

Company Registration Number 01448366

Registered Charity Number 509251

# NTC TOURING THEATRE COMPANY LIMITED

(A COMPANY LIMITED BY GUARANTEE)

## REPORT AND ACCOUNTS

For the year ending 31 March 2021



**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' REPORT**

*For the year ended 31 March 2021*

The Trustees, who are also Directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2021.

**REFERENCE AND ADMINISTRATIVE DETAILS**

<b>Registered charity name</b>	NTC Touring Theatre Company Limited
<b>Charity registration number</b>	509251
<b>Company registration number</b>	01448366
<b>Registered office</b>	The Dovecote Centre, Dovecote Street, Amble, Morpeth, Northumberland, NE65 0DX

**Trustees**

For the purposes of the Companies Act 2006, the Board of Trustees is the Board of Directors of the charitable company and is referred to as the Trustees throughout this report.

The Trustees of NTC Touring Theatre Company Limited during the period and to the date of signing this report are as follows:

Mr B Ellis (Chair)  
Ms J Dargue  
Mr C Linaker  
Ms R Maudslay  
Rev J McDermott  
Ms K Morrison  
Mr R Styring  
Ms S Wilson

**Corporate Trustee**

N Mundy Limited (sole Director: Mr N Mundy)

**Members**

Ms J Birkett  
Cllr B Flux

**Company Secretary**

Ms N Barnes (from 31 March 2021)  
Ms K Hirst (to 30 March 2021)

**Senior Management**

Mr Lewis Matthews (aka Mr Louis Roberts) - Artistic Director

**Bankers**

Lloyds Bank plc, 24 Bondgate Within, Alnwick,  
Northumberland NE66 1TD

**Independent Examiner**

Mr P O'Hara FCA, Chartered Accountant, 4 Stoneyhurst  
Road West, Gosforth, Newcastle upon Tyne NE3 1PG

**NTC TOURING THEATRE COMPANY LIMITED**  
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**TRUSTEES' REPORT**  
*For the year ended 31 March 2021*

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing Documents**

NTC Touring Theatre Company Limited is a charitable company limited by guarantee, incorporated on 13 September 1979 as Northumberland Theatre Company, and registered as a charity on 1 November 1979.

It was established under the Memorandum of Association that established its objects and powers and is governed under its Articles of Association.

On 1 April 1994, the company changed its name to NTC Touring Theatre Company Limited.

Eligibility for membership of the charity, and membership of the Board of Trustees, is governed by the Articles of Association. There are no restrictions in the governing document on the operation of the charity other than those imposed by general charity law.

**Charitable Purpose, Aims & Activities**

NTC Touring Theatre Company's charitable objects are to promote, maintain, improve and advance education particularly by the production of educational plays and the encouragement of the arts including the arts of drama, ballet, music, singing, literature, sculpture, and painting.

NTC Touring Theatre Company's mission statement is to make professional touring theatre of the highest quality accessible to those communities who are theatrically disenfranchised through geographic, economic, social or transport constraint, theatre which is made in Northumberland for a national audience, theatre which is accessible and relevant, is innovative and entertains with integrity and humour. In addition, to provide the highest quality training and support to new and emerging theatre practitioners in the region, through on-the-job training opportunities.

**Structure and Governance**

The Directors of the company are also Trustees of the charity and, under the company's Articles, are known as members of the Management Committee.

Under the Articles of Association, the members are elected at the AGM to serve a period of 3 years, subject to ratification at each AGM. In the year to 31 March 2021, the following Directors retired and put themselves forward for re-election: Bryan Ellis, Sue Wilson and Ros Maudslay

The charity currently has a Board of 9 non-executive Trustees. 2 further Trustees have been recruited and will have their appointment confirmed at the 2021 Annual General Meeting.

The Board meets a minimum of four times per year.

Detailed written Board reports and an agenda are prepared by the Artistic Director and circulated in advance of meetings.

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**STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)**

**Recruitment and Appointment of Board of Trustees**

Potential Trustees are identified through discussions and recommendations offered by existing Trustees and outside advisors to the organisation, as well as through the formal advertisement of vacancies through arts and charitable networks. Trustee applicants complete an application form and undergo an interview with the Chair and Artistic Director before being recommended to the full Board. Trustees are appointed once the Board has authorised the selection and on completion of the necessary registration paperwork. From time to time, the Trustees elect a Chair and determine for what period the Chair is to hold office.

