

Charity registration number 1205922 (England and Wales)

Company registration number 13343147

GARY CLARKE COMPANY LTD

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

GARY CLARKE COMPANY LTD

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Knight C M Clarkson J Smith P Johnson P Russ	(Appointed 29 April 2024)
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Charity number	1205922
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Company number	13343147
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Registered office	The Civic Hanson Street Barnsley S70 2HZ
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Independent examiner	Sedulo London Limited 605 Albert House 256-260 Old Street London EC1V 9DD
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GARY CLARKE COMPANY LTD

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GARY CLARKE COMPANY LTD

CHAIR'S STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

It gives me great pleasure to present Gary Clarke Company's (GCC) Annual Report for the year ended 31 March 2025 – our first full year as a registered charitable organisation.

In 2024-25, GCC with its small core delivery team, supported by our team of dedicated specialist freelancers, completed its second year as an Arts Council England National Portfolio organisation and we give thanks to our principal funder for their on-going support.

Registering as a charitable company in November 2023, has provided the company with greater access to new funding streams including Trusts and Foundations. We are delighted to be awarded a £75k funding contribution towards our core and touring costs over 3 years from John Ellerman Foundation, who we would like to thank for their invaluable support and interest in our work.

As we continue to grow and nurture our new company and team, this year we have established a new role and welcomed and inducted our new Administrative Director. We have undertaken significant work to develop the company's policies and procedures to reflect GCC's values and create a supportive and progressive work environment, in which people can develop and thrive.

Creatively, GCC has had an unprecedented year, with the development of our latest mid-scale touring show DETENTION exploring the stories of working-class LGBT+ communities and the impact and legacy of Section 28 of the Local Government Act 1988. This work was tested and made ready to premiere and tour from May 2025. The company also delivered DANCING COALFIELDS an intergenerational pilot project connecting local young people with the oral histories and mining heritage of Artistic Director Gary Clarke's hometown of Grimethorpe, South Yorkshire. We also continued work on PRIDE IN MOTION with Blackpool's vibrant and historic LGBT+ community taking part in a year of creative activity in partnership with The Grand Theatre, Blackpool.

Ongoing challenges face the UK arts sector including fundraising constraints and uncertainty, higher producing and touring costs and reduction in performing arts opportunities within the educational sector and the on-going cost of living crisis, affecting in particular working class communities we are look to represent and serve. Despite this, many of our ambitions for 2024/25 were exceeded with prudent financial management, and our year has been marked by the many stories of the positive impact that GCC's work is having on the lives of those individuals who have been part of our activity this year. Our ambitions remain high for future years to come.

In April 2024, we welcomed new trustee Pam Johnson, and I would like to take the opportunity to thank all of my fellow trustees for their enduring care and commitment to the company. They offer their time and experience to support the delivery team and development of the organisation, oversee the company's compliance and monitor its achievements, in line with ACE's investment principles and the conditions of other funding partners and execute our responsibilities as both a limited company and a registered charity.

My greatest thanks, as ever, must go to the driving force behind Gary Clarke Company, our founders and joint CEOs Artistic Director Gary Clarke and Executive Producer Annabel Dunbar, who have once again worked relentlessly this year to manage the company's growth, whilst creating and producing exceptional work with wide-ranging impacts on individuals and communities; managing the company's core delivery team of employees and specialist freelancers; and consistently keeping a low risk level with ACE as a new NPO. Despite the ongoing challenging landscape, our new company is in good health, nimble and ready to embrace the opportunities and challenges ahead.



Chair

Date: 02.12.2025

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charitable company's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

Objectives and activities

The principal activity of the company in the year under review was that of the advancement of the arts for the public benefit by the promotion in particular, but not exclusively, of the art of dance theatre in South Yorkshire and the UK, and to present, promote, organise, provide, manage and produce dramas, dance, operas, films, broadcasts, concerts, musical pieces, entertainments, exhibitions, tutorials, seminars, courses and workshops, whether on any premises of the company or elsewhere.

The object for which the company is established is "To advance the arts for the public benefit by the promotion in particular, but not exclusively, of the art of dance theatre in South Yorkshire and the UK."

Gary Clarke Company (GCC) is renowned for high impact, high quality, and high legacy work which tours extensively to middle scale venues across the UK, nurturing new partners and touring networks at home and abroad.

