     |
| Additions              | 2,506                  |                             |                                  |                            | 2,506       |
| Disposals              | (74,954)               |                             |                                  | (2,227)                    | (77,181)    |
| At 31 March 2025       |                        | 23,956                      | 1,378                            | 12,229                     | 37,563      |
| <b>Depreciation</b>    |                        |                             |                                  |                            |             |
| At 1 April 2024        |                        | 18,216                      | 223                              | 9,044                      | 27,483      |
| Charge for year        |                        | 5,740                       | 344                              | 2,875                      | 8,959       |
| Eliminated on disposal |                        |                             |                                  | (1,435)                    | (1,435)     |
| At 31 March 2025       |                        | 23,956                      | 567                              | 10,484                     | 35,007      |
| <b>Net book value</b>  |                        |                             |                                  |                            |             |
| At 31 March 2025       |                        |                             | 811                              | 1,745                      | 2,556       |
| At 31 March 2024       | 72,448                 | 5,740                       | 1,155                            | 5,412                      | 84,755      |

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**13. TANGIBLE FIXED ASSETS - continued**

Creation Space comprises capitalised costs towards the development of a new creation space as described in the Trustees' Report.

**14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                | 31.3.25<br>£  | 31.3.24<br>£   |
|--------------------------------|---------------|----------------|
| Trade debtors                  | 20,930        | 8,757          |
| Other debtors                  | 50            | 1,245          |
| Theatre tax relief             |               | 218,996        |
| Tax                            |               | 5,048          |
| Prepayments and accrued income | 56,780        | 20,805         |
|                                | <u>77,760</u> | <u>254,851</u> |

**15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                              | 31.3.25<br>£  | 31.3.24<br>£   |
|------------------------------|---------------|----------------|
| Other loans (see note 16)    |               | 40,000         |
| Trade creditors              | 28,616        | 82,172         |
| VAT                          | 5,155         | 1,760          |
| Other creditors              | 5,000         | 1,313          |
| Accruals and deferred income | 37,896        | 24,131         |
|                              | <u>76,667</u> | <u>149,376</u> |

**16. LOANS**

An analysis of the maturity of loans is given below:

|                                                | 31.3.25<br>£ | 31.3.24<br>£ |
|------------------------------------------------|--------------|--------------|
| Amounts falling due within one year on demand: |              |              |
| Other loans                                    |              | 40,000       |
|                                                |              | --           |

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

|                     | Unrestricted<br>fund<br>£ | Restricted<br>funds<br>£ | 31.3.25<br>Total<br>funds<br>£ | 31.3.24<br>Total<br>funds<br>£ |
|---------------------|---------------------------|--------------------------|--------------------------------|--------------------------------|
| Fixed assets        | 2,556                     |                          | 2,556                          | 84,755                         |
| Current assets      | 155,832                   | 27,463                   | 183,295                        | 465,710                        |
| Current liabilities | (76,667)                  |                          | (76,667)                       | (149,376)                      |
|                     | <u>81,721</u>             | <u>27,463</u>            | <u>109,184</u>                 | <u>401,089</u>                 |

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**18. MOVEMENT IN FUNDS**

|                                            | <b>At 1.4.24</b> | <b>Net movement</b> | <b>Transfers</b> | <b>At 31.3.25</b> |
|--------------------------------------------|------------------|---------------------|------------------|-------------------|
|                                            | <b>£</b>         | <b>in funds</b>     | <b>between</b>   | <b>£</b>          |
|                                            |                  | <b>£</b>            | <b>funds</b>     |                   |
|                                            |                  |                     | <b>£</b>         |                   |
| <b>Unrestricted funds</b>                  |                  |                     |                  |                   |
| General fund                               | 151,188          | (69,467)            |                  | 81,721            |
| <b>Restricted funds</b>                    |                  |                     |                  |                   |
| Creation Space                             | 179,969          | (150,000)           | (2,506)          | 27,463            |
| ACE Capital Grants for Creation Space      | <b>37,268</b>    | (37,268)            |                  |                   |
| AHF Capital Grant                          | 1,000            | (1,000)             |                  |                   |
| AHF/Crowdfunder for Creation Space Capital | <b>31,664</b>    | (34,170)            | 2,506            |                   |
|                                            | 249,901          | <b>(222,438)</b>    |                  | 27,463            |
| <b>TOTAL FUNDS</b>                         | 401,089          | (291,905)           |                  | 109,184           |