**Trustee Induction and Training**

New Trustees undergo an orientation period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the business plan and the recent financial performance of the Company with the assistance of an induction pack. The Trustees meet key employees and other Trustees during this period. Trustees are encouraged to attend brief internal training sessions when required where these will facilitate the undertaking of their role.

**Operation of the Board**

The Board of Trustees meets quarterly to review the organisation, its results and discuss action required for the future.

An Audit Committee and Employment & Finance Committee meet twice yearly; the committees were instigated to ensure the smooth running of the organisation.

The Artistic Director is entrusted with the day-to-day running of the company and is responsible for ensuring that the Company delivers its services and charitable purpose.

**The Contribution of Volunteers**

The charity makes use of volunteers within its productions and to support its activities.

**Investment Policy**

The Directors are able to invest and deal with the monies of the company not immediately required in such manner as they may from time to time determine.

**Grant-making Policy**

The charity does not currently engage in grant-making activity.



**NTC TOURING THEATRE COMPANY LIMITED**  
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*For the year ended 31 March 2021*

**STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)**

**Reserves Policy**

The Trustees have reviewed the charity's needs for reserves in line with the guidance issued by the Charity Commission.

First, the Trustees aim to hold a level of unrestricted Reserves which enables the charity to have sufficient financial resources to meet various liabilities, including cessation costs relating to staffing and property, which would crystallise if NTC Touring Theatre Company Limited were unable to continue operating.

At present, the Trustees estimate that the Unrestricted Reserves required for such purposes amount to approximately £15,000.

Secondly, if possible, the Trustees aspire to retain an additional allowance of £15,000 to £20,000 to enable the charity to respond flexibly to issues or adopt appropriate initiatives which might be identified outside of its annual budgeting process.

The required level of Reserves is therefore in the range of £30,000 to £35,000.

NTC Touring Theatre Company Limited currently holds total Unrestricted Reserves of £123,926 at 31 March 2021. However, free Reserves, defined as Unrestricted Reserves minus any Designated Funds and the Net Book Value of Tangible Fixed Assets, stand at only £22,422.

The charity intends through its financial management and budgeting processes to reach this aspirational level of free Reserves over the next 2-3 years to hold sufficient to cover its liabilities and to enable it to continue to respond flexibly.

This policy will be reviewed by the Trustees on an annual basis as part of the charity's budgeting processes.

The Trustees regularly review specific liabilities at each Board meeting. The Reserves Policy is revisited by the Board annually in the light of progress against budget and is updated at the time of drafting the annual accounts.

**ACHIEVEMENTS AND PERFORMANCE**

**Summary of the main achievements of the charity during the year**

2020/21 has been a most frustrating year for the company. We had new premises which we now own, a new Director, and a real opportunity to reach out with new attitudes and alliances.

In the event most of our staff spent the year on furlough being inactive. In spite of the lock down we did manage to produce two films and a couple of outdoor performances; these were well received and generated significant donations.

The period of inactivity has not been entirely without benefit. The company has been able to husband resources, helped by the continued support of a number of trusts and donations from supporters. The company is thus able, with the added support of the COVID recovery grants, to view the future with confidence.

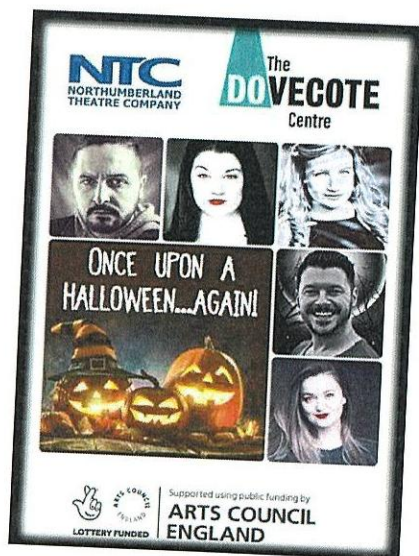
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*For the year ended 31 March 2021*

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Summary of the main achievements of the charity during the year (Cont.)**

We have also taken the opportunity to review operating practices which had been unchanged for a number of years. Changes to the touring pattern and a new emphasis on larger venues will help enhance the viability of future productions. This has been accompanied by a review of the cost base, producing further improvements in the financial viability of the company.

