

UNEXPECTED PLACES LIMITED

England & Wales · Charity number 1194787

Details

Other names UNEXPECTED PLACES, LIGHT UP

Status Registered

Legal form Charitable company

Company number [09709527](#)

Registered 2021-06-14

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

Contact

Address Unit 1
off Emsworth Road
Southampton
SO15 3LX

Phone 07483239331

Email info@lightupdrama.org.uk

Website www.unexpectedplaces.co.uk

Activities

Objects: THE CHARITY'S OBJECTS ('OBJECTS') ARE SPECIFICALLY RESTRICTED TO THE FOLLOWING: TO ADVANCE PUBLIC EDUCATION IN, AND APPRECIATION OF, THE PERFORMING ARTS IN PARTICULAR BUT NOT EXCLUSIVELY BY: A) THE PROVISION OF WORKSHOPS IN ACTING AND ARTISTIC PERFORMANCE WHICH DEVELOP KNOWLEDGE, SKILLS, CONFIDENCE AND CREATIVITY; B) DELIVERING HIGH QUALITY ORIGINAL THEATRE PERFORMANCES FOR PUBLIC PRESENTATION; C) THE PROVISION OF OPPORTUNITIES TO PARTICIPATE IN OTHER AREAS OF THEATRE PRODUCTION INCLUDING WORKING BACKSTAGE, LIGHTING, SOUND AND PRODUCTION DESIGN. D) THE PROVISION OF OPPORTUNITIES TO PARTICIPATE IN CREATIVE EDUCATIONAL ACTIVITIES SUCH AS ARTS TRAILS, FESTIVALS AND EVENTS.

Activities: The provision of performing arts activities, with a particular focus on children and young people through drama classes, creative and sensory play classes, workshops and outreach projects in Hampshire. Performing original devised productions to the local community and training the next generation of theatre makers through our innovative and supportive youth theatre programme, Light UP.

Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, The General Public/mankind

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£125,603	£126,657	-	-
2024-07-31	£136,194	£129,307	-	-
2023-07-31	£145,348	£156,134	-	-
2022-07-31	£186,211	£238,402	-	-

Trustees

Name	Role	Appointed
Darren Sloan		2023-05-22
Juli Richards		2023-06-20
Prof Roberta Comunian		2023-05-22
Rosanna Louise Houston		2020-10-27
Stephen Adams		2023-06-20

UNEXPECTED PLACES LIMITED

England & Wales - Charity number 1194787

Accounts

REGISTERED COMPANY NUMBER: 09709527 (England and Wales)
REGISTERED CHARITY NUMBER: 1194787

UNEXPECTED PLACES LIMITED
ANNUAL REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2025

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

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**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY,
ITS TRUSTEES AND ADVISERS**

Trustees
Rosanna Louise Houston
Darren Sloan
Roberta Comunian
Stephen Adams
Juli Adams

Directors
Rosanna Louise Houston
Darren Sloan
Roberta Comunian
Stephen Adams
Juli Adams

Secretary
Courtney Ashiyn Fayle

Company reg. no.
09709527

Charity reg. no.
1194787

Registered office
Unit 1
Emsworth Road
Southampton
England
SO15 3LX

Independent examiner
TBT Accountancy Ltd
Kingfisher House
Rownhams Lane
North Baddesley
Southampton
Hampshire
SO52 9LP

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

TRUSTEES' REPORT

The Trustees, who are also directors of the Company for the purposes of company law, submit their annual report and the financial statements of Unexpected Places Limited for the year ended 31 July 2025.

Organisation

The Trustees work alongside the Unexpected Places Senior Management team, who are responsible for formulating the strategies and policies of the charity including the approval of budgets and the annual accounts. The Trustees delegate the day to day running of the charity to the Senior Management Team.

Recruitment and appointment of Trustees

Trustees are appointed on the basis of their expertise in a particular field.

Governing document

Unexpected Places Limited is a company limited by guarantee and a registered charity governed by its memorandum and articles of association and the policies formulated from time to time by the Trustees.

Objects

The charity's objects are specifically restricted to the following:

To advance public education in, and appreciation of, the performing arts in particular but not exclusively by:

- a) the provision of classes and workshops in acting and artistic performance which develop knowledge, skills, confidence, creativity and community;
- b) delivering high quality original theatre performances for public presentation;
- c) the provision of opportunities to participate in other areas of theatre production including working backstage, lighting, sound and production design.
- d) the provision of opportunities to participate in creative educational activities such as arts trails, festivals and events.

DEVELOPMENT, ACTIVITIES AND ACHIEVEMENTS

Achievements and Performance

In this, our 10th anniversary year, the Trustees are delighted to report a marked increase in activity across all strands of the organisation. What began a decade ago with a small group of dedicated members has flourished into a thriving charity, offering a rich and varied programme of theatre-making, education, and community engagement. This anniversary year has not only been a time for reflection but also one of growth, creativity, and renewed commitment to our mission.

Despite continued financial challenges, the organisation has shown resilience, adaptability, and ambition. By expanding our programme, introducing new initiatives, and deepening our impact in the community, Unexpected Places has demonstrated that the arts remain a vital tool for creativity, confidence-building, and connection.

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

TRUSTEES' REPORT

Unexpected Places

As the umbrella organisation, Unexpected Places directed and supported a busy and diverse programme throughout the year. We successfully launched new initiatives, developed innovative projects, and delivered productions that provided both participants and audiences with meaningful opportunities to engage with the performing arts.

Highlights included:

- Stories from the Station - a community verbatim project funded by South Western Railway as part of the Railway 200 celebrations.
- Mini Tour of *The Trials* – a play about climate change which extended opportunities for young performers to experience the process of taking work on tour.
- Keeping Well Creatively Project – ongoing development of this mental health and well-being initiative, SNG (Sovereign Network Group), due to culminate in a public event in October 2025.

Our community and fundraising efforts also reflected the celebratory spirit of our 10th year. A 10 Mile Sponsored Walk brought together participants, families, and supporters to raise funds and awareness for our work, while our Family Quiz Night at the Stage Door added a joyful, interactive element to our anniversary calendar.

Light UP

Light UP continues to be the beating heart of our educational offer, with classes, workshops, and projects engaging young people across Hampshire. The programme sustained a committed membership while increasing opportunities for collaboration and performance.

Highlights this year included:

- The Summer Youth Project: *Matilda Jr.*, our most ambitious technical production to date that was supported by student volunteers who gained on the job experience of working backstage.
- The Wall – a powerful devised performance from our Shirley Ensemble, tackling themes of mental health and well-being and showcasing the creative voices of young people, developed with support from #BeeWell and Hampshire County Council.
- Our second Annual Combined Company Production, *Five Children and It*, brought together members from across the organisation to create a large-scale collaborative performance, increasing connection, peer support, and a shared sense of belonging across age groups and locations. By working alongside unfamiliar peers, participants developed teamwork, communication skills, and confidence, while experiencing the realities of collaborative theatre-making. This model also strengthened our internal community, encouraged mentoring relationships between older and younger members, and created a more inclusive, connected organisation.
- Our first-ever Easter Youth Project, *The Tempest*, marked a significant expansion of our seasonal offer and provided young people with an intensive, high-quality creative experience outside of the usual term structure. The project enabled participants to engage deeply with a classical text in an accessible and supportive environment, building resilience, focus, and adaptability through a condensed rehearsal and performance process. For many, this was their first experience of an immersive project, supporting personal growth, confidence, and a sense of achievement.
- A vibrant programme of end-of-term showcases and performances allowed members to demonstrate their progress, celebrate achievement, and share their creativity with family and friends. These events

UNEXPECTED PLACES LIMITED YEAR ENDED 31ST JULY 2025

support confidence-building, self-expression, and a sense of pride in participants' creative journeys, while strengthening connections between the organisation, families, and the wider community.

- The continuation of LAMDA tuition provided training for students working towards nationally recognised examinations. This programme supports the development of communication skills, self-discipline, and confidence, with benefits that extend well beyond performance contexts. For many students, LAMDA offers a tangible sense of progression and achievement, boosting self-esteem and providing transferable skills that support education, employability, and personal development.

Light UP also proudly hosted the 10th Annual Awards Night, celebrating a decade of achievement and community. This milestone event brought together over 80 members, alumni, families, and friends in recognition of the young people's creativity, resilience, and growth.

Little Lights

Little Lights continues to provide a welcoming, creative and nurturing environment for babies, young children and their families, supporting early development, connection and wellbeing through arts-based and sensory play. During 2024–25, the programme operated within a changing external landscape that has presented new challenges for recruitment and retention, while also demonstrating clear evidence of demand, reach and growing community collaboration.

Changes to early years funding, with families now receiving support from nine months rather than three years, have resulted in parents returning to work significantly earlier. This has had a direct impact on retention, with attendance concentrated primarily among families with babies under one year. Notably, August 2024 saw no school leavers who might typically transition into Light UP, further limiting progression pathways during this period.

Despite this, Little Lights engaged 2,935 customer bookings over the year, demonstrating sustained interest and regular participation across sessions. Targeted pricing initiatives have proven effective in supporting access, with 91 customers booking using the Littlest Light (under 12 weeks) ticket, many of whom went on to block book, highlighting the value of early engagement in building longer-term participation.

Attendance continues to fluctuate across locations, reflecting the realities of working with families in the early years. During the year, a trial class in Burridge highlighted limited demand for mixed-age sessions in that area. In response, the programme adapted quickly, retaining a Sunbeams class while working closely with parents to identify a more cost-effective and accessible venue. This consultation-led approach resulted in a successful summer trial at Abshot Community Centre and the launch of a new mixed-age class in Park Gate from September 2025, ensuring continuity for families while maintaining financial sustainability.

Partnership working has been a significant strength this year. Our ongoing relationship with Natal Bean continues to play a vital role in recruitment, visibility and community engagement. Many families attending summer sessions initially connected through Natal Bean, supported by a group chat reaching over 330 local families. In addition, the Little Lights lead has been invited to network with other professionals through this partnership, opening opportunities for future shared working and community events. These collaborations strengthen Little Lights' local presence and help position the programme as part of a wider support network for families.

Operational flexibility has also been key. While campaigns such as "bring a friend for free" have been less effective this year, introducing options for parents to swap sessions or receive credit for missed classes has been well received and has contributed to increased uptake in block bookings. Further community connections have been established, including new links with Fareham Library, with the intention of developing future events and outreach activity.

Overall, while early years provision continues to be shaped by external pressures, Little Lights has

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YEAR ENDED 31ST JULY 2025

demonstrated adaptability, strong demand, and the growing impact of partnership-led working. The programme remains committed to supporting families during a critical stage of development, while continuing to refine its delivery model to ensure sustainability and meaningful community impact.

RISK POLICY AND MANAGEMENT

The Trustees are responsible for the management of the risks faced by the charity. Risks are identified and assessed and controls are established throughout the year. A formal review of the charity's risk management process is undertaken on an annual basis.

The Trustees consider the principal risks to the charity to be:

- the ongoing financial stability of the organisation from the ongoing impact of the cost of living crisis, the effects of the pandemic and a reduction in core funding
- rebuilding our participant and audience numbers post Covid to pre Covid levels
- the rising costs of operation in our overheads, including hall hire fees and subscriptions

The key controls used by the charity include formal agendas, minutes and actions for all Trustee meetings alongside comprehensive strategic planning by the Executive Director and Senior Management. A budget with greater levels of detail and information than ever before has now been implemented. Clear authorisation and approval for all levels of expenditure were in place.

Clearer lines of reporting, monitoring and evaluation for the organisation, its staff and its finances were established through a collective effort by the Trustees and staff of Unexpected Places.

Controls over operation of the charity's bank account and periodic reviews of the adequacy of insurance of the charity's fixed assets are considered to be adequately managed. Procedures are in place to ensure compliance with health and safety and safeguarding regulations in order to protect participants, audiences and staff.