Net movement in funds, included in the above are as follows:

|                                            | <b>Incoming resources</b> | <b>Resources expended</b> | <b>Movement in funds</b> |
|--------------------------------------------|---------------------------|---------------------------|--------------------------|
|                                            | <b>£</b>                  | <b>£</b>                  | <b>£</b>                 |
| <b>Unrestricted funds</b>                  |                           |                           |                          |
| General fund                               | 353,375                   | (422,842)                 | (69,467)                 |
| <b>Restricted funds</b>                    |                           |                           |                          |
| Creation Space                             | (150,000)                 |                           | (150,000)                |
| ACE Capital Grants for Creation Space      |                           | (37,268)                  | (37,268)                 |
| AHF Capital Grant                          |                           | (1,000)                   | (1,000)                  |
| AHF/Crowdfunder for Creation Space Capital |                           | (34,170)                  | (34,170)                 |
| From Here On                               | 206,218                   | (206,218)                 |                          |
|                                            | 56,218                    | (278,656)                 | <b>(222,438)</b>         |
| <b>TOTAL FUNDS</b>                         | 409,593                   | (701,496)                 | (291,905)                |

Notes to the Financial Statements - continued  
for the Year Ended 31 March 2025

**18. MOVEMENT IN FUNDS - continued**

**Comparatives for movement in funds**

|                                               | At 1.4.23<br>£ | Net<br>movement<br>in funds<br>£ | At 31.3.24<br>£ |
|-----------------------------------------------|----------------|----------------------------------|-----------------|
| <b>Unrestricted funds</b>                     |                |                                  |                 |
| General fund                                  | 164,132        | (12,944)                         | 151,188         |
| <b>Restricted funds</b>                       |                |                                  |                 |
| Creation Space                                | 179,969        |                                  | 179,969         |
| ACE Capital Grants for Creation Space         | 37,268         |                                  | 37,268          |
| AHF Capital Grant                             | 2,082          | (1,082)                          | 1,000           |
| AHF/Crowdfunder for Creation Space<br>Capital | 31,664         |                                  | 31,664          |
| Magic Me - PHF                                | 1,589          | (1,589)                          |                 |
|                                               | 252,572        | (2,671)                          | 249,901         |
| <b>TOTAL FUNDS</b>                            | <u>416,704</u> | <u>(15,615)</u>                  | <u>401,089</u>  |

Comparative net movement in funds, included in the above are as follows:

|                           | Incoming<br>resources<br>£ | Resources<br>expended<br>£ | Movement<br>in funds<br>£ |
|---------------------------|----------------------------|----------------------------|---------------------------|
| <b>Unrestricted funds</b> |                            |                            |                           |
| General fund              | 636,589                    | (649,533)                  | (12,944)                  |
| <b>Restricted funds</b>   |                            |                            |                           |
| Touring                   | 99,165                     | {99,165}                   |                           |
| AHF Capital Grant         |                            | (1,082)                    | {1,082}                   |
| Magic Me - PHF            |                            | (1,589)                    | {1,589}                   |
| Show Creation             | 7,500                      | (7,500)                    |                           |
| Pitching Costs            | 21,763                     | (21,763)                   |                           |
|                           | 128,428                    | (131,099)                  | (2,671)                   |
| <b>TOTAL FUNDS</b>        | <u>765,017</u>             | <u>(780,632)</u>           | <u>(15,615)</u>           |

**19. RELATED PARTY DISCLOSURES**

Helen Baggett {Associate Director of Gecko and paid on a freelance basis, partner of the AD): Paid £10,465 for services in workshops and meetings.

**20. POST BALANCE SHEET EVENTS**

Gecko's Trustees, Ipswich Borough Council and ACE decided in summer 2024 that the Creation Space project as originally envisioned should not proceed. Garfield Weston stated that the £150k grant made for the space was not transferrable and therefore the £150k grant was returned.