Our vision is that our unique dance theatre projects make a lasting difference to the lives of the people and communities we engage with. Our mission is to create exceptional dance theatre projects which connect, strengthen and inspire communities, participants, audiences and artists.

We work with professional artists, working class and marginalised people, forging enduring relationships to ensure authenticity in the telling of our and their stories. Our creative practice redefines the way people can be part of the making and performance of excellent shows and in doing so, we bring fresh voices and perspectives to arts and culture. We work with care and respect for our company members, family of artists, creative workers, collaborators, community participants and audiences, and we are constantly committed to creating a supportive and progressive work environment in which people can develop and thrive.

We aim to:

- Make extraordinary, powerful work that marks, reflects and comments on significant events in working-class social history, politics, culture and people.
- Involve and engage people from diverse communities in the research, development and performance of touring shows, local projects and digital works, empowering them through a sense of ownership and achievement.
- Be a force for good in Barnsley and South Yorkshire through working collaboratively with local partners and involving local people in high quality creative and cultural activities with the potential to effect transformational change.
- Build lasting partnerships with venues that nurture and grow audiences in areas of England (and beyond) where arts engagement is low.
- Demystify dance for venue staff with little experience of the art form, increasing their confidence and skill in promoting and presenting it.
- Support the development of young, northern producers and creatives from marginalised communities.
- Evolve as a dynamic, adaptive and sustainable organisation, able to meet the challenges of a changing world.

Public benefit

With reference to the duty in section 17(5) of the Charities Act 2011, the trustees confirm that they have referred to the Charity Commission's guidance on public benefit - including 'Public benefit: the public benefit requirement (PBI)' and 'Public benefit: running a charity (PB2)' - when reviewing the charity's aims and objectives and in planning its current and future activities. The achievements and activities outlined in this report demonstrate the public benefit arising from the charity's activities.

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance

Significant activities and achievements against objectives

In 2024-25, Gary Clarke Company (GCC), in its first full year as a registered as a charitable company, with a small core delivery team supported by specialist freelancers, completed its second year as an Arts Council England, National Portfolio Organisation.

The main focus has been to nurture the core team, including the induction of the new admin director role from July 2024; strengthening the new company, its operation and profile including significant work to create and adopt a staff handbook, policies and procedures; securing £75K from John Ellerman Foundation to support national touring and core activity (from June 2024 to April 2027); recruiting a new trustee; and supporting Barnsley Metropolitan Borough Council to develop a new cultural strategy as a core consultation partner. The joint CEOs were also invited to and attended a Buckingham Palace garden party for the UK's cultural industries.

In 2024/25, the company created and produced:

The third instalment of the Thatcher trilogy (after COAL & WASTELAND), **DETENTION**: a new mid-scale touring show exploring the stories of working-class LGBT + communities and the impact and legacy of Section 28 of the Local Government Act 1988, including the making to test preview at Cast, Doncaster with refinements and preparations in place ready to premiere & tour the UK from May 2025.

Dancing Coalfields: An intergenerational pilot project, marking the 40th anniversary of British Miners' Strike 1984/1985, which creatively connected young people from Grimethorpe, South Yorkshire with their mining heritage.

Pride In Motion: A multi-layered place based creative project with Gary Clarke Company and 10 members of Blackpool's vibrant and historic LGBT+ community commissioned by (and in partnership with) The Grand Theatre Blackpool.

Audience Development and Participation

GCC's audience development strategy is based on years of successful, evidence-based planning and implementation with partners. Detailed and comprehensive marketing and audience development plans are devised and monitored for touring and place-based projects. General campaigns and tried and tested audience development initiatives are:

- Founded on regular research and specialist industry knowledge.
- Developed in partnership with each venue/ organisation including detailed mapping in advance.
- Informed by regular in-depth data gathering and analysis including audience and community feedback alongside in house & audience agency box office analysis when touring.
- Clearly targeted and monitored.

Audience and participation target figures are reviewed annually and are aligned with our aims and objectives, including increasing first time dance and theatre attenders and repeat bookers for touring shows and continuing to diversify audiences and participants for all projects, particularly from areas of least engagement and working-class communities.

During 2024/25, we devised and delivered a range of high-quality community, educational and professional opportunities engaging 1,853 people locally, regionally and nationally in over 90 participatory activities, exceeding 2023/24 engagement.