A new organisational structure has been put in place following the resignation of a long-term employee. A new Associate Director has been recruited to assist the Artistic Director, Louis Roberts and development opportunities provided for the Administrator. We continue to receive much excellent support from our dedicated volunteers.



The year has not been entirely without artistic endeavour and has seen some imaginative use of the former school yard of the Dovecote Centre as well as on-line productions and partnership working.

**"Scaredy Bairns" - October 2020**

After being unable to tour at all in 2020 due to covid restrictions, despite the difficulties we faced with the company last year, NTC once again agreed to work alongside Challenge Northumberland for the second time to produce **"Scaredy Bairns, Once upon a Halloween"** - a site-specific, socially distanced outdoor piece of theatre for Halloween.

The show was given support from Arts Council England and was due to take place over two weeks at a custom-built outdoor theatre at Hedley Farm West.

However, as restrictions began to once again tighten, Challenge Northumberland decided that they no longer wished to take the risk and pulled out of the project. This meant that we could either do the same or push ahead with the show - and after consulting with public health Northumberland, Amble Town Council and Arts Council England we decided that we would be able to safely produce the show using our outdoor space to the rear of the Dovecote Centre.

The show starred David McCarthy, Colette Conlin, Tori Klays and Louis Roberts, and was stage managed by Stuart Hanrahan. The show was also due to have another cast member, Eilish Stout-Cairns, but they were sadly contacted by track and trace the day before rehearsals began meaning they were required to isolate and could no longer take part in the project, so an overnight re-write was required!

The show was performed over 2 nights at Halloween and was seen by over 100 people and was offered on a "pay what you can afford" basis for the people of Amble.

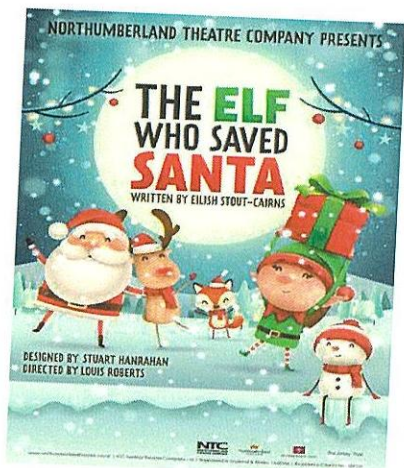
NTC has concluded that it is simply much easier to produce our own Halloween show each year in future. It is also important to point out that this show would not have been possible without invaluable support from Amble Town Council, who not only pushed for the show to go ahead under very difficult circumstances but also allowed us free use of their gazebo to perform in.



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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

Summary of the main achievements of the charity during the year (Cont.)



**'The Elf who saved Santa' - December 2020**


This was a brand-new family show designed to highlight the mental health issues facing children during a pandemic. Written by, and starring first time writer Eilish Stout-Cairns, who was mentored by Artistic Director Louis Roberts (who also directed the piece), and was stage managed and designed by Stuart Hanrahan, the show also starred NTC regular Nigel Collins as a very grumpy Santa.

The show itself was set to go on a mini tour of Northumberland over the lead up to Christmas. The idea was to tour to some of our larger rural venues and perform to a reduced capacity audience so as to comply with social distancing and offer the show at a

reduced fee so as to make the show financially viable to our venues. The tour had been finalised with 6 venues confirmed, however just before Christmas the north of England and Northumberland was placed in to Tier 3 and indoor performances of any kind were no longer allowed. NTC then decided to adapt the show to be performed outside in front of a socially distanced audience, however after a lengthy back and forth with both trading standards and public health Northumberland, it was concluded that this would not be permissible under the current level of restrictions. We then re-wrote and adapted the show to be filmed and presented as an online piece of theatre. We again offered the show on a "pay what you can afford" basis through donations and raised over £1,656.





**'The Heroines of the Holocaust' - January 2021**

**BRUNDIBÁR ARTS FESTIVAL** 

*The Cook Sisters: Heroines of the Holocaust*

The remarkable true story of two ordinary lasses from Sunderland who achieved extraordinary things.

With thanks to  Newcastle City Council

In association with  the Northumberland Theatre Company

**MONDAY 25 JANUARY 7PM ON YOUTUBE**

This show was performed in association with Gosforth Civic Theatre and The Brundibar Festival, Newcastle and featured the story of The Cook Sisters from Sunderland. The story itself was featured as one of the short stories of several historically significant women that appeared in our show "Angels of the North", the run of which was sadly cut short due to Covid restrictions in March 2020.