Detailed Statement of Financial Activities  
for the Year Ended 31 March 2025

|                                       | 31.3.25<br>£ | 31.3.24<br>£ |
|---------------------------------------|--------------|--------------|
| <b>INCOME AND ENDOWMENTS</b>          |              |              |
| <b>Donations and legacies</b>         |              |              |
| Donations                             | 21,170       | 700          |
| Grants                                | 311,895      | 392,070      |
|                                       | 333,065      | 392,770      |
| <b>Other trading activities</b>       |              |              |
| Space Hire income                     | 14,824       |              |
| Equipment hire income                 | 3,000        |              |
|                                       | 17,824       |              |
| <b>Investment income</b>              |              |              |
| Interest receivable - trading         | 2,105        | 14,811       |
| <b>Charitable activities</b>          |              |              |
| Fees                                  | 56,109       | 324,427      |
| Commissions receivable                |              | 29,263       |
|                                       | 56,109       | 353,690      |
| <b>Other income</b>                   |              |              |
| Cashback                              | 490          |              |
| Theatre tax relief                    |              | 3,746        |
|                                       | 490          | 3,746        |
| <b>Total incoming resources</b>       | 409,593      | 765,017      |
| <b>EXPENDITURE</b>                    |              |              |
| <b>Raising donations and legacies</b> |              |              |
| Donation costs                        | 118          | 48           |
| <b>Other trading activities</b>       |              |              |
| Space Hire cost                       | 12,796       |              |
| <b>Charitable activities</b>          |              |              |
| Wages and salaries                    | 218,843      | 237,219      |
| Social security                       | 18,216       | 19,640       |
| Pensions                              | 6,561        | 7,117        |
| Rent                                  | 5,579        | 3,600        |
| Training                              | 3,692        | 5,413        |
| Recruitment                           | 887          | 2,017        |
| Entertaining                          | 876          | 1,912        |
| Production costs                      | 19,261       | 66,598       |
| Subcontractor costs                   | 165,012      | 254,044      |
| Carried forward                       | 438,927      | 597,560      |

This page does not form part of the statutory financial statements

## Gecko Theatre

### Detailed Statement of Financial Activities for the Year Ended 31 March 2025

|                                       | 31.3.25          | 31.3.24         |
|---------------------------------------|------------------|-----------------|
|                                       | £                | £               |
| <b>Charitable activities</b>          |                  |                 |
| Brought forward                       | 438,927          | 597,560         |
| Set freight                           | 24,066           | 14,658          |
| Room hire                             |                  | 4,688           |
| Royalties                             | 1,601            | 7,449           |
| Accommodation                         | 32,965           | 36,542          |
| Travel and subsistence                | 40,621           | 52,977          |
| Show marketing                        | 856              | 4,046           |
|                                       | 539,036          | 717,920         |
| <b>Support costs</b>                  |                  |                 |
| <b>Other</b>                          |                  |                 |
| Insurance                             | 7,256            | 7,799           |
| Telephone                             | 1,160            | 1,451           |
| Postage                               | 264              | 136             |
| Sundries                              | 150              | 902             |
| Stationery and printing               | 176              | 32              |
| Computer expenses                     | 1,990            | 2,973           |
| Subscriptions                         | 1,026            | 1,261           |
| Bank charges                          | 73               | 461             |
| Office equipment and maintenance      | 1,448            | 1,267           |
| Office administration                 | 4,235            |                 |
| Depreciation of tangible fixed assets | 8,959            | 9,700           |
| Loss on sale of tangible fixed assets | 542              |                 |
| Write off Creation Space asset        | 74,954           |                 |
|                                       | 102,233          | 25,982          |
| <b>Governance costs</b>               |                  |                 |
| Accountancy fees                      | 22,375           | 15,600          |
| Professional fees                     | 3,488            | 4,963           |
| Advertising and PR                    | 3,952            | 16,119          |
| Management fees                       | 17,500           |                 |
|                                       | 47,315           | 36,682          |
| Total resources expended              | 701,498          | 780,632         |
| <b>Net expenditure</b>                | <u>(291,905)</u> | <u>(15,615)</u> |

This page does not form part of the statutory financial statements