In a non-touring year, but in preparation for future professional touring, we hosted 230 UK wide invited audiences to the DETENTION Test-Preview at Cast, Doncaster, to watch and feedback. Additionally, 100 local and regional people attended the Pride in Motion Exhibition Launch and community participant performance at The Grand Theatre, Blackpool.

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

GCC - TOURING - DETENTION (D10) - Making to Test-Preview 2024/25 - Preparations for 2025/26 UK Tour

The making / testing of new touring production DETENTION (D10) with Place-based community engagement/ co-creation.

Following on from the critically acclaimed COAL and WASTELAND, DETENTION explores the impact of SECTION 28 of the Local Government Act 1988, drawing on the public and private stories and testimonies of the LGBT+ community directly affected.

DETENTION - MAKING TO TEST PREVIEW - April – June 2024

- The final 6 weeks of studio creation took place as planned across South and West Yorkshire prior to the Test Preview at Cast, Doncaster June 2024 with the LGBT+ professional cast of 6, creative/production collaborators alongside the recruitment and integration of 5 local LGBT+ community cast members.

DETENTION - LGBT+ COMMUNITY TEST CAST - Preview 2024

- The 5 Yorkshire community cast members were recruited from 9 expressions of interest from the test call out. Members of the LGBT+ community, aged over 40 with direct experience of living and working through Section 28, no professional performance experience and a working-class background.
- They took part in 14 sessions including an online taster, to discuss the project & the community cast's role as co-creators and critical friends in the making to preview process of DETENTION. Followed by; a weekend intensive; rehearsals; tech; dress and preview performance at Cast, Doncaster.
- Each gave an incredible performance as non-professionals bringing another layer of authenticity to the work including sharing on stage some personal stories (when the work tours each new community cast's own words will be integrated into the show unique to each venue).

"It helped me let go of some of those feelings of shame, guilt and resentment."

"It was a truly cathartic and life changing experience."

"I feel proud to be part of bringing this important history to life"

Test LGBT+ Community Cast feedback

DETENTION - EDUCATIONAL ENGAGEMENT - Test-Preview - April – June 2024

- Between April - June 2024, we undertook 2 roadshows*; 3 test workshops and 3 studio observational sessions with 128 local educational participants. This included students of Northern School of Contemporary Dance (NSCD), who also attended and feedback on the test-preview performance, as part of a longer-term partnership, in development between our organisations.

** Roadshows offer an exclusive opportunity for groups to meet Gary Clarke to learn more about DETENTION, the subject matter, the creative processes and motivation to create it and the people and elements involved.*

DETENTION - PROFESSIONAL COMPANY CLASSES - April – June 2024

- During these final making weeks April – June 2024, 7 FREE Professional Classes took place with 70 regional professional and advanced trained dancers.

DETENTION - TEST-PREVIEW - Cast, Doncaster - 28 June 2024

- 230 invited guests attended the test-preview to watch and participate in feedback. Guests included representatives of UK touring venues; LGBT+ community members; stakeholders; past bookers; peers; educational groups.
- The preview was captured on film and edited to create a high-quality tour trailer.
- Cast photoshoot & filmed interviews translated into touring content & digital resources.

"Incredible show, touches on the subject matter with so much care and passion."

"Really enjoyed the involvement of the community cast throughout and their stories."

Test-Preview Audience feedback

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

DETENTION - REFINING & REWORKING TO PREMIERE - July 2024 – March 2025

- Preparation for Touring - a period of debriefs, reflection and refinement of the show creatively and the development of technical, promotional, wrap around engagement & digital resources.
- Continuing to work closely with the test LGBT+ community cast developing resources ready for new community casts recruited and engaged for each venue / region.
- Further partner development with LGBT+ people/community groups and educational establishments, many in areas of least arts engagement, in preparation for touring. This included Y9-11 Performing Arts students from Trinity Academy, Doncaster, who, having attended the test-preview, took part in a test workshop to help inform GCC's touring workshop and show educational packages.

"Our students have very few [cultural] experiences due to deprivation, and this has honestly inspired so many of them. The workshop was absolutely amazing!" Nicola O'Malley, Teacher

- Confirming the 2025/26 tour to 9 UK mid-scale venues presenting 21 shows with detailed mapping, deals, targets, and logistics set and audience agency contracted. The marketing & audience development plan updated and actioned to deliver; print; interviews; creation of a show trailer & social media clips plus venue campaign meetings. A tour microsite was also created www.detentiontour.co.uk
- Delivery of 13 workshop & show packages by DETENTION dancers between January – March 2025, engaging 274 participants, as well as 4 roadshows delivered by Gary Clarke to 55 participants. All participants will attend DETENTION at a local venue during the 2025 tour.