Such procedures are reviewed regularly to ensure compliance with the latest requirements. Through the risk management processes established, the Trustees are satisfied that the major risks identified have been adequately mitigated where necessary.

FINANCIAL REVIEW

The income for the year totalled £125,603 [2024: £136,194] and is shown in notes 2-4 of the accounts. There was a deficit of £1,054 [2024: £6,887]. There is a negative reserves balance of £57,567 [2024: £56,513].

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecasts and projections and have taken account of pressures on fee income, particularly in light of the continued implications of the pandemic, cost of living crisis and inflation on user numbers, funding and earned income. Overhead costs have been reduced where possible to reduce additional financial pressures and to focus on stabilising the organisation to mitigate negative short-term and long-term impact.

UNEXPECTED PLACES LIMITED

YEAR ENDED 31ST JULY 2025

The financial impact of reduced membership and funding, continues to form one of the key risks as identified in the Principal Risks section of this report.

After making enquiries the Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. As such, the charity expects to be able to meet its liabilities as they fall due in the period of at least 12 months from the date of the approval of these accounts.

On this basis, the Trustees have concluded that the charity is a going concern. The financial statements do not include any adjustments that would result from the charity not being able to meet its liabilities as they fall due.

Reserves Policy

The trustees aim to maintain free reserves at a level sufficient to support the charity's ongoing operations and provide financial stability in the event of unexpected reductions in income or increases in expenditure. The target level of reserves remains £30,000.

The charity continues to operate with negative unrestricted reserves at 31 July 2025. Although the charity reported a deficit during the year, the financial position has improved compared with prior periods due to continued cost management and the securing of additional restricted funding. The trustees are committed to rebuilding reserves through future fundraising activity, income generation, and careful financial management, with the aim of achieving the reserves target by the end of the academic year 2028.

Total reserves at 31 July 2025 were (£57,567) [2024: (£56,513)].

PLANS FOR THE FUTURE

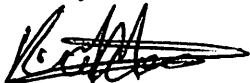
Looking ahead, the charity has put into place an organisational strategy to further align its purpose, activity and long-term goals, while continuing to review and refine the business model of each strand. A key focus will remain on strengthening cohesion across the brands, ensuring clarity of progression for participants and maximising the impact of shared resources. Financial sustainability across both Light UP and Little Lights continues to be a central priority. This includes ongoing review of class structures, consolidation of locations where appropriate, and careful consideration of staffing models, all while preserving the quality, accessibility and integrity of our educational and creative offer. Our commitment to enriching the experiences of young people and families remains at the heart of all future planning.

Building on the momentum of our 10th anniversary year, Light UP will continue to prioritise projects, performances and events that bring our community together and deepen connection. Initiatives such as Awards Night, combined company productions and seasonal youth projects provide meaningful opportunities for personal growth, socialisation, collaboration and celebration, reinforcing the strong sense of belonging that underpins our work. As we move forward, we aim to further embed pathways that support progression, confidence and creative development for participants at every stage of their journey.

Alongside performance and education, the charity will continue to develop its work in mental health and wellbeing, including the ongoing evolution of the “*Keeping Well Creativity*” project, which will extend into 2025 with a planned public-facing event. This work reflects our belief in the power of creativity as a tool for resilience, expression and connection, and will remain an important strand of our future programme.

To support long-term stability, the charity will continue its journey towards greater self-sufficiency by reducing reliance on short-term funding where possible and exploring longer-term investment to support core services. The experiences and learning gained over the past year have informed a more strategic and measured approach to growth, enabling the organisation to balance ambition with sustainability. While financial challenges remain, particularly in relation to historic liabilities, significant progress continues to be made towards improved financial security.

With a pragmatic, reflective and purpose-driven approach, the Trustees remain confident that the organisation is well placed to strengthen its resilience, deepen its impact and continue delivering high-quality creative opportunities. The mission of taking participants and audiences to unexpected places will remain central as the charity looks ahead to its next chapter.



.....
Rosanna Louise Houston, Director

Approved by the board on: 13 May 2026

Charity name	Unexpected Places Ltd.
Other name the charity uses	Light UP
Registered charity number	1194787
Charity's principal address	Unit 1 Off Emsworth Road Shirley Southampton, SO15 3LX

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

TRUSTEE DETAILS

Rosanna Louise Houston, Artistic Director appointed 29/7/15

Darren Sloan, Treasurer/Trustee appointed 22/5/23

Roberta Comunian, Trustee appointed 22/5/23

Steve Adams, Trustee appointed 20/6/23

Juli Adams, Trustee appointed 20/6/23

Secretary

Courtney Fayle, Secretary appointed 13/6/18

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

The directors present their report and accounts for the year ended 31 July 2025.

Directors

The following directors held office during the whole of the period:

Rosanna Louise Houston
Darren Sloan
Stephen Leslie Adams
Roberta Comunian
Juli Elizabeth Anne Adams

Statement of directors' responsibilities

The directors are responsible for preparing the report and accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare accounts for each financial year. Under that law, the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed on behalf of the board of directors



.....
Rosanna Louise Houston

Director

Approved by the board on: 13 May 2026

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
UNEXPECTED PLACES LIMITED**

I report to the charity trustees on my examination of the accounts of Unexpected Places Limited for the year ended 31 July 2025.

This report is made solely to the Trustees, as a body, in accordance with regulations made under section 145 of the Charities Act 2011. Our work has been undertaken so that we may state to the Trustees matters we are required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees for our independent examination work, for this report, or for the statement we have given below.

Responsibilities and basis of report

As the charity 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 ourselves 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, we report in respect of our examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out our examination we have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

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

.....

Kevin Jarvis

TBT Accountancy Ltd
Kingfisher House
Rownhams Lane
North Baddesley
Southampton
Hampshire
SO52 9LP

13 May 2026

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

**STATEMENT OF FINANCIAL
ACTIVITIES**

	Note	Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	Total Funds 2024
INCOME AND ENDOWMENTS FROM:					
Charitable Activities	2	108,314	-	108,314	106,968
Investments	3	-	-	-	-
Other Income	4	1,391	15,898	17,289	29,226
TOTAL		109,705	15,898	125,603	136,194
EXPENDITURE ON:					
Charitable activities	5	(69,023)	-	(69,023)	(70,285)
Administrative costs		(40,973)	(15,898)	(56,871)	(59,022)
Interest payable and similar charges		(762)	-	(762)	-
TOTAL		(110,758)	(15,898)	(126,656)	(129,307)
Net Income/(Expenditure)		(1,054)	-	(1,054)	6,887
RECONCILIATION OF FUNDS	13				
TOTAL FUNDS BROUGHT FORWARD		(56,513)	-	(56,513)	
TOTAL FUNDS CARRIED FORWARD		(57,567)	-	(57,567)	(56,513)

In 2024/25, restricted grant funding of £21,838 was received during the year. Of this, £15,898 was recognised in income and expended during the year, with £5,940 deferred for expenditure in the following financial year.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

BALANCE SHEET


	Note	Unrestricted fund	Restricted fund	Total funds 2025	Total funds 2024
		£	£	£	£
FIXED ASSETS					
Tangible Assets	9	5,687	-	5,687	6,748
CURRENT ASSETS					
Inventories		200	-	200	200
Debtors	10	-	-	-	251
Cash at bank and in hand		1,041	-	1,041	-
		1,241	-	1,241	451
CREDITORS: amounts falling due within one year	11	(45,091)	-	(45,091)	(39,661)
NET CURRENT ASSETS		(43,850)	-	(43,850)	(39,210)
Total assets less current liabilities		(38,163)	-	(38,163)	(32,461)
Long-Term Liabilities					
Loans	12	(19,403)	-	(19,403)	(24,052)
NET ASSETS		(57,567)	-	(57,567)	(56,513)
FUNDS					
Unrestricted Funds:					
General Fund	13	(57,567)	-	(57,567)	(56,513)
Restricted Funds	13	-	-	-	-
		(57,567)	-	(57,567)	(56,513)

For the year ending 31 July 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The director acknowledges her responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the previous applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A – Small Entities.

The financial statements were approved by the Board and authorized for issue on 13 May 2026 and were signed on its behalf by


Rosanna Louise Houston
Director

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) General information and basis of preparation of 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 2015)', 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 and are presented in £ sterling.

(b) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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.

Restricted funds were received during the year for specific charitable projects and activities. Unspent balances are carried forward for use in the following financial year in accordance with donor restrictions.

(c) Income Recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

(d) Expenditure Recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

(e) Support costs and fundraising costs

Support and Admin costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

(f) Tangible Fixed Assets

Tangible Fixed Assets are stated at cost (or deemed cost) or valuation less accumulated depreciation

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

and accumulated impairment losses. Costs include costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the costs, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Plant and Machinery - 4 Years Reducing Balance

Office Equipment - 3 Years Straight Line

(g) Debtors and Creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(h) Tax

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

(i) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to complete and sell. In respect of work in progress and finished goods, cost includes a relevant proportion of overheads according to the stage of manufacturing/completion.

(j) Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecast and projections and have taken account of pressures of the energy crisis.

The Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis for the preparation of the financial statements.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	2024
Class income	108,314	-	108,314	106,968
	108,314	-	108,314	106,968

3. INCOME FROM INVESTMENTS

	Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	2024
Investments	-	-	-	-
	-	-	-	-

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

4. INCOME FROM OTHER ACTIVITIES

	Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	2024
Grants and donations	1,286	-	1,286	18,895
<i>BeeWell University of Manchester</i>		1,200	1,200	
<i>BeeWell Hampshire County Council</i>		938	938	
<i>South Western Railway Social Development Fund</i>		5,000	5,000	
<i>SNG iWill2025</i>		1,560	1,560	
<i>Big Give Arts for Impact</i>		5,200	5,200	
<i>Keep It Fringe</i>		2,000	2,000	
Franchise fees	-	-	-	2,500
PM services and equipment hire	105	-	105	7,831
	1,391	15,898	17,289	29,226

5. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	2024
Direct labour	(50,160)	-	(50,160)	(51,191)
Performance and workshop expenses	(18,863)	-	(18,863)	(19,094)
	(69,023)	-	(69,023)	(70,285)

Administrative costs

	Unrestricted Funds 2025	Restricted Funds 2025	Total Funds 2025	2024
Administrative Expenses	(15,469)	(15,898)	(31,367)	(33,602)
Salaries and other social securities	(25,504)	-	(25,504)	(24,479)
Interest payable	(762)	-	(762)	(941)
	(41,735)	(15,898)	(57,633)	(59,022)

6. STAFF NUMBERS AND COSTS

	2025	2024
Salaries (inc. trustees)	74,333	67,235
Social security costs	-	737
Pension costs	1,331	1,681
TOTALS	75,664	69,653
Average number of employees	4	5

No employees received emoluments in excess of £60,000

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

7. TRUSTEES' REMUNERATION AND BENEFITS

During the year, in the period for which they served as Trustees, the following received salaries from the charity as follows:

	2025	2024
Trustees' salaries	<u>7,463</u>	<u>4,804</u>

8. RELATED PARTY TRANSACTIONS

Unexpected Places Ltd provided paid services to Steppin' Up Ltd, a company of which Rosanna Louise Houston is a director and shareholder

Services provided to Steppin' UP Ltd

	2025	2024
Services	<u>0</u>	<u>0</u>

Services provided by Steppin' Up Ltd:

	2025	2024
Payments	<u>731</u>	<u>4,431</u>

9. TANGIBLE FIXED ASSETS

	Plant and Machinery £	Office Equipment £	Total £
Cost			
At 1 st August 2024	16,007	4,757	20,764
Additions	0	938	938
At 31 st July 2025	<u>16,007</u>	<u>5,695</u>	<u>21,702</u>
Depreciation			
At 1 st August 2024	9,259	4,757	14,016
Charge for the year	1,687	313	2,000
At 31 st July 2025	<u>10,946</u>	<u>5,070</u>	<u>16,016</u>
Net Book Value			
At 31 July 2025	5,061	626	5,687
At 31 July 2024	6,748	0	6,748