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**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Summary of the main achievements of the charity during the year (Cont.)**

Having been involved in the Brundibar festival as an actor in February 2020, Artistic Director Louis was approached by the organisers of the Brundibar festival this year and asked if we had any shows that would fit their criteria and, as it happens, this particular story was a perfect. The show was re-written and adapted from a 10 minute piece of live theatre to a 30 minute version featuring live music and opera that could be streamed online.

The show welcomed back Sarah Boulter and Natalie Simone to the company and was filmed at The Dovecote Centre - the project was fully funded by the Brundibar Festival.

**Public Benefit**

The Trustees understand and have discussed the implications of the provisions of the Charities Act 2006, which state that all charities must demonstrate that they are established for public benefit, and have had due regard to the public benefit guidance issued by the Charity Commission. The Trustees believe that the charity meets both of the key principles.

- Principle 1 - There must be an identifiable benefit, or benefits
- Principle 2 - Benefit must be to the public, or a section of the public.

The Company's principal business is to make high quality, professional theatre accessible to those in theatre-less zones throughout the country, theatre which appeals to a broad audience with affordable ticket pricing and which engages new audiences and, through its employment schemes, to provide education and training in all areas of the performing arts, accessible to anyone over 18 in the Northern Region at no cost.

In addition, the professional training received benefits public audiences and the wider community when the trainees enter the profession full time.

In summary, NTC Touring Theatre Company Limited's beneficiaries are appropriate to its aims, and the public benefits from its work. Benefits are evidenced and relate directly to its aims. The Trustees do not consider that any detriment or harm flows from its work.

**Risk Management**

The Trustees of NTC Touring Theatre Company Limited regularly review the governance, operational and financial risks which the charity faces as part of its annual business planning process and throughout the year to review risks and confirm that systems have been established to mitigate these risks.

NTC Touring Theatre Company Limited has a risk management strategy in place which comprises:

- an annual review of the strategic risks the charity may face via the business plan
- throughout the year the risk register is reviewed and updated
- establishing and maintaining systems and procedures to mitigate those risks identified
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.



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**TRUSTEES' REPORT**  
*For the year ended 31 March 2021*

**ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Risk Management (Cont.)**

The Trustees are satisfied that appropriate financial systems and controls and employment and health and safety policies and practices are in place and consider the key risks facing the charity at this time to be:

- The ongoing uncertainty associated with the impact of the COVID-19 pandemic and society's susceptibility to future viral pandemics.
- The loss of key funders including those facilitated through the relationships of individuals some of whom have or may leave their current roles.
- The financial risks arising if the organisation is unable to attract sufficient funding to realise its planned projects and productions to the scale and quality to which the company aspires within its budget and business plan.
- The potential impact on the organisation or its projects if the loss or absence of key staff means that it cannot deliver planned work.
- The need to ensure its board and staff reflect the broad range of learned and lived experiences relevant to the communities in which it works.
- The potential impact on governance functions if Trustee turnover increases particularly if resulting in significant gaps in key skills and experience.
- Additional risks linked to the ownership, occupation and operation of the Dovecote Centre.

The Trustees have managed the potential impact of these risks by:

- Introducing contingency planning to cater for ongoing Government guidance and regulation relating to COVID 19 and its variants.
- Relevant staff training in any new roles and updating current training.
- Setting prudent budgets for the next financial year.
- Breaking productions down into separately funded stages that can deliver public benefit in their own right.
- Maintaining a low but effective cost base.
- Providing regular Directors Reports together with management accounts, cash flow which show performance against budget.
- Contingency planning for the actions to take if income appears unlikely to reach its target.
- Regularly review the risk register, compliance check list and the going concern position
- Adopting a Reserves policy which provides appropriate uncommitted reserves both current and aspirational to a level that will enable NTC to meet its reasonably foreseeable shortfall and the potential consequences
- Monitoring Trustees' commitment to the organisation and scheduling Trustee recruitment as appropriate.

**Financial Review**

The out-turn for the year is an unrestricted surplus of £79,391 (2020: unrestricted deficit £26,039).

The surplus will be added to Unrestricted Reserves, leaving a balance on Unrestricted Funds at 31 March 2021 of £123,926.

The Trustees consider the financial performance of the charity to be satisfactory.