"From someone who has never danced before, it has inspired me to learn more"

Participant (Y12 Performing Arts), Bilborough College (Workshop)

"I was not expecting the intensity of feelings from the history of the 80's, so please pass on my thanks in making such important art that keeps the history alive"

Nottingham Chameleons (Roadshow)

- Further bookings for workshops/roadshows/ talks for the 2025 tour, in partnerships with venues / regional & national organisations, on target to be met or exceeded.
- Reserve list of venues interested in DETENTION collated for future touring beyond 2025/26.

GCC - TOURING - COAL - REIMAGINING / REVIVAL

COAL - Development is on course to begin from summer 2025, as part of planning for COAL touring 2026/27.

- COAL (the show) remount/reworking and high impact National Tour, as planned, the development will begin from 2025 building partnerships/planning/fundraising the show.
- Plans to reconnect with community casts of Pit women and championship brass bands UK wide are in progress for an online event later in 2025.
- The plan to roll out Dancing COALFIELDS, alongside the COAL tour to schools in former coalfields will be evaluated as part of the test Dancing COALFIELDS 2025 with future partners explored and fundraising plans built into 2026/27.
- Very early investigations are also taking place for COAL to become part of the national curriculum.

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

GCC - HOME - Place-based (non-touring) projects – with professional artists and communities in collaboration with local and national partners.

GCC - HOME - PRIDE IN MOTION (PiM)

Continuation of PRIDE IN MOTION, a 2-year place-based multi layered project with 10 members of Blackpool's vibrant and historic LGBTQ+ community commissioned by (and in partnership with) The Grand Theatre, Blackpool. This involved:

- A programme of participatory creative skills workshops throughout the year including creative writing, movement and photography, exploring the impact of Section 28 on working-class LGBT+ communities and themes from GCC's new touring production, DETENTION.
- A selection of free Go & See Blackpool Grand theatre visits offered and taken up.
- A workshop day with DETENTION professional dancers and PiM participants undertaken in Blackpool.
- A trip to see test-preview of DETENTION at Cast, Doncaster in June 2024, including a pre-show presentation and workshop with acclaimed National working class photographer David Severn, and the group feeding back on the show.
- PiM participants co-creating an exhibition of images celebrating their queer identities, shot on location in their hometown of Blackpool with photographer David Severn.
- An exhibition launch took place at The Grand Theatre, Blackpool, February 2025, as part of LGBTQ+ History Month. This involved live performance by PiM participants, many whom have not performed before, directed by Gary Clarke and with DETENTION dancer Alex Gosmore.
- The piece responded to the project's themes of pride, celebration and visibility of their collective queer identities and authentic selves.
- 100 invited guests attended the launch including participants' friends & family, members of Blackpool's LGBTQ+ community, community organisations and local cultural / educational organisations.

"Thank you so much for this invite. Wow this should be taken out to schools, clubs and just show the world, freedom of speech, choices in life and the battles people face."

Maria, guest of Sophia and Cosmos (PiM participants)

- The exhibition, intended to tour around Blackpool and beyond has to date been housed at Blackpool Library and booked for Lawrence Batley Theatre (May – Aug 2025) before returning to Blackpool, as well as exploration to become a digital asset housed on the new GCC website planned for 2025/26.
- Next steps in place for 2025/26 activity including trips to see DETENTION at Lawrence Batley Theatre May 2025 and engagement in and around DETENTION at The Grand Theatre Blackpool October 2025 plus evaluation / legacy as the project draws to a close.

GCC - HOME - DANCING COALFIELDS

Marking the 40th anniversary of the end of the British Miners' Strike 1984/1985 and building on the resounding success of Gary Clarke Company's (GCC) multi-award-winning show, COAL, Dancing Coalfields Pilot is an intergenerational project which creatively connected young people with the oral histories and mining heritage of Grimethorpe, South Yorkshire.