10. DEBTORS

	2025	2024
Accounts receivable	-	251
Prepayments	-	-
Other debtors	-	-
TOTALS	<u>-</u>	<u>251</u>

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
Bank loans and overdrafts	(6,800)	(6,800)
Trade Creditors	(2,591)	(4,018)
Accruals	(1,253)	-
Taxes and social security	(1,603)	(2,172)
Loan from Directors	-	(350)
Deferred income	(2,647)	-
Restricted Grants	(5,940)	-
Other Creditors	<u>(24,257)</u>	<u>(26,321)</u>
TOTALS	<u>(45,091)</u>	<u>(39,661)</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2025	2024
Bank loans and overdrafts	<u>(19,403)</u>	<u>(24,052)</u>
TOTALS	<u>(19,403)</u>	<u>(24,052)</u>

13. STATEMENT OF FUNDS – MOVEMENT OF FUNDS
RESTRICTED FUNDS AND UNRESTRICTED FUNDS

	Balance 1 August 2024	Income	Expenditure	Transfers	Balance 31 July 2025
Unrestricted	(56,513)	109,705	(110,758)		(57,567)
Restricted	-	15,898	(15,898)		-
Total	<u>(56,513)</u>	<u>125,603</u>	<u>(126,656)</u>	-	<u>(57,567)</u>

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025

Detailed Statement of Financial Activities

	2025	2024
	£	£
Income from charitable activities		
Classes income	108,314	106,968
Total income from charitable activities	108,314	106,968
Charitable activities		
Purchases	460	79
Stock movement	0	300
Direct Labour	50,160	51,191
Other direct costs	18,403	18,715
Total charitable activities spend	69,023	70,285
Administrative expenditure		
Wages and salaries	17,659	18,389
Directors' salaries	7,462	4,804
Pensions	383	550
Employer's NI	0	737
Staff training	20	0
Travel and subsistence	50	26
Rent	19,093	17,567
Telephone and tax	559	622
Postage, stationery and printing	251	86
Subscriptions	800	1,161
Bank charges	3,744	4,181
Insurance	474	485
Software	840	768
Depreciation	2,000	2,848
Bad debts	0	488
Sundry expenses	70	659
Accountancy fees	1,920	1,920
Advertising and PR	1,546	2,789
Total administrative expenditure	56,871	58,081
Grants and other income		
Other operating income -unrestricted	1,391	-
Other operating income -restricted	15,898	29,226
	17,289	29,226
Operating (deficit)/surplus	(292)	7,828

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2025**

Bank loans and overdrafts	762	941
	<hr/>	<hr/>
(Deficit)/surplus on ordinary activities before taxation	(1,054)	6,887
	<hr/>	<hr/>

UNEXPECTED PLACES LIMITED

England & Wales - Charity number 1194787

Accounts

REGISTERED COMPANY NUMBER: 09709527 (England and Wales)
REGISTERED CHARITY NUMBER: 1194787

UNEXPECTED PLACES LIMITED
ANNUAL REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2024

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

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UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

TRUSTEES' REPORT

The Trustees, who are also directors of the Company for the purposes of company law, submit their annual report and the financial statements of Unexpected Places Limited for the year ended 31 July 2024.

Organisation

The Trustees work alongside the Unexpected Places Senior Management team, who are responsible for formulating the strategies and policies of the charity including the approval of budgets and the annual accounts. The Trustees delegate the day to day running of the charity to the Senior Management Team.

Recruitment and appointment of Trustees

Trustees are appointed on the basis of their expertise in a particular field.

Governing document

Unexpected Places Limited is a company limited by guarantee and a registered charity governed by its memorandum and articles of association and the policies formulated from time to time by the Trustees.

Objects

The charity's objects are specifically restricted to the following:

To advance public education in, and appreciation of, the performing arts in particular but not exclusively by:

a) the provision of classes and workshops in acting and artistic performance which develop knowledge, skills, confidence, creativity and community;

b) delivering high quality original theatre performances for public presentation;

c) the provision of opportunities to participate in other areas of theatre production including working backstage, lighting, sound and production design.

d) the provision of opportunities to participate in creative educational activities such as arts trails, festivals and events.

DEVELOPMENT, ACTIVITIES AND ACHIEVEMENTS

Achievements and Performance

Over the past year, the Trustees have been very pleased to see the organisation continue to deliver an incredible range of activity while navigating ongoing challenges, due to the economic climate, with resilience

UNEXPECTED PLACES LIMITED

YEAR ENDED 31ST JULY 2024

and innovation. Despite financial constraints, the organisation has made significant strides in strategic planning and sustainability, ensuring that operations remain financially stable in the absence of grants. Services remain accessible, relevant, and beneficial to those engaging; whether members of classes or the community there is no compromising on the high standards set by the organisation. By leveraging innovative solutions and refining the approach to business planning, the organisation is on a strong trajectory for continued growth and stability in the years ahead.

Through community and collaboration, the organisation continues to deliver an impactful program of accessible activities aimed at stimulating creativity, building confidence, and fostering strong relationships which will always be at the core of its mission and values.

Unexpected Places

Unexpected Places continues to direct the majority of team effort towards its educational branches, Light UP and Little Lights, under the direction of Executive Director, Courtney Fayle.

This year, Unexpected Places successfully toured two productions to the Edinburgh Fringe Festival. The first was a student production from our Hamble Ensemble group of actors that range in age from 14-19. We are proud to have produced an original interpretation of Charles Dickens' *'The Signalman'* alongside this talented group of young performers. This project exposed our cast to a range of opportunities, including devising the script and recording their backing track at a professional recording studio and assisting with marketing efforts in preparation of their tour. The performances were well received and sold out across our week at Fringe giving the cast and our team an extraordinarily positive experience and a memory of a lifetime. If that wasn't enough, the project was also nominated for Outstanding Drama Initiative at the Music and Drama Education Awards.

We also took a work in progress piece *The Misunderstanding* an Albert Camus play, under Unexpected Places, with a cast of professional performers to the Fringe. This was a useful undertaking to test this piece of work.

Unexpected Places remains the umbrella under which all activities are housed and this year outreach initiatives across educational branches, Light UP and Little Lights have engaged with over 1000 families taking them to Unexpected Places with us.

Light UP

Light UP remains at the heart of our organisation, providing a dynamic, safe and supportive environment for young performers through our youth theatre programme. Despite financial pressures from post-pandemic recovery and the ongoing cost-of-living crisis, we are proud to have sustained a committed group of 150 members across four class strands in five locations throughout Hampshire. While membership has yet to return to pre-pandemic levels, we have carefully managed resources, making necessary adjustments to maintain the quality of our work and continue offering diverse, enriching performance opportunities and events to our members and their families.

Our members continue to thrive under our mentorship, finding solace and support in a community of like-minded individuals and friends where meaningful connections and social networks for creativity and support are formed. Our renewed focus revolves around providing tailored sessions, workshops, and projects designed to inspire and empower each student, cultivating a culture of encouragement and unwavering support both within our team and the broader Light UP community. Our overarching objective remains steadfast: to equip our students with the confidence to pursue their aspirations, whether on stage

UNEXPECTED PLACES LIMITED YEAR ENDED 31ST JULY 2024

or in their everyday lives, fostering a belief in their ability to shine authentically whatever their student journey.

Our LAMDA program continues to be highly successful in enhancing individual performance skills and building confidence among our members who elect this track of training. This year, of the 31 students taking LAMDA exams everyone received either a merit or distinction. These achievements underscore the effectiveness of our program in fostering talent, independence and confidence.

Throughout the period between August 2023 and July 2024, we have staged numerous internal and external showcases and performances, exemplified by projects such as our first ever combined company production of *Peter Pan*, Shirley Ensemble's devised piece *The Wall* and our Summer Youth Project: *Matilda, Jr.*

Ordinarily our 6 company groups are programmed independently of one another but this past year, the team suggested we combine resources to fully utilise our complimentary skill-set and establish a more sustainable and effective working model that allows our team and our members to collaborate. From this, our first combined company production took flight with *Peter Pan* which featured just over 60 members. The project on the whole not only proved successful in terms of member engagement and audience response but it also reinforced that this approach benefits our goal of building a creative community, excelling member experiences and opportunities and sustainability planning.

The Wall was created as a response to the #BeeWell 2023 survey through Shirley Ensemble's work via the #BeeWell Young People's Participation and Engagement Grant which awarded us £800 used to facilitate the first stage of the project. Initial sessions were comprised of discussions, creative activities, and drama exercises to help develop the skills required to complete the tasks set by #BeeWell and to start devising our response. Throughout the process emphasis was placed on nurturing creativity and innovative thinking, enabling participants to devise actionable and impactful strategies that address challenges identified in the survey that can inspire real change and improvements in mental health and well being in our young people and local communities. Over the course of 6 months and many devising sessions, a tapestry of original poems and monologues were woven together and through rehearsal and further collaboration we found ourselves crafting a relatable story about the walls we build around ourselves which was presented in July 2023 as 'scratch night' performance for friends and family. The performance was exceptionally well received by those attending. Currently we are in discussion of what the next stage will be for this important and exciting original piece of work.

Matilda, Jr can now go on record as our most successful Summer Youth Project to date. With 29 participating and audience numbers of nearly 150 this was our largest engagement in the history of the Summer Youth Project. The entire project was met with a great response from cast, crew and everyone involved, including Hamble Players who assisted on lights. As per usual, the cast demonstrated remarkable commitment, camaraderie, resilience, growth, and professionalism throughout a demanding one week rehearsal process which resulted in a phenomenal production worthy of a week-long run. Feedback on the performance was remarkable, leaving us no other option than to keep raising the bar, with *Frozen Jr.* planned for next year.

In addition to a variety of workshops, performances and our regular termly classes we were thrilled to be able to organise the return of our Light UP Awards Night. Attended by over 75 of our members and 125 family and friends, this event was organised to celebrate our student community and their many accomplishments over the past year. The event served as an opportunity to showcase performance highlights from across the year, introduce our Youth Board and promote and fundraise for our upcoming 2024/25 Academic year. It was a wonderful event and will undoubtedly be a much anticipated annual event

UNEXPECTED PLACES LIMITED

YEAR ENDED 31ST JULY 2024

going forward, by members, families and our team.

Little Lights

Little Lights begins its fourth year with a dedicated core of parents and followers due to the incredible commitment and passion displayed through our Little Lights leaders. It is unsurprising that feedback for Little Lights continues to be positive from our loyal customers and those attending for the first time. In addition to our regular weekly sessions, Little Lights runs seasonal parties, pop-up events and attends local community events as opportunities arise. We are very grateful to have established a strong relationship with local business Natal Bean, allowing us a free space to run monthly pop-up sessions which have helped with recruitment and brand awareness.

Despite the small victories, there have also been challenges and many of them remain the same from previous years. It should be noted that since our last report we have downsized to 3 locations from 4 due to low attendance. Recruitment and retention of customers is the primary concern, due to the nature of customer roll-over. Additionally a new factor we've noted is an unpredictable fluctuation in numbers across locations that makes it difficult to forward plan.

We continue to work on creating cohesion across the 3 strands, in particular harnessing the opportunity to link Little Lights and Light UP creating continuity in our programming. This is something we'll be focussing on in the next two years.

Amid some operational challenges, we've seen positive developments and new opportunities emerge, particularly in our efforts to expand and diversify our community-facing activities. Already noted were the sessions at Natal Bean but we're also delighted to report the success of another year of Play in the Park at Royal Victoria Country Park. As in our previous year, the event is specifically designed for children under five featuring creative and sensory play sessions with Little Lights and associated partners. New this year was a family treasure trail to get everyone up and moving to explore the beautiful surroundings of the park and to give families another opportunity to have fun together.