**NTC TOURING THEATRE COMPANY LIMITED**  
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**TRUSTEES' REPORT**

*For the year ended 31 March 2021*

**PLANS FOR FUTURE PERIODS**

Our key objectives are to:

- Continue to provide top quality professional yet affordable and accessible theatre for our audiences who may live in theatreless areas.
- Having ensured a future base for the company through the purchase of the Dovecote Centre, seek capital funding to update the centre and create the facilities the people of Amble deserve while improving the environmental aspects and income-producing. Potential of the site.
- Make The Dovecote Centre an integral part of Amble and the surrounding areas by providing a home for other local organisations.
- Represent the people and culture of Amble and Northumberland in our work and give them a voice through NTC.
- Source a minimum of two funded shows per annum to enable the continuation of delivery of high quality theatre activities in rural and other disenfranchised communities.
- Form new partnerships and collaborations with other likeminded cultural organisations.
- Perform not only in our traditional rural venues, but also branch out into more unusual performance spaces such as cabaret bars and castles.
- To play a range of theatres and more commercial venues to not only subsidise rural touring but also raise the profile of the company.
- To continue to offer free training for emergent artists in the region.
- Work towards achieving NPO status with Arts Council in 2023 through the excellence of our art, our touring programme, our training and outreach offer, our collaboration with other organisations, the development of the Dovecote Centre as a centre of arts and community and our commitment to the people of Amble.

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*For the year ended 31 March 2021*

**PLANS FOR FUTURE PERIODS (CONTINUED)**

In 2021-22 the following shows will be produced:

**'Jekyll and Hyde' (online version for Duns Playfest) - May 2021**



The show was adapted by Louis Roberts and Stewart Howson and featured Louis Roberts, Philip Harrison and Sean Kenney with live performances at the Dovecote Centre and the Assembly Rooms at the Durham Fringe Festival in July 2021

**"30 movies in 30 minutes" schools performance in association with Challenge Northumberland.**





# NTC TOURING THEATRE COMPANY LIMITED (A COMPANY LIMITED BY GUARANTEE) TRUSTEES' REPORT For the year ended 31 March 2021

## PLANS FOR FUTURE PERIODS (CONTINUED)

The show was funded by Challenge Northumberland and performed at Hareside School in Cramlington to over 100 children. The piece was written by Hannah Maddison Huttly and performed by herself and Liam Scarth. The show then went on to feature in our "Walk in your shoes" event with the November Club in August 2021



## The Importance of being Earnest - Touring



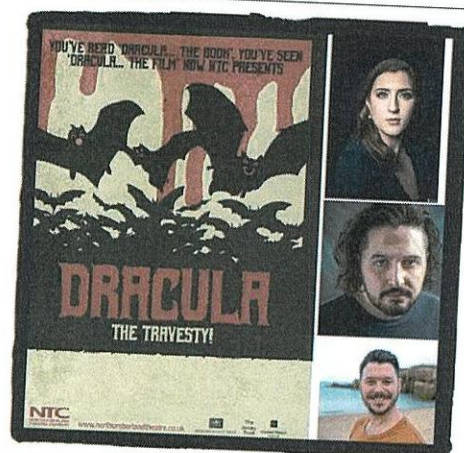
17th Sep	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
24th Sep	Black Village Hall, N. Lond. 012 345	Tickets from 01234 567890
2nd Oct	Alcock Playhouse, N. Lond. 01234 567890	Tickets from 01234 567890
9th Oct	Alcock Playhouse, N. Lond. 01234 567890	Tickets from 01234 567890
16th Sep	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
23rd Sep	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
30th Sep	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
7th Oct	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
14th Oct	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
21st Oct	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
28th Oct	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
4th Nov	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
11th Nov	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
18th Nov	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
25th Nov	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
2nd Dec	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
9th Dec	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
16th Dec	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
23rd Dec	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
30th Dec	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
6th Jan	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
13th Jan	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
20th Jan	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
27th Jan	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
3rd Feb	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
10th Feb	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
17th Feb	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
24th Feb	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
3rd Mar	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
10th Mar	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
17th Mar	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
24th Mar	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890
31st Mar	Donaghadee Festival, N. Lond. A654 750	Tickets from 01234 567890