- The DANCING COALFIELDS pilot ran from Nov 2024 to Mar 2025 with evaluation and next steps May – Jul 2025, engaging over 50 young people from years 7 – 10 as project participants & advisers, culminating in the creation of a short film. Project partners: Outwood Academy Shafton, Barnsley (OAS), Carlton Main Frickley Colliery Band (CMFCB), National Union of Mineworkers (NUM), National Coal Mining Museum of England (NCMM) and Barnsley's Cultural Education Partnership Fusion.
- 44 students went on a Research Trip to the NUM & NCMM for talks, object handling, badge making & to go underground & see the exhibitions about mining heritage.
- GCC connected with a small group of 15 Young Advisors during project co-creation week, to gain feedback on plans & help with shaping the next phases.
- 86 students across 5 groups (Dance, Music, History, Art & Media) took part in 8 workshop sessions (40 in total) to develop creative responses around the themes explored in COAL including simple choreography, banner & placard making, creative writing & performing The Floral Dance alongside members of CMFCB.
- Culminating in the creation of a short film documenting the process & celebrating the achievements of young people involved. The mini-film will provide a digital resource for participants, stakeholders & funders as well as an advocacy tool to support future design /project roll out by GCC to further coalfield areas dovetailing COAL remount and tour 2026/27+.

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

'Dancing Coalfields is a fantastic opportunity for our pupils. Performing Arts uptake is low, so this project has enhanced engagement in the arts, especially dance and allowed pupils to work collectively and collaboratively. The unique cross curricular element has also opened up opportunities linked to their local history and heritage'

Laura Kaye - Assistant Principal – OAS

'I think this project will help build my confidence' **Year 7 Pupil, Outwood Academy Shafton**

'I am excited to learn new things, have new interests and how to be an artist' **Year 9 Pupil, Outwood Academy Shafton**

Additional Outcomes

- National Coal Mining Museum (NCMM) agreed to host banners, the mini film & other physical outcomes of the project in their exhibition space 24 May – 22 June 2025. This opportunity gives a further opportunity to showcase the talents of the young people and increase visibility of the Dancing Coalfields/ GCC project & working-class heritage.

"My dad doesn't believe that my work is going to be on display in a museum, I'm going to have to take him there to show him that it's true." **Student, Outwood Shafton Academy**

GCC - COMMISSIONS

GCC - COMMISSION - ANJALI DANCE COMPANY

- Artistic Director Gary Clarke collaborated with Anjali dancer Nick McKerrow to co-create a new professional work, exploring the creation and process testing for developing disabled artists' choreographic practice, to be performed as part of Anjali's 30th year celebrations in 2025/26.
- Anjali will also document the choreographic process aiming to create a case study to increase the visibility of learning-disabled choreographic work to address the significant lack of sector representation in this area currently.

GCC - ARTIST MENTORING

Gary Clarke delivered a range of mentoring sessions 2024/25 with professional artists and MA students

- Tamar & Jo (Hull based company) on a new outdoor community project as part of Hull Freedom Festival 2024.
- Tech Styles based in Bradford focusing on creating narrative work for theatres and audiences.
- Student at London Contemporary Dance School as part of their MA Dance Performance Programme.

Financial review

During the year, the charitable company received income of £480,910 (2024: £549,846) and incurred expenditure totalling £407,322 (2024: £338,640).

The main source of income during the current and previous year was the grant received from Arts Council England totalling £350,000 (2024: £350,000).

The surplus for the year amounted to £73,588 (2024: £211,206).

Reserves policy

It is the policy of the charitable company that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to three month's expenditure which currently equates to £71,400. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charitable company's current activities while consideration is given to ways in which additional funds may be raised.

At 31 March 2025, total reserves represented by unrestricted funds were £284,794 (2024: £211,206). Of these, designated funds were £213,394 (2024: £160,220) and free reserves were £71,400 (2024: £50,986). The designated funds represent funds earmarked for ongoing projects and are being spent down over a number of years.

The current level of free reserves is equivalent to 3 month's expenditure, which is in line with the reserves policy.

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Major risks

The Company and Board plan for and anticipate risks through a process of artistic, organisational and financial planning which is supported by a three-year business plan, annual organisational plans, a health and safety policy, a risk register, and an annual budget that is reviewed quarterly. A key element in the management of financial risk is the setting of a reserves policy and its regular review by the trustees, combined with internal measures covering the setting and revision of budgets and the authorisation of payments.