We were so pleased to have been joined by just over 500 attendees and to have learned so much from the previous year that helped us execute a super event. That said, plans to continue the event into next year have paused for a number of reasons. In its place a number of smaller events in areas where sessions are delivered have been programmed over the summer giving us a better target audience and a more manageable schedule for the team. If successful, these smaller pop-up sessions may become a regular feature in our summer programme, offering flexibility and consistency while keeping the spirit of Play in the Park alive.

RISK POLICY AND MANAGEMENT

The Trustees are responsible for the management of the risks faced by the charity. Risks are identified and assessed and controls are established throughout the year. A formal review of the charity's risk management process is undertaken on an annual basis.

The Trustees consider the principal risks to the charity to be:

- the ongoing financial stability of the organisation from the ongoing impact of the cost of living crisis, the

UNEXPECTED PLACES LIMITED

YEAR ENDED 31ST JULY 2024

effects of the pandemic and a reduction in core funding

- rebuilding our participant and audience numbers post Covid to pre Covid levels
- the rising costs of operation in our overheads, including hall hire fees and subscriptions

The key controls used by the charity include formal agendas, minutes and actions for all Trustee meetings alongside comprehensive strategic planning by the Executive Director and Senior Management. A budget with greater levels of detail and information than ever before has now been implemented. Clear authorisation and approval for all levels of expenditure were in place.

Clearer lines of reporting, monitoring and evaluation for the organisation, its staff and its finances were established through a collective effort by the Trustees and staff of Unexpected Places.

Controls over operation of the charity's bank account and periodic reviews of the adequacy of insurance of the charity's fixed assets are considered to be adequately managed. Procedures are in place to ensure compliance with health and safety and safeguarding regulations in order to protect participants, audiences and staff.

Such procedures are reviewed regularly to ensure compliance with the latest requirements. Through the risk management processes established, the Trustees are satisfied that the major risks identified have been adequately mitigated where necessary.

FINANCIAL REVIEW

The income for the year totalled £136,194 [2023: £145,348] and is shown in notes 2-4 of the accounts. There was an overall surplus for the year of £6,887 [2023: (£10,786)]. There is a negative reserves balance of £56,513 [2023 £63,400].

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecasts and projections and have taken account of pressures on fee income, particularly in light of the continued implications of the pandemic, cost of living crisis and inflation on user numbers, funding and earned income. Overhead costs have been reduced where possible to reduce additional financial pressures and to focus on stabilising the organisation to mitigate negative short-term and long-term impact. The financial impact of reduced membership and funding, continues to form one of the key risks as identified in the Principal Risks section of this report.

After making enquiries the Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. As such, the charity expects to be able to meet its liabilities as they fall due in the period of at least 12 months from the date of the approval of these accounts.

On this basis, the Trustees have concluded that the charity is a going concern. The financial statements do not include any adjustments that would result from the charity not being able to meet its liabilities as they fall due.

Reserves Policy

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

The charity’s reserves target remains unchanged at £30,000. The 2024 Accounts show a notable improvement year-on-year and as such this target is still expected to be achieved by the end of the academic year 2026 as initially planned.

Total reserves, all of which are unrestricted funds, were (£56,513) [2023: (£63,400)].

PLANS FOR THE FUTURE

Looking ahead, the charity will continue to refine the business model of each strand while reviewing scope for cohesion across the brands. Financial sustainability of Unexpected Places remains a key priority for the charity. This includes potentially revisiting Light UP and Little Lights class structures, consolidating locations, and reassessing staffing levels as needed—all while preserving the quality and accessibility of our services across our educational branches. Our continued commitment to enriching the experiences of our young people and families remains central to these plans.

For Light UP’s part, events such as the return of Awards Night and other projects and performances allow our community to come together, creating a meaningful opportunity that supports personal growth and connection that can’t be quantified. It is something we have worked hard for and will continue to build on as we head into our much anticipated 10th anniversary year.

In order to continue our path to self sufficiency and stability, we will endeavor to further reduce our reliance on short-term funding by either minimising dependence on grants or pursuing longer-term investment to support our core services. The experiences and insights gained over the past year have shaped our approach, guiding decisions on where to invest and where to make efficiencies to maximise impact not just financially but for those involved too. Although financial challenges remain, mostly due to prior creditors and loan obligations we are making significant strides towards greater financial security.

We remain confident that with a pragmatic and purpose-driven approach, the organisation’s resilience will be strengthened and our mission—of taking participants and audiences to unexpected places—will continue to thrive.

.....

Courtney Ashlyn Fayle

Approved by the board on: 18 April 2025

Charity name	Unexpected Places Ltd.
Other name the charity uses	Light UP
Registered charity number	1194787
Charity’s principal address	Unit 1 Off Emsworth Road Shirley Southampton, SO15 3LX

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

TRUSTEE DETAILS

Rosanna Sloan, Artistic Director appointed 29/7/15
Rosanna@unexpectedplaces.co.uk

Darren Sloan, Treasurer/Trustee appointed 22/5/23
darrenrsloan@gmail.com

Roberta Comunian, Trustee appointed 22/5/23
roberta.comunian@kcl.ac.uk

Steve Adams, Trustee appointed 20/6/23
steve.adams.soton@gmail.com

Juli Richards, Trustee appointed 20/6/23
theatretype@gmail.com

Secretary

Courtney Fayle, Secretary appointed 13/6/18
Courtney@lightupdrama.org.uk

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

The directors present their report and accounts for the year ended 31 July 2024.

Directors

The following directors held office during the whole of the period:

- Rosanna Louise Houston
- Darren Sloan
- Stephen Leslie Adams
- Prof Roberta Comunian
- Juli Elizabeth Anne Richards

Statement of directors' responsibilities

The directors are responsible for preparing the report and accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare accounts for each financial year. Under that law, the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed on behalf of the board of directors

.....

Rosanna Louise Houston

Director

Approved by the board on: 25 April 2025

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
UNEXPECTED PLACES LIMITED

I report to the charity trustees on my examination of the accounts of Unexpected Places Limited for the year ended 31 July 2024.

This report is made solely to the Trustees, as a body, in accordance with regulations made under section 145 of the Charities Act 2011. Our work has been undertaken so that we may state to the Trustees matters we are required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees for our independent examination work, for this report, or for the statement we have given below.

Responsibilities and basis of report

As the charity 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 ourselves 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, we report in respect of our examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out our examination we have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

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

.....
Kevin Jarvis

TBT Accountancy Ltd
Kingfisher House
Rownhams Lane
North Baddesley
Southampton
Hampshire
SO52 9LP

25 April 2025

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	Total Funds 2023
INCOME AND ENDOWMENTS FROM:					
Charitable Activities	2	106,968		106,968	121,902
Investments	3	0		0	0
Other Income	4	29,226		29,226	23,446
TOTAL		136,194	0	136,194	145,348
EXPENDITURE ON:					
Charitable activities	5	(70,285)		(70,285)	(95,788)
Administrative costs		(59,022)		(59,022)	(60,346)
TOTAL		(129,307)	0	(129,307)	(156,134)
Net Income/(Expenditure)		6,887	0	6,887	(10,786)
RECONCILIATION OF FUNDS					
TOTAL FUNDS BROUGHT FORWARD	12	(63,400)	0	(63,400)	
TOTAL FUNDS CARRIED FORWARD		(56,513)	0	(56,513)	(63,400)

Note:

In 2023-24 there were no restricted funds.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

BALANCE SHEET

	Note	Unrestricted fund	Restricted fund	Total funds 2024	Total funds 2023
		£	£	£	£
FIXED ASSETS					
Tangible Assets	9	6,749		6,749	9,597
CURRENT ASSETS					
Inventories		200		200	500
Debtors	10	251		251	3,287
Cash at bank and in hand					
		451		451	3,787
CREDITORS: amounts falling due within one year	11	(39,661)		(39,661)	(51,689)
NET CURRENT ASSETS		(39,210)		(39,210)	(47,902)
Total assets less current liabilities		(32,461)		(32,461)	(38,305)
Long-Term Liabilities					
Loans	12	(24,052)		(24,052)	(25,095)
NET ASSETS		(56,513)		(56,513)	(63,400)
FUNDS					
Unrestricted Funds:		0		0	0
General Fund	13	(56,513)		(56,513)	(63,400)
		(56,513)		(56,513)	(63,400)

For the year ending 31 July 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The director acknowledges her responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the previous applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A – Small Entities.

The financial statements were approved by the Board and authorized for issue on 18 April 2025 and were signed on its behalf by

Rosanna Louise Houston
 Director

Company Registration No. 09709527

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) General information and basis of preparation of 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 2015)', 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 and are presented in £ sterling.

(b) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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.

There were no restricted purposes during the year and therefore all funds were unrestricted..

(c) Income Recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

(d) Expenditure Recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

(e) Support costs and fundraising costs

Support and Admin costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

(f) Tangible Fixed Assets

Tangible Fixed Assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Costs include costs directly attributable to making the asset capable of operating as intended.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the costs, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Plant and Machinery - 4 Years Reducing Balance
 Office Equipment - 3 Years Straight Line

(g) Debtors and Creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(h) Tax

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

(i) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to complete and sell. In respect of work in progress and finished goods, cost includes a relevant proportion of overheads according to the stage of manufacturing/completion.

(j) Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecast and projections and have taken account of pressures of the energy crisis.

The Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis for the preparation of the financial statements.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	2023
Class income	106,968		106,968	121,902
	106,968	-	106,968	121,902

3. INCOME FROM INVESTMENTS

	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	2023
Investments	-		-	-

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

4. INCOME FROM OTHER ACTIVITIES

	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	2023
Grants and donations	18,895		18,895	19,779
Franchise fees	2,500		2,500	0
PM services and equipment hire	7,831		7,831	3,667
	<u>29,226</u>	<u>-</u>	<u>29,226</u>	<u>23,446</u>

5. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	2023
Direct labour	(51,191)		(51,191)	(71,014)
Performance and workshop expenses	(19,094)		(19,094)	(24,774)
	<u>(70,285)</u>	<u>-</u>	<u>(70,285)</u>	<u>(95,788)</u>

Administrative costs

	Unrestricted Funds 2024	Restricted Funds 2024	Total Funds 2024	2023
Administrative Expenses	(33,602)		(33,602)	(35,166)
Salaries and other social securities	(24,479)		(24,479)	(24,550)
Interest payable	(941)		(941)	(630)
	<u>(59,022)</u>	<u>-</u>	<u>(59,022)</u>	<u>(60,346)</u>

6. STAFF NUMBERS AND COSTS

	2024	2023
Salaries (inc. trustees)	67,235	117,762
Social security costs	737	2,482
Pension costs	1,681	2,069
TOTALS	<u>69,653</u>	<u>122,313</u>
Average number of employees	5	5

No employees received emoluments in excess of £60,000

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

7. TRUSTEES' REMUNERATION AND BENEFITS

During the year, in the period for which they served as Trustees, the following received salaries from the charity as follows:

	2024	2023
Trustees' salaries	<u>4,804</u>	<u>17,333</u>

8. RELATED PARTY TRANSACTIONS

Unexpected Places Ltd provided paid services to Steppin' Up Ltd, a company of which Rosanna Louise Houston is a director and shareholder

Services provided to Steppin' UP Ltd

	2024	2023
Services	<u> </u>	<u>0</u>

Services provided by Steppin' Up Ltd:

	2024	2023
Payments	<u>4,431</u>	<u>4,748</u>

9. TANGIBLE FIXED ASSETS

	Plant and Machinery	Office Equipment	Total
	£	£	£
Cost			
At 1 st August 2023	16,007	4,757	20,764
Additions	0	0	0
At 31 st July 2024	16,007	4,757	20,764
Depreciation			
At 1 st August 2023	7,009	4,159	11,168
Charge for the year	2,250	598	2,848
At 31 st July 2024	9,259	4,757	14,016
Net Book Value			
At 31 July 2024	<u>6,748</u>	<u>0</u>	<u>6,748</u>
At 31 July 2023	<u>8,998</u>	<u>598</u>	<u>9,596</u>