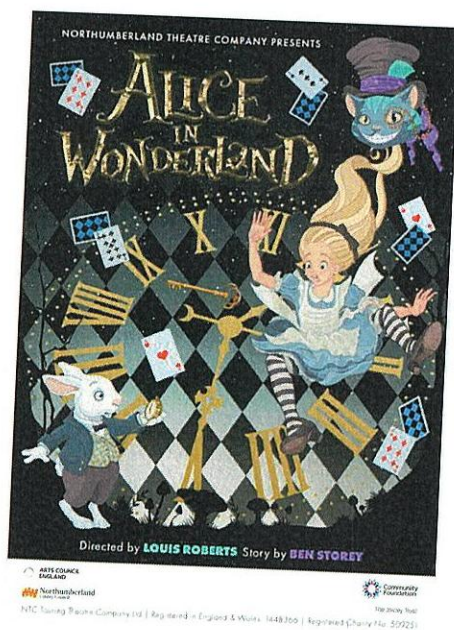
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**PLANS FOR FUTURE PERIODS (CONTINUED)**

**Dracula - The Travesty**



**Alice in Wonderland**



Finally, the much-loved Amble Pantomime will again take place at the Dovecote Centre.

**NTC TOURING THEATRE COMPANY LIMITED**  
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**TRUSTEES' REPORT**

*For the year ended 31 March 2021*

**RESPONSIBILITIES OF THE TRUSTEES**

The Trustees (who are also the Directors of NTC Touring Theatre Company Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Signed by order of the Trustees



**Ms N Barnes**  
**Company Secretary**  
**Company Registration Number 01448366**

4 November 2021

# **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS ON THE UNAUDITED ACCOUNTS OF NTC TOURING THEATRE COMPANY LIMITED FOR THE YEAR ENDED 31 MARCH 2021**

I hereby report to the Trustees of NTC Touring Theatre Company Limited (Charity Registration Number 509251) on my examination of the accounts for the year ended 31 March 2021 set out on pages 16 to 29.

## **Responsibilities and Basis of Report**

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

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

## **Independent Examiner's Statement**

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods or principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102)).

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



**Pete O'Hara, FCA, Chartered Accountant**  
**Fellow of the Institute of Chartered Accountants in England & Wales**  
4 Stoneyhurst Road West, Gosforth, Newcastle upon Tyne NE3 1PG

4 November 2021

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Income</b>					
Income from Investments	3	125	-	125	16
Income from Donations & Legacies	4	160,399	6,094	166,493	167,611
Income from Charitable Activities	5	3,164	-	3,164	66,175
Other Income	6	-	-	-	12,431
<b>Total Income</b>		<b>163,688</b>	<b>6,094</b>	<b>169,782</b>	<b>246,233</b>
<b>Expenditure</b>					
Expenditure on Charitable Activities	7	84,297	7,641	91,938	230,603
<b>Total Expenditure</b>		<b>84,297</b>	<b>7,641</b>	<b>91,938</b>	<b>230,603</b>
<b>Net Income/(Expenditure)</b>		<b>79,391</b>	<b>(1,547)</b>	<b>77,844</b>	<b>15,630</b>
Balance brought forward at 1 April		44,535	1,547	46,082	30,452
<b>Balance carried forward at 31 March</b>	<b>16</b>	<b>£123,926</b>	<b>£-</b>	<b>£123,926</b>	<b>£46,082</b>

The notes on pages 18 to 29 form part of the financial statements.

All of the activities of the company are classed as continuing.

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.



**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**STATEMENT OF FINANCIAL POSITION/BALANCE SHEET**  
**AS AT 31 MARCH 2021**

	Notes	2021 £	2020 £
<b>Fixed Assets</b>			
Tangible Fixed Assets	11	101,504	16,711
<b>Current Assets</b>			
Stocks	12	-	592
Debtors	13	5,309	40,855
Cash At Bank & In Hand		70,275	69,961
		<u>75,584</u>	<u>111,408</u>
<b>Creditors – Amounts Falling Due Within 1 Year</b>	14	(5,662)	(82,037)
Net Current Assets/(Liabilities)		<u>69,922</u>	<u>29,371</u>
<b>Creditors – Amounts Falling Due After &gt; 1 Year</b>	15	(47,500)	-
<b>Total Net Assets</b>	16	<u><b>£123,926</b></u>	<u><b>£46,082</b></u>
<b>Represented by:</b>			
Unrestricted General Funds	17	123,926	16,140
Unrestricted Designated Funds	17	-	28,395
Restricted Funds	17	-	1,547
		<u><b>£123,926</b></u>	<u><b>£46,082</b></u>

The notes on pages 18 to 29 form part of the financial statements.