Plans for future periods

Funding agreements

Arts Council England (ACE) are supportive of our strategy and approach, with ACE awarding us National Portfolio Status (NPO) for 2023-26 with confirmed funding of £350,000 in 2023/24 & 2024/25 and £355,635 in 2025/26. Our application for an extension year 2026/27 was accepted and awaiting confirmation of level of award. For 2027/28, we have an invitation to apply in January 2026 for ACE NPO Extension year funding and awaiting guidelines.

A grant of £75k over 2 years 10 months from June 2024 from John Ellerman Foundation was secured, towards DETENTION touring and core costs. Following a recent review and positive discussions, we are invited to apply for a further 3 years of funding for 2027 – 2030.

Governance

In 2025/26, GCC plans to further strengthen its governance structure and will undertake governance succession planning including plans to recruit a new chair and trustee/s.

Activity

In 2025/26, the following activity is planned for delivery:

DETENTION

- Rehearsals, Premiere, National Tour and Evaluation of mid-scale touring show DETENTION – 9 venues / 21 shows.
- Place-based community engagement on tour of mid-scale touring show DETENTION.

COAL (The show) - Remount/reworking and High Impact National Tour

- Plans to reconnect with community casts of Pit women and Championships Brass Bands UK wide in progress to take place as an online event later in 2025/26.
- Provisional tour booked with national venue partners, in preparation to remount and present COAL touring 2026/27+.
- Tour resources developed and shaped.
- Further fundraising explored to enhance opportunities.

DANCING COALFIELDS

- Place-based pilot partnership project – exhibition at National Coal Mining Museum Summer 2025.
- Evaluation of pilot, summer 2025, informing design of roll out alongside COAL tour to educational/youth groups in former coalfields with future partners explored and fundraising plans to underpin 2026/27 timeline.

PRIDE IN MOTION

- Final year of multi-layered 2-year place-based creative partnership project with members of Blackpool's vibrant and historic LGBTQ+ community in partnership with The Grand Theatre, Blackpool 2025/26 activity, evaluation and legacy.

GCC DIGITAL

- The programme design will be further discussed and developed in 2025/26 ready for testing and next steps to further build community & audience connection online, as well as feed into the new GCC website to be finalised post DETENTION tour.

GARY CLARKE COMPANY LTD

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

The charitable company is a company limited by guarantee (company no. 13343147), governed by its Memorandum and Articles of Association dated 19 April 2021 and amended to allow the current governance on 5 September 2023. It is registered as a charity with the Charity Commission (registered charity no. 1049574).

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

A Knight

C M Clarkson

J Smith

P Johnson

(Appointed 29 April 2024)

P Russ

Recruitment and appointment of trustees

As set out in the Articles of Association, the Company and Board of Trustees nominate the Chair of the Board. A trustee's term of office terminates if any rules in 55 of the Articles of Association apply. When considering recruiting new trustees, the board considers any specialist skills or experience that may be currently under-represented.

The Board of Trustees held regular online meetings in 24/25 and an in-person AGM in December 2024. Standing items at meetings include declaration of interests, minutes of previous meeting, matters arising, executive board update including artistic, participation and operational, financial and risk management.

Organisational structure

The Board of Trustees, which currently has five members, administers the charity. The Board meets quarterly. Other issue-specific meetings may be convened during the year as required.

In 2024/25, the staffing structure introduced in 2023/24 was implemented, with the recruitment of new role of Administrative Director, comprising:

- Artistic Director and Joint CEO, Gary Clarke; responsible for creating, leading, inspiring and delivering artistic vision and programme
- Executive Producer and Joint CEO, Annabel Dunbar; responsible for leading, developing, nurturing, and delivering GCC's artistic vision and programme
- Administrative Director, Lisa Clarke; responsible for supporting the delivery of GCC's programme and organisational development through financial, HR, and statutory management (in post from July 2024 – part-time)
- Engagement Manager, Laura Barber; responsible for community learning and participation for touring shows (GCC TOURING) and place-based projects (GCC HOME) (part-time)
- Bookkeeper; responsible for GCC's day-to-day finances so that management accounts can be produced to report quarterly to the board and funders (freelance - part-time).

The Artistic Director/Joint CEO and Executive Producer/Joint CEO work together as a leadership team and are jointly responsible for the day-to-day running of the charity and the overall, ongoing, regular, and timely planning, decision-making and delivery of GCC's programme of activity. Each role has separate delegated responsibilities and agrees performance objectives and targets with the Chair. They report jointly to quarterly board meetings and to the Chair between times. To facilitate effective operations, the Artistic Director and Joint CEO & Executive Producer and Joint CEO have delegated authority, within terms and conditions approved by the trustees, for operational matters including finance and employment.