10. DEBTORS

	2024	2023
	£	£
Due within one year		
Accounts receivable	251	3,287
Prepayments	0	0
Other debtors	0	0
	<u>251</u>	<u>3,287</u>

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts	(6,800)	(6,000)
Trade Creditors	(4,018)	(1,708)
Accruals	(0)	(5,671)
Taxes and social security	(2,172)	(1,410)
Loan from Directors	(350)	(11,447)
Other Creditors	(26,321)	(25,453)
	<u>(39,661)</u>	<u>(51,689)</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts	(24,052)	(25,095)
	<u> </u>	<u> </u>

13. STATEMENT OF FUNDS – MOVEMENT OF FUNDS
RESTRICTED FUNDS AND UNRESTRICTED FUNDS

	Balance 1	Income	Expenditure	Transfers	Balance 31
	August 2023				July 2024
Unrestricted	(63,400)	136,194	(129,307)	0	(56,513)
Restricted	0	0	0	0	0
Total	<u>(63,400)</u>	<u>136,194</u>	<u>(129,307)</u>	<u>0</u>	<u>(56,513)</u>

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

Detailed Statement of Financial Activities

	2024	2023
	£	£
Income from charitable activities		
Classes income	106,968	121,902
Total income from charitable activities	106,968	121,902
Charitable activities		
Purchases	79	127
Stock movement	300	300
Direct Labour	51,191	71,014
Other direct costs	18,715	24,347
Total charitable activities spend	70,285	95,788
Administrative expenditure		
Wages and salaries	18,389	17,605
Directors' salaries	4,804	3,667
Pensions	550	1,680
Employer's NI	737	1,598
Travel and subsistence	26	297
Rent	17,567	16,548
Light and heat	0	2,443
Cleaning	0	240
Telephone and tax	622	1,718
Postage, stationery and printing	86	146
Subscriptions	1,161	1,864
Bank charges	4,181	3,732
Insurance	485	496
Repairs and maintenance	0	708
Software	768	460
Depreciation	2,848	3,476
Bad debts	488	0
Sundry expenses	659	758
Accountancy fees	1,920	1,284
Other legal/professional	0	13
Advertising and PR	2,789	863
Total administrative expenditure	58,081	59,716

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2024

Grants and other income		
Other operating income	29,226	23,446
	<u>29,226</u>	<u>23,446</u>
Operating (deficit)/surplus	7,828	(10,156)
Bank loans and overdrafts	941	630
(Deficit)/surplus on ordinary activities before taxation	<u>6,887</u>	<u>(10,786)</u>

UNEXPECTED PLACES LIMITED

England & Wales - Charity number 1194787

Accounts

REGISTERED COMPANY NUMBER: 09709527 (England and Wales)
REGISTERED CHARITY NUMBER: 1194787

UNEXPECTED PLACES LIMITED
ANNUAL REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2023

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023**

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**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY,
ITS TRUSTEES AND ADVISERS**

Trustees	Rosanna Louise Houston Darren Sloan Prof. Roberta Comunian Stephen Adams Juli Richards
Directors	Rosanna Louise Houston Darren Sloan Prof. Roberta Comunian Stephen Adams Juli Richards
Secretary	Courtney Ashlyn Fayle
Company reg. no.	09709527
Charity reg. no.	1194787
Registered office	Steppin' Up Studios St Peter's And St Paul's Church Osborn Road Fareham Hampshire United Kingdom PO16 7DR
Independent examiner	TBT Accountancy Ltd Hursley Campus Hursley Park Road Hursley Winchester SO21 2JN

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023**

TRUSTEES' REPORT

The Trustees, who are also directors of the Company for the purposes of company law, submit their annual report and the financial statements of Unexpected Places Limited for the year ended 31 July 2023.

Organisation

The Trustees work alongside the Unexpected Senior Management team, who are responsible for formulating the strategies and policies of the charity including the approval of budgets and the annual accounts. The Trustees delegate the day to day running of the charity to the Senior Management Team.

Recruitment and appointment of Trustees

Trustees are appointed on the basis of their expertise in a particular field.

Governing document

Unexpected Places Limited is a company limited by guarantee and a registered charity governed by its memorandum and articles of association and the policies formulated from time to time by the Trustees.

Objects

The charity's objects are specifically restricted to the following:

To advance public education in, and appreciation of, the performing arts in particular but not exclusively by:

- a) the provision of classes and workshops in acting and artistic performance which develop knowledge, skills, confidence, creativity and community;
- b) delivering high quality original theatre performances for public presentation;
- c) the provision of opportunities to participate in other areas of theatre production including working backstage, lighting, sound and production design.
- d) the provision of opportunities to participate in creative educational activities such as arts trails, festivals and events.

DEVELOPMENT, ACTIVITIES AND ACHIEVEMENTS

Achievements and Performance

The Trustees are pleased to report another successful year for the organisation. Despite challenging financial circumstances, we have maintained our commitment to delivering high-quality sessions, events, and experiences for the young people and families engaged across all three branches of our work. The need for our services remains ever-present, particularly among young people aged 12-18 who seek creative and supportive outlets amidst overwhelmed mental health services and growing waiting lists. Amidst these challenges, we have focused on consolidating the organisation, restructuring to enhance the financial stability of the charity, and reviewing our work to prioritise essential services in the absence of grants. Our core focus across everything we do remains on delivering a full program of accessible activities aimed at

UNEXPECTED PLACES LIMITED YEAR ENDED 31ST JULY 2023

stimulating creativity, building confidence, and fostering strong community relationships with other organisations and partners.

TRUSTEES' REPORT

Unexpected Places

Unexpected Places has directed its energies primarily towards its educational branches, Light UP and Little Lights, while also undergoing restructuring within its framework, including the appointment of Courtney Fayle as Executive Director and reducing hours for Rosanna Sloan as Artistic Director.

Unexpected Places serves as the umbrella under which all activities are housed, with much of the year's focus directed towards outreach initiatives through Light UP and Little Lights with engagement estimated at around 700 families over this past year. Additionally, Unexpected Places has been producing an original piece of theatre based on Charles Dickens' 'The Signalman' with our Ensemble group of actors ranging in ages 14 to 19. The show has been in progress, offering significant opportunities for participants, including recording their backing track at a professional recording studio in preparation for a performance week at Edinburgh's Fringe Festival in August. We also have a much-anticipated preview performance scheduled at Maskers Theatre Company, highlighting the collaborative efforts and creative endeavours fostered under the auspices of Unexpected Places.

Light UP

Light UP serves as the vibrant core of our organisation, dedicated to empowering young talents through our thriving youth theatre program. Despite the ongoing financial challenges stemming from post-pandemic recovery and the current strain of the cost-of-living crisis, we are pleased to report a dedicated cohort of 150 members participating in four distinct class strands across seven locations in Hampshire. While we had anticipated a return to pre-pandemic enrolment numbers, which more than doubled this figure, we have prudently managed our resources, implementing necessary cuts and adjustments to sustain the quality of our work and uphold our commitment to delivering diverse and enriching opportunities to our members.

Our members continue to thrive under our mentorship and support, finding solace in a community of like-minded individuals and friends. Our renewed focus revolves around providing tailored sessions, workshops, and projects designed to inspire and empower each student, fostering a culture of encouragement and unwavering support both within our team and the broader LUP community. Our overarching objective remains steadfast: to equip our students with the confidence to pursue their aspirations, whether on stage or in their everyday lives, fostering a belief in their ability to shine authentically.

Our LAMDA program continues to be highly successful in enhancing individual performance skills and building confidence among our members who elect this track of training. This year, of the 18 students taking LAMDA exams everyone received either a merit or distinction. These achievements underscore the effectiveness of our program in fostering talent, independence and confidence.

Throughout the period between August 2022 and July 2023, we have staged numerous internal and external showcases and performances, exemplified by projects such as our Summer Youth Project: *High School Musical, Jr.*, and a large-scale production of *The Lion, the Witch, and the Wardrobe* in collaboration with Maskers Theatre Company.

The performance at Royal Victoria Country Park over two days attracted sold-out audiences totalling nearly 400 attendees across our 3 performances. This successful event marked our first collaboration with Maskers Theatre in our eight-year history, combining our skills and audience bases to establish a more sustainable and effective working model. The cast demonstrated remarkable commitment, resilience, growth, and professionalism throughout a demanding rehearsal process which proved to be an incredible

UNEXPECTED PLACES LIMITED YEAR ENDED 31ST JULY 2023

learning experience for them and for the adult cast taking part as well. Feedback on the performance and the overall experience has been overwhelmingly positive, encouraging us to pursue future productions and collaborations.

In addition to a variety of workshops, performances and our regular termly classes we've also added a new annual event, Light UP Summer Fair. Attended by over 100 of our members and their families, this event was organised to celebrate our student community and their many accomplishments over the past year and to announce exciting plans for our upcoming year. The event served as an opportunity to promote and fundraise for our upcoming 2023/24 Academic year, with specific focus on Awards Night while also giving back to our students and their families as a celebratory event at the end of a busy academic year.

Little Lights

Little Lights, now going on its third year, navigates the typical challenges of a growing business with resilience. Despite a higher participatory turnover compared to Light UP, owing to the nature of parental attendance options, our loyal base of parents, grandparents, and carers remains steadfast. However, the brevity of their engagement poses a challenge in fostering continuity between our programs which is an area we're hoping to improve in the coming year.

Feedback for Little Lights remains overwhelmingly positive, with both instructors and participants expressing satisfaction with our services and support. We conduct weekly sessions across four locations, supplemented by occasional events and pop-ups. Notably, Little Lights has recorded original music to complement our activities, receiving favourable reviews and prompting plans for producing a future album.

This year, we are pleased to report the success of our inaugural year of Play in the Park in August of 2022 at Royal Victoria Country Park which has already prompted the organisation of Play in the Park 2023 building on the success of its introduction last summer. The event is specifically designed for children under five featuring creative and sensory play sessions with Little Lights, dance activities with Little Steppers, and story-time and crafting sessions with Light UP Drama. Additionally, a variety of toys provided by Light UP, Little Lights and Pop Up Play were available for exploration.

With over 400 attendees in its first year and at least 500 expected to attend this year, it's paramount we learn from previous years making improvements to the model that will both benefit our team and those attending. Anticipating larger quantities of people, we have added an interactive walking trail to promote physical activity and engagement and as a way to reduce crowding. Although primarily aimed at children aged 0-5, the activities were suitable for all ages, fostering an inclusive environment for families. We envision this event becoming a staple in our annual programming, complementing our ongoing initiatives and future plans.

RISK POLICY AND MANAGEMENT

The Trustees are responsible for the management of the risks faced by the charity. Risks are identified and assessed and controls are established throughout the year. A formal review of the charity's risk management process is undertaken on an annual basis.

The Trustees consider the principal risks to the charity to be:

- the ongoing financial stability of the organisation from the ongoing impact of the cost of living crisis, the effects of the pandemic and a reduction in core funding
- rebuilding our participant and audience numbers post Covid to pre Covid levels
- the rising costs of operation in our overheads, including hall hire fees and subscriptions

The key controls used by the charity include formal agendas, minutes and actions for all Trustee meetings alongside comprehensive strategic planning by the Executive Director and Senior Management. A budget

UNEXPECTED PLACES LIMITED

YEAR ENDED 31ST JULY 2023

with greater levels of detail and information than ever before has now been implemented. Clear authorisation and approval for all levels of expenditure were in place. It has been identified that the charity needs to recruit a board member with financial experience to offer a further layer of scrutiny.

