

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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**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

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,

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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

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.

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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

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Rosanna Louise Houston

Approved by the board on: 25 May 2023

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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

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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.

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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.

(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	86,614		86,614	42,659
	86,614	-	86,614	42,659

3. INCOME FROM INVESTMENTS

	Unrestricted Funds 2022	Restricted Funds 2022	Total Funds 2022	2021
Investments	-		-	-

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	9	1

No employees received emoluments in excess of £60,000

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

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

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>