The team is resourced to deliver a year-round programme of work as well as strategic plans, supplemented with specialist consultants / freelance workers, as required. The recruitment of new staff and specialist freelance workers aims to diversify the team to build a more representative workforce. GCC's training policy will help retain staff and ensure that the company is best served by them. Regular needs analysis informs training and development plans for individual staff, as well as whole team learning.

GARY CLARKE COMPANY LTD

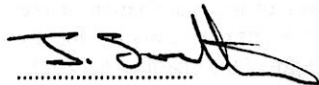
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Induction and training of trustees

New trustees will receive induction training to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the business plan and recent reports on the financial performance of the charity. During the induction training, they will receive a Trustee Induction Pack and meet key employees and other trustees. The trustees have had due regard to guidance published by the Charity Commission on public benefit.

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



J Smith

Trustee

Date: 02.12.2025

GARY CLARKE COMPANY LTD

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF GARY CLARKE COMPANY LTD

I report to the trustees on my examination of the financial statements of Gary Clarke Company Ltd (the charitable company) for the year ended 31 March 2025.

Responsibilities and basis of report

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

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

Independent examiner's statement

Since the charitable company's gross income exceeded £250,000, the independent examiner must be a member of a body listed in section 145 of the Charities Act 2011. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

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

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



Emma Houghton FCCA
Sedulo London Limited
605 Albert House
256-260 Old Street
London
EC1V 9DD

Dated: 16 December 2025

GARY CLARKE COMPANY LTD

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £
Income from:					
Donations and legacies	2	356,500	20,000	376,500	459,139
Charitable activities	3	33,269	-	33,269	44,060
Investments	4	2,435	-	2,435	1,387
Total income		<u>392,204</u>	<u>20,000</u>	<u>412,204</u>	<u>504,586</u>
Expenditure on:					
Charitable activities	5	<u>387,322</u>	<u>20,000</u>	<u>407,322</u>	<u>338,640</u>
Total expenditure		<u>387,322</u>	<u>20,000</u>	<u>407,322</u>	<u>338,640</u>
 Theatre Tax Relief		 <u>68,706</u>	 <u>-</u>	 <u>68,706</u>	 <u>45,260</u>
Net income and movement in funds		73,588	-	73,588	211,206
Reconciliation of funds:					
Fund balances at 1 April 2024		<u>211,206</u>	<u>-</u>	<u>211,206</u>	<u>-</u>
Fund balances at 31 March 2025		<u>284,794</u>	<u>-</u>	<u>284,794</u>	<u>211,206</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

GARY CLARKE COMPANY LTD

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Current assets					
Debtors	10	73,514		75,710	
Cash at bank and in hand		231,321		197,026	
		<u>304,835</u>		<u>272,736</u>	
Creditors: amounts falling due within one year	11	(20,041)		(61,530)	
Net current assets			<u>284,794</u>		<u>211,206</u>
The funds of the charitable company					
Unrestricted funds	15		<u>284,794</u>		<u>211,206</u>
			<u>284,794</u>		<u>211,206</u>

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

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

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

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

The financial statements were approved by the trustees on 02.12.2025



J Smith
Trustee

Company registration number 13343147 (England and Wales)

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Gary Clarke Company Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is The Civic, Hanson Street, Barnsley, S70 2HZ.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The charitable company is a Public Benefit Entity as defined by FRS 102.

The charitable company has taken advantage of the provisions in the SORP for charities not to prepare a statement of cash flows.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Income

Income is recognised when the charitable company is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charitable company has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 Financial instruments

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

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

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

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charitable company's contractual obligations expire or are discharged or cancelled.