Clearer lines of reporting, monitoring and evaluation for the organisation, its staff and its finances were established through a collective effort by the Trustees and staff of Unexpected Places.

Controls over operation of the charity's bank account and periodic reviews of the adequacy of insurance of the charity's fixed assets are considered to be adequately managed. Procedures are in place to ensure compliance with health and safety and safeguarding regulations in order to protect participants, audiences and staff.

Such procedures are reviewed regularly to ensure compliance with the latest requirements. Through the risk management processes established, the Trustees are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed. The major risks to which the charity is exposed as identified by the Trustees have been reviewed and systems have been established to mitigate those risks.

FINANCIAL REVIEW

The income for the year totalled £145,348 [2022: £186,211] and is shown in notes 2-4 of the accounts. There was an overall deficit for the year of £10,786 [2022: £52,191]. There is a negative reserves balance of £63,400 [2022 £52,614]. Several causes for the increased deficit have been identified and are described under the Going concern heading.

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecasts and projections and have taken account of pressures on fee income, particularly in light of the continued implications of the pandemic, cost of living crisis and inflation on user numbers, funding and earned income. Overhead costs have been reduced where possible to reduce additional financial pressures and to focus on stabilising the organisation to mitigate negative short-term and long-term impact. The financial impact of reduced membership and funding, continues to form one of the key risks as identified in the Principal Risks section of this report.

After making enquiries the Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. As such, the charity expects to be able to meet its liabilities as they fall due in the period of at least 12 months from the date of the approval of these accounts.

On this basis, the Trustees have concluded that the charity is a going concern. The financial statements do not include any adjustments that would result from the charity not being able to meet its liabilities as they fall due.

Reserves Policy

The charity's reserves target remains unchanged at £30,000. The 2023 Accounts show a notable improvement year-on-year and as such this target is still expected to be achieved by the end of the academic year 2026 as initially planned.

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023**

Total reserves, all of which are unrestricted funds, were (£63,400) [2022: (£52,614)].

PLANS FOR THE FUTURE

The paramount concern for our charity remains achieving financial sustainability. Our strategic plans for the period of August 2023 to July 2024 are centred on aligning with our charitable objectives while establishing a solid financial foundation. We aim to reduce reliance on short-term grants by either minimising our dependence on them or securing longer-term funding to support our core activities. Experience gained and lessons learned from past and current activities have informed our decisions about allocating resources to their best effect, guiding us in identifying areas where strategic investments and cuts can yield the greatest impact.

The recent appointment of Executive Director, Courtney Fayle, instils confidence in the leadership of Unexpected Places and its trustees. Under her guidance, we anticipate achieving greater stability for the organisation as a whole. As we enter a new academic year, we are committed to revising our business plan, ensuring that it maintains a strong focus on enhancing the student journey and fostering robust support systems for the young people and families engaged with Light UP and Little Lights.

Additionally, we are exploring strategic actions to improve financial sustainability, including reformatting classes and performances to combine resources, further staff reductions and location closures, not supported by grants. Despite these adjustments, our commitment to providing enriching experiences for our members and the communities we operate in remains unwavering. We aim to offer new opportunities for personal and professional growth to Light UP members, as well as create similar enriching experiences for families attending Little Lights events. Notably, our upcoming Fringe trip in August and the return of Awards Night in November, as well as the launching of our Youth Advisory Board are indicative of our dedication to providing exceptional experiences while fostering community engagement.

As we continue to navigate unexpected challenges, we are optimistic that these strategic initiatives will lead us to exciting and sustainable opportunities, enabling us to fulfil our mission of taking our participants and audiences to unexpected places.

Signed on behalf of the board of the trustees

.....

Rosanna Louise Houston

Approved by the board on: 29 May 2024

Charity name	Unexpected Places Ltd.
Other name the charity uses	Light UP
Registered charity number	1194787

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

Charity's principal address	Steppin' UP Studios St Peter and St Paul's Church Osborn Road Fareham PO16 7DR
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TRUSTEE DETAILS

Rosanna Sloan, Artistic Director appointed 29/7/15
Rosanna@unexpectedplaces.co.uk

Darren Sloan, Treasurer/Trustee appointed 22/5/23
darrensloan@gmail.com

Roberta Comunian, Trustee appointed 22/5/23
roberta.comunian@kcl.ac.uk

Steve Adams, Trustee appointed 20/6/23
steve.adams.soton@gmail.com

Juli Richards, Trustee appointed 20/6/23
theatretype@gmail.com

Courtney Fayle, Secretary appointed 13/6/18
Courtney@lightupdrama.org.uk

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

The directors present their report and accounts for the year ended 31 July 2023.

Directors

The following directors held office during the whole of the period:

Rosanna Louise Houston

The following had resigned as directors during the year:

Paul David Munday (resigned 1st November 2022)

The following were appointed as directors during the year:

Stephen Leslie Adams (20th June 2023)

Prof. Roberta Comunian (22nd May 2023)

Juli Elizabeth Anne Richards (20th June 2023)

Darren Sloan (22nd May 2023)

Statement of directors' responsibilities

The directors are responsible for preparing the report and accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare accounts for each financial year. Under that law, the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the accounts unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Small company provisions

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Signed on behalf of the board of directors

.....

Rosanna Louise Houston

Director

Approved by the board on: 29 May 2024

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023**

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
UNEXPECTED PLACES LIMITED**

I report to the charity trustees on my examination of the accounts of Unexpected Places Limited for the year ended 31 July 2023.

This report is made solely to the Trustees, as a body, in accordance with regulations made under section 145 of the Charities Act 2011. Our work has been undertaken so that we may state to the Trustees matters we are required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees for our independent examination work, for this report, or for the statement we have given below.

Responsibilities and basis of report

As the charity 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 ourselves 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, we report in respect of our examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out our examination we have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

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 Charities SORP (FRS102).

.....
Kevin Jarvis

TBT Accountancy Ltd
Hursley Campus
Hursley Park Road
Hursley
Winchester
SO21 2JN

29 May 2024

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	Total Funds 2022
INCOME AND ENDOWMENTS FROM:					
Charitable Activities	2	121,902		121,902	86,614
Investments	3	0		0	0
Other Income	4	23,446		23,446	99,597
TOTAL		145,348	0	145,348	186,211
EXPENDITURE ON:					
Charitable activities	5	(95,788)		(95,788)	(129,307)
Administrative costs		(60,346)		(60,346)	(109,095)
TOTAL		(156,134)	0	(156,134)	(238,402)
Net Income/(Expenditure)		(10,786)	0	(10,786)	(52,191)
RECONCILIATION OF FUNDS					
TOTAL FUNDS BROUGHT FORWARD		(52,614)	0	(52,614)	
TOTAL FUNDS CARRIED FORWARD		(63,400)	0	(63,400)	(52,614)

Note:

In 2022-2023 there were no restricted funds.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

BALANCE SHEET

	Notes	Unrestrict ed fund	Restricted fund	Total funds 2023	Total funds 2022
		£	£	£	£
FIXED ASSETS					
Tangible Assets	9	9,597		9,597	12,621
CURRENT ASSETS					
Inventories		500		500	800
Debtors	10	3,287		3,287	8,273
Cash at bank and in hand					
		<u>3,787</u>		<u>3,787</u>	<u>9,073</u>
CREDITORS: amounts falling due within one year	11	(51,689)		(51,689)	(47,234)
NET CURRENT ASSETS		<u>(47,902)</u>		<u>(47,902)</u>	<u>(38,161)</u>
Total assets less current liabilities		(38,305)		(38,305)	(25,540)
Long-Term Liabilities					
Loans	12	(25,095)		(25,095)	(27,074)
NET ASSETS		<u>(63,400)</u>		<u>(63,400)</u>	<u>(52,614)</u>
FUNDS					
Unrestricted Funds:		0		0	0
General fund	13	(63,400)		(63,400)	(52,614)
		<u>(63,400)</u>		<u>(63,400)</u>	<u>(52,614)</u>

For the year ending 31 July 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

The director acknowledges her responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the previous applicable to companies subject to the small companies' regime and in accordance with the provisions of FRS 102 Section 1A – Small Entities.

The financial statements were approved by the Board and authorized for issue on 07 May 2024 and were signed on its behalf by

Rosanna Louise Houston
Director

Company Registration No. 09709527

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) General information and basis of preparation of 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 2015)', 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 and are presented in £ sterling.

In preparing the financial statements, the directors have considered whether when applying the accounting policies required by FRS 102, restatements of comparative items were required. No such items have been identified.

(b) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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.

There were no restricted purposes during the year and therefore all funds were unrestricted..

(c) Income Recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

(d) Expenditure Recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

(e) Support costs and fundraising costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

(f) Tangible Fixed Assets

Tangible Fixed Assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Costs include costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the costs, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Plant and Machinery - 4 Years Reducing Balance
 Office Equipment - 3 Years Straight Line

(g) Debtors and Creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(h) Tax

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

(i) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to complete and sell. In respect of work in progress and finished goods, cost includes a relevant proportion of overheads according to the stage of manufacturing/completion.

(j) Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecast and projections and have taken account of pressures of the energy crisis. The Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis for the preparation of the financial statements.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	2022
Class income	121,902	-	121,902	86,614
	121,902	-	121,902	42,659

3. INCOME FROM INVESTMENTS

	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	2022
Investments	-	-	-	-

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

4. INCOME FROM OTHER ACTIVITIES

	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	2022
Grants and donations	19,779		19,779	93,638
UP studios and equipment hire	3,667		3,667	5,595
	<u>23,446</u>	<u>-</u>	<u>23,446</u>	<u>99,597</u>

5. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	2022
Direct labour	(71,014)		(71,014)	(99,359)
Performance and workshop expenses	(24,774)		(24,774)	(29,948)
	<u>(95,788)</u>	<u>-</u>	<u>(95,788)</u>	<u>(129,307)</u>

Administrative costs

	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	2022
Administrative Expenses	(35,166)		(35,166)	(61,334)
Salaries and other social securities	(24,550)		(24,550)	(46,945)
Interest payable	(630)		(630)	(816)
	<u>(60,346)</u>	<u>-</u>	<u>(60,346)</u>	<u>(109,095)</u>

6. STAFF NUMBERS AND COSTS

	2023	2022
Salaries (inc. trustees)	117,762	117,762
Social security costs	2,482	2,482
Pension costs	2,069	2,069
TOTALS	<u>122,313</u>	<u>122,313</u>
Average number of employees	5	9

No employees received emoluments in excess of £60,000

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

7. TRUSTEES' REMUNERATION AND BENEFITS

During the year, in the period for which they served as Trustees, the following received salaries from the charity as follows:

	2023	2022
Trustees' salaries	<u>7,333</u>	<u>16,159</u>

8. RELATED PARTY TRANSACTIONS

Unexpected Places Ltd provided paid services to Steppin' Up Ltd, a company of which Rosanna Louise Houston is a director and shareholder

Services provided to Steppin' UP Ltd

	2023	2022
Services	<u> </u>	<u>5,171</u>

Services provided by Steppin' Up Ltd:

	2023	2022
Payments	<u>4,748</u>	<u>0</u>

9. TANGIBLE FIXED ASSETS

	Plant and Machinery £	Office Equipment £	Total £
Cost			
At 1 st August 2022	15,555	4,757	20,312
Additions	452	0	452
At 31 st July 2023	16,007	4,757	20,764
Depreciation			
At 1 st August 2022	4,196	3,496	7,692
Charge for the year	2,813	663	3,476
At 31 st July 2023	7,009	4,159	11,168
Net Book Value			
At 31 July 2023	<u>8,998</u>	<u>598</u>	<u>9,596</u>
At 31 July 2022	<u>11,359</u>	<u>1,262</u>	<u>12,621</u>

10. DEBTORS

	2023	2022
	£	£
Due within one year		
Accounts receivable	3,287	387
Prepayments	0	6,100
Other debtors	0	1,786
	<u>3,287</u>	<u>8,273</u>

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts	(6,000)	(3,778)
Trade Creditors	(1,708)	(966)
Accruals	(5,671)	(1,418)
Taxes and social security	(1,410)	(901)
Loan from Directors	(11,447)	(15,405)
Other Creditors	(25,453)	(24,766)
	<u>(51,689)</u>	<u>(47,234)</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts	(25,095)	(27,074)
	<u> </u>	<u> </u>

13. STATEMENT OF FUNDS – MOVEMENT OF FUNDS
RESTRICTED FUNDS AND UNRESTRICTED FUNDS

	Balance 1	Income	Expenditure	Transfers	Balance 31
	August 2022				July 2023
Unrestricted	(52,614)	145,348	(156,134)	0	(63,400)
Restricted	0	0	0	0	0
Total	<u>(52,614)</u>	<u>145,348</u>	<u>(156,134)</u>	<u>0</u>	<u>(63,400)</u>

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

Detailed Statement of Financial Activities

	2023	2022
	£	£
Income from charitable activities		
Classes income	121,902	86,614
Total income from charitable activities	121,902	42,759
Charitable activities		
Purchases	127	1,402
Increase in stocks	300	(800)
Direct Labour	71,014	99,359
Other direct costs	24,347	29,346
Total charitable activities spend	95,788	129,307
Administrative expenditure		
Wages and salaries	17,605	36,577
Directors' salaries	3,667	5,817
Pensions	1,680	2,069
Employer's NI	1,598	2,482
Staff Training and welfare	120	2,466
Travel and subsistence	297	2,262
Entertaining	0	17
Rent	16,548	27,139
Light and heat	2,443	4,544
Cleaning	240	695
Telephone and tax	1,718	1,624
Postage, stationery and printing	146	932
Subscriptions	1,864	2,524
Bank charges	3,732	2,284
Insurance	496	794
Repairs and maintenance	708	2,236
Software	460	1,839
Depreciation	3,476	4,286
Bad debts	0	0
Donations	0	113
Sundry expenses	758	2,177
Accountancy fees	1,284	1,280
Other legal/professional	13	511
Advertising and PR	863	3,613
Total administrative expenditure	59,716	108,279

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2023

Grants and other income		
Other operating income	23,446	99,597
	<u>23,446</u>	<u>99,597</u>
Operating (deficit)/surplus	(10,156)	(51,375)
Bank loans and overdrafts	630	816
(Deficit)/surplus on ordinary activities before taxation	<u>(10,786)</u>	<u>(52,191)</u>

UNEXPECTED PLACES LIMITED

England & Wales - Charity number 1194787

Accounts

REGISTERED COMPANY NUMBER: 09709527 (England and Wales)
REGISTERED CHARITY NUMBER: 1194787

UNEXPECTED PLACES LIMITED
ANNUAL REPORT AND UNAUDITED ACCOUNTS
FOR THE YEAR ENDED 31 JULY 2022

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022**

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**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022**

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY,
ITS TRUSTEES AND ADVISERS**

Trustees	Rosanna Louise Houston Darren Sloan Roberta Comunian
The following directors resigned after the period:	Deborah Ann Banyard (19th January 2023) Eloise Johanna Tong (19th January 2023) Paul David Munday (1st November 2022)
Secretary	Courtney Ashlyn Fayle
Company reg. no.	09709527
Charity reg. no.	1194787
Registered office	Steppin' Up Studios St Peter's And St Paul's Church Osborn Road Fareham Hampshire United Kingdom PO16 7DR
Independent examiner	TBT Accountancy Ltd Westgate Chambers Staple Gardens Winchester England SO23 8SR

**UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022**

TRUSTEES' REPORT

The Trustees, who are also directors of the Company for the purposes of company law, submit their annual report and the financial statements of Unexpected Places Limited for the year ended 31 July 2022.

Organisation

The charity is governed by its Trustees who are responsible for formulating the strategies and policies of the charity including the approval of budgets and the annual accounts. The Trustees delegate the day to day running of the charity to the Senior Management Team.

Recruitment and appointment of Trustees

Trustees are appointed on the basis of their expertise in a particular field.

Governing document

Unexpected Places Limited is a company limited by guarantee and a registered charity governed by its memorandum and articles of association and the policies formulated from time to time by the Trustees.

Objects

The charity's objects are specifically restricted to the following:

To advance public education in, and appreciation of, the performing arts in particular but not exclusively by:

- a) the provision of workshops in acting and artistic performance which develop knowledge, skills, confidence and creativity;
- b) delivering high quality original theatre performances for public presentation;
- c) the provision of opportunities to participate in other areas of theatre production including working backstage, lighting, sound and production design.
- d) the provision of opportunities to participate in creative educational activities such as arts trails, festivals and events.

DEVELOPMENT, ACTIVITIES AND ACHIEVEMENTS

Achievements and Performance

The Trustees are delighted to report a fantastic year for the organisation which saw our collective team go above and beyond to deliver high quality sessions and experiences for the young people and families engaging across all 3 branches of work. Since coming back from the pandemic, our services have been needed more than ever, as we have worked hard to build young people's confidence back after time away from the stage, connect parents and carers with others through our Little Lights classes who have been isolated and brought creativity and drama to the lives of many. Despite facing many financial and operational challenges as an organisation, we've continued to deliver a full programme of accessible activity all geared at stimulating creativity, building confidence and developing strong community relationships with other organisations and partners.

TRUSTEES' REPORT

Unexpected Places

Since 2021, Unexpected Places has become a charity, launched Little Lights as a permanent part of our organisation, converted our offices, UP Studios, into a purpose built theatre space and we've had the pleasure of working with over 700 families through Light UP, Little Lights and our outreach work.

In addition to the work we've supported across Light UP and Little Lights, Unexpected Places has also produced a highly acclaimed digital production of 'Looking Down on Me' which was funded by Arts Council England. The project's aim was to create a digital resource that could be used in junior schools and bereavement charities as a resource to help support conversations around death, especially after the impact of covid. While we don't have an exact number of schools that have since accessed the resources, we had over 50 schools access the performance, with estimated audience reach of 10K.

Our Ensemble class, for young performers aged 14-18 has continued to go from strength to strength. In 2021 they were selected to take part in National Theatre's Connection project, the first time we have been involved with this project, which culminated in a performance at Southampton's Mast Studio Theatre. They've also devised an immersive experience for families to attend called Christmas Calamity, which we are hoping to run annually in other Hampshire locations to offer an affordable and entertaining event for the whole family.

Light UP

Light UP continues to be the beating heart of the organisation with a thriving youth theatre of just over 150 members attending 4 different strands of classes across 7 Hampshire locations. Pre-pandemic numbers were more than double our current student cohort and due to the significant decline in members, a few locations that were no longer sustainable had to shut. Although this is something we never want to do, it allowed us to refocus on our current members who are committed, passionate and eager to further develop with our support and mentorship. Our energies have been put on continuing to deliver high quality sessions that puts the needs of the student centre stage to inspire, encourage and support them to confidently be whoever they want to be so whether on stage or off, they shine.

Between August 2021 and July 2022, we've staged numerous internal and external showcases and performances. As well as producing two highly successful Summer Youth Projects, Hairspray Jr. and Annie Kids in 2021 and 2022 respectively.

One of our main activities this year was to produce the 'Light UP Festival', the first festival of its kind in the UK, which combines youth theatre and professional shows equally in the beautiful grounds of The Gregg School. The event was a wonderfully collaborative project for the Unexpected Places team, all of whom came out to support, run activities and talk about all the important work we do across all 3 branches. This family festival achieved its ambition to provide a cultural experience for people of all ages including our Little Lights tent for under 3s, youth theatre performances spread across the grounds from each Light UP group such as Midsummer Night's Dream, A Campfire Creations, a combined performance of The Bee Musical from our junior students and Beatrix Potter stories from our beginners and two professional theatre productions for all in attendance to enjoy.

It was incredibly ambitious but worth every minute and the response from families was resoundingly positive providing everyone a chance to continue building friendships and community, something we always strive for.

Members attending our Advanced classes have continued to produce exemplary results on and off stage,

UNEXPECTED PLACES LIMITED YEAR ENDED 31ST JULY 2022

whether it be working on further developing their range of performance skills, devising an original piece of theatre or revising for an upcoming LAMDA exam. We continue to be so impressed with the perseverance of these committed and passionate young performers, their resilience during the pandemic when their tutoring went entirely online to now when they have returned to the stress of GCSE's and the pressures of school and everyday life - has been incredible.

Little Lights

September 2021 brought a new addition, Little Lights, into our lives and the lives of parents and carers. Initially a 6 week course of creative and sensory sessions for 0-3 yr olds, funded by the National Lottery Community fund, the sessions are now a much loved addition to our regular line up of classes and outreach. Currently being delivered in 4 locations, Little Lights has a devoted following of parents, grandparents and carers who regularly attend weekly sessions. Each week we receive glowing reviews of the classes and our lovely leaders, who have taken an active role in helping to create new and engaging original material and songs to match the variety of themes we explore. We are now committed to delivering Little Lights as part of our core activity moving forward.

To introduce more families to Little Lights, we created an event called Play in the Park to be delivered across 5 weeks of the summer holidays. The first week of the event ran the last week of July 2022 and was attended by 107 people in the beautiful grounds of Royal Victoria Country Park. The aim of producing this 'mini festival' was to bring Little Lights, Light UP and some of our other friends from local children's activity providers to one location to create a play paradise with taster sessions that families could attend in rotation throughout the day. Bookings for the remaining weeks of 'PIP' are selling very well and we anticipate this being an incredibly successful event that we'd hope can become part of our annual programming.

RISK POLICY AND MANAGEMENT

The Trustees are responsible for the management of the risks faced by the charity. Risks are identified and assessed and controls are established throughout the year. A formal review of the charity's risk management process is undertaken on an annual basis.

The Trustees consider the principal risks to the charity to be:

- the ongoing financial stability of the organisation as we emerge from the effects of the pandemic and a reduction in core funding
- rebuilding our participant and audience numbers post Covid to pre Covid levels
- the rising costs of operation in our utilities, hall hire fees and subscriptions

The key controls used by the charity include formal agendas, minutes and actions for all Trustee meetings alongside comprehensive planning. A budget with greater levels of detail and information than ever before has now been implemented. Clear authorisation and approval for all levels of expenditure were in place. It has been identified that the charity needs to recruit a board member with financial experience to offer a further layer of scrutiny.

Clearer lines of reporting, monitoring and evaluation for the organisation, its staff and its finances were established through a collective effort by the Trustees and staff of Unexpected Places.

Controls over operation of the charity's bank account and periodic reviews of the adequacy of insurance of the charity's fixed assets are considered to be adequately managed. Procedures are in place to ensure compliance with health and safety and safeguarding regulations in order to protect participants, audiences and staff.

Such procedures are reviewed regularly to ensure compliance with the latest requirements. Through the risk management processes established, the Trustees are satisfied that the major risks identified have been

UNEXPECTED PLACES LIMITED

YEAR ENDED 31ST JULY 2022

adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately managed. The major risks to which the charity is exposed as identified by the Trustees have been reviewed and systems have been established to mitigate those risks.

FINANCIAL REVIEW

The income for the year totalled £186,211 [2021: £135,146] and is shown in notes 2-4 of the accounts. There was an overall deficit for the year of £52,191 [surplus 2021: £23,729]. There is a negative reserves balance of £52,614 [2021 £423]. Several causes for such a large movement deficit have been identified and are described under the Going concern heading.

Going concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecasts and projections and have taken account of pressures on fee income, particularly in light of the impact of the COVID-19 pandemic on user numbers, funding and earned income. Costs have been reduced where possible to mitigate the negative short-term impact, and the organisation are reviewing large overheads such as the rent of our studio to see if we can continue to support this expenditure. This is also being reviewed in light of the looming increase in utility costs. The financial impact of the COVID-19 pandemic continues to form one of the key risks as identified in the Principal Risks section of this report.