1.8 Employee benefits

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

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

1.9 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

2 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Arts Council England NPO	350,000	-	350,000	350,000	-	350,000
Donations and gifts	-	-	-	928	-	928
National Lottery Programme Grant	-	-	-	84,911	-	84,911
Other grants	6,500	20,000	26,500	23,300	-	23,300
	<u>356,500</u>	<u>20,000</u>	<u>376,500</u>	<u>459,139</u>	<u>-</u>	<u>459,139</u>

3 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Touring and production		
Touring and co-production	31,719	41,360
Workshops	1,550	2,700
	<u>33,269</u>	<u>44,060</u>

4 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	<u>2,435</u>	<u>1,387</u>

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

5 Expenditure on charitable activities

	Touring and production 2025 £	Touring and production 2024 £
Direct costs		
Staff costs	159,835	88,919
Production costs	95,795	119,683
Advertising	16,615	16,374
Travel costs	41,978	10,559
Research and development	12,385	18,455
	<u>326,608</u>	<u>253,990</u>
Share of support and governance costs (see note 6)		
Support	67,644	75,101
Governance	13,070	9,549
	<u>407,322</u>	<u>338,640</u>
Analysis by fund		
Unrestricted funds	387,322	338,640
Restricted funds	20,000	-
	<u>407,322</u>	<u>338,640</u>

6 Support costs allocated to activities

	2025 £	2024 £
Temporary staff	35,720	37,980
Marketing and website	5,914	15,636
Insurance	1,752	2,139
IT and telecoms	5,922	1,433
Professional and consultancy fees	-	10,080
Other administrative expenses	18,158	7,784
Bank charges	177	49
Governance costs	13,071	9,549
	<u>80,714</u>	<u>84,650</u>
Analysed between:		
Touring and production	<u>80,714</u>	<u>84,650</u>

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7	Net movement in funds	2025 £	2024 £
	The net movement in funds is stated after charging/(crediting):		
	Fees payable for the independent examination of the charity's financial statements	2,100	2,100

8 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charitable company during the year.

During the year, 2 (2024: 0) trustees had expenses reimbursed totalling £212 (2024: £nil) in relation to travel expenses.

9 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	4	3
Employment costs	2025 £	2024 £
Wages and salaries	146,009	83,650
Social security costs	10,413	3,824
Other pension costs	3,413	1,445
	159,835	88,919

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

Remuneration of key management personnel

The key management personnel are considered to be the trustees (who are not remunerated) and the Artistic Director and the Executive Producer (who are remunerated). The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	99,000	75,000

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

10 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	4,808	9,800
Corporation tax recoverable	68,706	45,260
Prepayments and accrued income	-	20,650
	<u>73,514</u>	<u>75,710</u>

11 Creditors: amounts falling due within one year

	Notes	2025	2024
		£	£
Other taxation and social security		4,524	2,897
Government grants	12	-	23,590
Trade creditors		3,842	26,391
Other creditors		730	521
Accruals and deferred income		10,945	8,131
		<u>20,041</u>	<u>61,530</u>

12 Deferred income

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	-	23,590
Movements in the year:		
Deferred income at 1 April 2024	23,590	63,851
Released from previous periods	(23,590)	(63,851)
Resources deferred in the year	-	23,590
Deferred income at 31 March 2025	<u>-</u>	<u>23,590</u>

13 Retirement benefit schemes

	2025	2024
	£	£
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>3,413</u>	<u>1,445</u>

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

13 Retirement benefit schemes

(Continued)

The charitable company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

14 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
John Ellerman Foundation	-	20,000	(20,000)	-

John Ellerman Foundation - grant received for the Detention production and contribution to core costs.

15 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2025
	£	£	£	£	£	£
Designated - Detention	160,220	-	-	5,535	-	165,755
Designated - COAL	-	-	-	47,639	-	47,639
General funds	50,986	392,204	(387,322)	(53,174)	68,706	71,400
	<u>211,206</u>	<u>392,204</u>	<u>(387,322)</u>	<u>-</u>	<u>68,706</u>	<u>284,794</u>

Previous year:	At 1 April 2023	Incoming resources	Resources expended	Transfers	Gains and losses	At 31 March 2024
	£	£	£	£	£	£
Designated - Detention	-	-	-	160,220	-	160,220
General funds	-	504,586	(338,640)	(160,220)	45,260	50,986
	<u>-</u>	<u>504,586</u>	<u>(338,640)</u>	<u>-</u>	<u>45,260</u>	<u>211,206</u>

GARY CLARKE COMPANY LTD

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Related party transactions

During the year, the charitable company received income totalling £Nil (2024: £25,000) from Blackpool Grand Theatre where A.Knight (trustee) is the Chief Executive Officer.

The charitable company also received income totalling £Nil (2024: £4,500) from Fabric where P.Russ (trustee) is the Chief Executive Officer.