After making enquiries the Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. As such, the charity expects to be able to meet its liabilities as they fall due in the period of at least 12 months from the date of the approval of these accounts.

On this basis, the Trustees have concluded that the charity is a going concern. The financial statements do not include any adjustments that would result from the charity not being able to meet its liabilities as they fall due.

Reserves Policy

The charity's current minimum target, based on a risk assessment addressing possible income shortfalls and losses from depletion of student numbers or related income, extreme events, like the escalation of a global pandemic and other external factors to which the charity has little or no control, is £30,000. The charity is taking steps to bring the amount of reserves it holds into line with the target level and budget plans show that this should be possible by the end of the academic year 2026.

PLANS FOR THE FUTURE

A major financial concern for the charity will be ongoing financial sustainability. Our plans for Aug 22 - Jul 23 are focused on our charitable objects and the need for our organisation to get to a firm financial footing, with reliance on grants for core costs either minimising or securing longer term funding to support our core activity.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022

After overcoming so many new challenges and obstacles in the aftermath of the pandemic, the team at Unexpected Places and its trustees are feeling well poised for the next chapter of the organisation. We are in the process of updating our business plan with an emphasis on the student journey and creating a strong support system for the young people and families that are engaging with us through Light UP and Little Lights. As ever, we continue to explore what new opportunities we can offer our Light UP members to help them gain new experiences, build their confidence and expand their horizons, both personally and professionally. For Little Lights, we hope to create a similar experience for the families attending and know that our event this summer will do just that as well as provide great affordable entertainment in our local community.

We're thrilled to be in conversation with Maskers Theatre about collaborating on a co-production of The Lion, the Witch and the Wardrobe to be produced in the new year. Although we have had a relationship with Maskers for some time, this will be the first time we've partnered in this way and we're excited to see what future work this could lead to. Our Ensemble students are also beginning work on a production they hope to take to Edinburgh Fringe Festival in the summer of 2023. With our core classes continuing to so its already shaping up to be a year of going to some amazing Unexpected Places, which is exactly what we strive to do.

Signed on behalf of the board of the trustees

Rosanna Houston

.....

Rosanna Louise Houston

Approved by the board on: 25 May 2023

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
UNEXPECTED PLACES LIMITED

I report to the charity trustees on my examination of the accounts of Unexpected Places Limited for the year ended 31 July 2022.

This report is made solely to the Trustees, as a body, in accordance with regulations made under section 145 of the Charities Act 2011. Our work has been undertaken so that we may state to the Trustees matters we are required to state to them in an Independent Examiner's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Trustees for our independent examination work, for this report, or for the statement we have given below.

Responsibilities and basis of report

As the charity 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 ourselves 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, we report in respect of our examination of your company's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out our examination we have followed the directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

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 Charities SORP (FRS102).

Kevin Jarvis
.....

Kevin Jarvis

TBT Accountancy Ltd
Westgate Chambers
Staple Gardens
Winchester
England
SO23 8SR

25 May 2023

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022

STATEMENT OF FINANCIAL ACTIVITIES

	Note	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	Total Funds 2021
INCOME AND ENDOWMENTS FROM:					
Charitable Activities	2	86,614		86,614	44,433
Investments	3	0		0	0
Other Income	4	99,597		99,597	90,713
TOTAL		186,211	0	186,211	135,146
EXPENDITURE ON:					
Charitable activities	5	(129,307)		(129,307)	(47,491)
Administrative costs		(109,095)		(109,095)	(63,926)
TOTAL		(238,402)	0	(238,402)	(111,417)
Net Income/(Expenditure)		(52,191)	0	(52,191)	23,729
RECONCILIATION OF FUNDS					
	12				
TOTAL FUNDS BROUGHT FORWARD		(423)	0	(423)	
TOTAL FUNDS CARRIED FORWARD		(52,614)	0	(52,614)	(423)

Note:

In 2021-2022 there were no restricted funds.

UNEXPECTED PLACES LIMITED
YEAR ENDED 31ST JULY 2022

BALANCE SHEET

	Notes	Unrestrict ed fund	Restricted fund	Total funds 2022	Total funds 2021
		£	£	£	£
FIXED ASSETS					
Tangible Assets	9	12,621		12,621	1,437
CURRENT ASSETS					
Inventories		800		800	
Debtors	10	8,273		8,273	7,508
Cash at bank and in hand					50,143
		9,073		9,073	57,651
CREDITORS: amounts falling due within one year	11	(47,234)		(47,234)	(29,333)
NET CURRENT ASSETS		(38,161)		(38,161)	(28,318)
Total assets less current liabilities		(25,540)		(25,540)	29,755
Long-Term Liabilities					
Loans	12	(27,074)		(27,074)	(30,178)
NET ASSETS		(52,614)		(52,614)	(423)
FUNDS					
Unrestricted Funds:					
General fund	13	(52,614)		(52,614)	(423)
		(52,614)		(52,614)	(423)

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) General information and basis of preparation of 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 2015)', 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 and are presented in £ sterling.

In preparing the financial statements, the directors have considered whether when applying the accounting policies required by FRS 102, restatements of comparative items were required. No such items have been identified.

(b) Fund Accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

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.

There were no restricted purposes during the year and therefore all funds were unrestricted..

(c) Income Recognition

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

(d) Expenditure Recognition

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

(e) Support costs and fundraising costs

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs and governance costs. They are incurred directly in support of expenditure on the objects of the charity.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

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YEAR ENDED 31ST JULY 2022

(f) Tangible Fixed Assets

Tangible Fixed Assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Costs include costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided on all tangible fixed assets, at rates calculated to write off the costs, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Plant and Machinery - 4 Years Reducing Balance
 Office Equipment - 3 Years Straight Line

(g) Debtors and Creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

(h) Tax

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

(i) Inventories

Inventories have been valued at the lower of cost and estimated selling price less costs to complete and sell. In respect of work in progress and finished goods, cost includes a relevant proportion of overheads according to the stage of manufacturing/completion.

(j) Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular, the Trustees have considered the charity's forecast and projections and have taken account of pressures of the energy crisis.

The Trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the Trustees continue to adopt the going concern basis for the preparation of the financial statements.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	2021
Class income	<u>86,614</u>	<u> </u>	<u>86,614</u>	<u>42,659</u>
	<u>86,614</u>	<u>-</u>	<u>86,614</u>	<u>42,659</u>

3. INCOME FROM INVESTMENTS

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	2021
Investments	<u>-</u>	<u> </u>	<u>-</u>	<u>-</u>

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4. INCOME FROM OTHER ACTIVITIES

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	2021
Grants	93,638		93,638	92,168
UP studios and equipment hire	5,959		5,959	319
	<u>99,597</u>	<u>-</u>	<u>99,597</u>	<u>92,487</u>

5. EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	2021
Direct labour	(99,359)		(99,359)	(33,363)
Performance and workshop expenses	(29,948)		(29,948)	(14,128)
	<u>(129,307)</u>	<u>-</u>	<u>(129,307)</u>	<u>(47,491)</u>

Administrative costs

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	2021
Administrative Expenses	(61,334)		(61,334)	(48,360)
Salaries and other social securities	(46,945)		(46,945)	(15,566)
Interest payable	(816)		(816)	(0)
	<u>(109,095)</u>	<u>-</u>	<u>(109,095)</u>	<u>(63,926)</u>

6. STAFF NUMBERS AND COSTS

	2022	2021
Salaries (inc. trustees)	117,762	15,421
Social security costs	2,482	0
Pension costs	2,069	145
TOTALS	<u>122,313</u>	<u>15,566</u>
Average number of employees	<u>9</u>	<u>1</u>

No employees received emoluments in excess of £60,000

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7. TRUSTEES' REMUNERATION AND BENEFITS

During the year, in the period for which they served as Trustees, the following received salaries from the charity as follows:

	2022	2021
Trustees' salaries	<u>16,159</u>	<u>0.00</u>

8. RELATED PARTY TRANSACTIONS

Unexpected Places Ltd provided paid services to Steppin' Up Ltd, a company of which Rosanna Louise Houston is a director and shareholder

Services provided to Steppin' UP Ltd

	2022	2021
Services	<u>5,171</u>	<u>313</u>

Services provided by Steppin' Up Ltd:

	2022	2021
Payments	<u>0</u>	<u>522</u>

9. TANGIBLE FIXED ASSETS

	Plant and Machinery	Office Equipment	Total
	£	£	£
Cost			
At 1 st August 2021	1,782	3,061	4,843
Additions	13,774	1,696	15,470
At 31 st July 2022	15,555	4,757	20,312
Depreciation			
At 1 st August 2021	1,268	2,138	3,406
Charge for the year	2,928	1,358	4,286
At 31 st July 2022	4,196	3,496	7,692
Net Book Value			
At 31 July 2022	<u>11,359</u>	<u>1,262</u>	<u>12,621</u>
At 31 July 2021	<u>1,336</u>	<u>101</u>	<u>1,437</u>

10. DEBTORS

	2022	2021
	£	£
Due within one year		
Accounts receivable	387	1,041
Prepayments	6,100	5,810
Other debtors	1,786	657
	<u>8,273</u>	<u>7,508</u>

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11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Bank loans and overdrafts	(3,778)	(3,822)
Trade Creditors	(966)	(7,018)
Accruals	(1,418)	(1,200)
Taxes and social security	(901)	(0)
Loan from Directors	(15,405)	(9,794)
Other Creditors	(24,766)	(7,499)
	<u>(47,234)</u>	<u>(29,333)</u>

12. CREDITORS: AMOUNTS FALLING DUE AFTER ONE YEAR

	2022	2021
	£	£
Bank loans and overdrafts	(27,074)	(30,178)
	<u> </u>	<u> </u>

13. STATEMENT OF FUNDS – MOVEMENT OF FUNDS
RESTRICTED FUNDS AND UNRESTRICTED FUNDS

	Balance 1	Income	Expenditure	Transfers	Balance 31
	August 2021				July 2022
Unrestricted	(423)	186,211	(238,402)	0	(52,614)
Restricted	0	0	0	0	0
Total	<u>(423)</u>	<u>186,211</u>	<u>(238,402)</u>	<u>0</u>	<u>(52,614)</u>

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Detailed Statement of Financial Activities

	2022	2021
	£	£
Income from charitable activities		
Classes income	86,614	42,759
Total income from charitable activities	86,614	42,759
Charitable activities		
Purchases	1,402	340
Increase in stocks	(800)	0
Direct Labour	99,359	33,363
Other direct costs	29,346	6,645
Total charitable activities spend	129,307	40,348
Administrative expenditure		
Wages and salaries	36,577	15,421
Directors' salaries	5,817	6,806
Pensions	2,069	145
Employer's NI	2,482	0
Staff Training and welfare	2,466	2,429
Travel and subsistence	2,262	628
Entertaining	17	0
Rent	27,139	24,095
Light and heat	4,544	2,252
Cleaning	695	227
Telephone and tax	1,624	773
Postage, stationery and printing	932	1,137
Subscriptions	2,524	3,216
Bank charges	2,284	1,456
Insurance	794	136
Repairs and maintenance	2,236	4,103
Software	1,839	501
Depreciation	4,286	1,268
Bad debts	0	859
Donations	113	0
Sundry expenses	2,177	1,498
Accountancy fees	1,280	1,290
Solicitors fees	511	12
Advertising and PR	3,613	2,817
Total administrative expenditure	108,279	71,069

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Grants and other income		
Other operating income	99,597	92,387
	<u>99,597</u>	<u>92,387</u>
Operating (deficit)/surplus	(51,375)	(23,729)
Bank loans and overdrafts	816	0
(Deficit)/surplus on ordinary activities before taxation	<u>(52,191)</u>	<u>23,729</u>