The Trustees are satisfied that for the year ended 31 March 2021 the charity was entitled to exemption under section 477(2) of the Companies Act 2006. The Trustees also confirm that the Members have not required the charity to obtain an audit in accordance with section 476 of the Companies Act 2006

The Trustees acknowledge their responsibilities for:

- (i) ensuring that the charity keeps adequate accounting records which comply with section 386 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the charity.

**These financial statements were approved and signed by a Member of the Board of Trustees on 4 November 2021.**

  
**Bryan Ellis**  
 Chair

Company Registration Number 01448366

**NTC TOURING THEATRE COMPANY LIMITED  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting Policies**

**Basis of Accounting**

These financial statements have been prepared in accordance with applicable United Kingdom accounting standards, including Financial Reporting Standard 102 – 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ('FRS 102'), and with the Companies Act 2006 and the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities" and the Charities Act 2011.

The financial statements have been prepared on the historical cost basis, modified to include certain financial instruments at fair value.

Advantage has been taken of the provisions in the SORP for Charities applying FRS 102 Update Bulletin 1 not to prepare a statement of cashflows.

NTC Touring Theatre Company Limited meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity.

**Taxation Status**

NTC Touring Theatre Company Limited is a Charity registered under the 1960 Charities Act and is accorded exemption from liability to taxation on its income under S505 Income and Corporation Taxes Act 1988.

**Going Concern**

There are no material uncertainties about the charity's ability to continue. The Board has a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. This includes taking into account the potential impact of COVID-19 to ensure that cashflow is positively managed and the impact to the charity's operations are mitigated. The Board has concluded that the going concern assumption is appropriate in preparing these financial statements.

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting Policies (Cont.)**

**Income**

All income is included in the statement of financial activities when the charity is entitled to the income, any performance related conditions attached have been met or are fully within the control of the charity, the income is considered probable and the amount can be quantified with reasonable accuracy.

The following specific policies are applied to particular categories of income:

- Donations and legacy income is received by way of donations, legacies, grants and gifts and is included in full in the Statement of Financial Activities when receivable.
- Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Investment income is included when receivable.
- Income from charitable trading activity is accounted for when earned.
- Other income is accounted for when receivable.

**Operating Leases**

The charity classifies the lease of certain types of equipment as operating leases as the title to the equipment remains with the lessor. Rental charges are charged against income on a straight-line basis over the period of the lease.

**Tangible Fixed Assets and Depreciation**

Depreciation is provided on any fixed assets at rates calculated to write off the assets over their remaining useful lives as follows:

IT & Office Equipment	- 33% per annum straight line
Freehold Property	- 2% per annum straight line
Fixtures & Fittings	- 20% per annum straight line
Plant & Equipment	- 20% per annum straight line
Motor Vehicles	- 20% per annum straight line

Items of equipment are capitalised where the purchase price exceeds £200.

A full year's depreciation charge is applied in the year of acquisition and no charge is made in the year of disposal.

**Impairment of Fixed Assets**

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**1. Accounting Policies (Continued)**

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Financial Instruments**

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost where there is a material adjustment.

**Fund Accounting**

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the purposes of the charity.
- Designated funds are unrestricted funds earmarked by the Trustees for specific purposes.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

**Judgements and Key Sources of Estimation Uncertainty**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There are no significant judgements or estimation uncertainty included within the financial statements.

**Pensions**

NTC Touring Theatre Company Limited contributes to a defined contribution pension scheme. Further details can be found in Note 10.

For the defined contribution scheme, the amount charged to the Statement of Financial Activities in respect of pension costs is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the Balance Sheet.



**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**2. Legal Status**

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. The company law members of the charity are the members of its Board of Trustees.

**3. Income from Investments**

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
Interest Receivable	125	-	125	16
	<b>£125</b>	<b>£-</b>	<b>£125</b>	<b>£16</b>

**4. Income from Grants, Donations & Legacies**

	Unrestricted Funds	Restricted Funds	2021	2020
	£	£	£	£
<b>Donations &amp; Gift Aid</b>				
Donations - General	4,942	-	4,942	15,642
Donation - Longformacus - Elf	-	500	500	-
Subscriptions/Friends of NTC	942	-	942	1,022
Gift Aid	365	-	365	-
	<b>6,249</b>	<b>500</b>	<b>6,749</b>	<b>16,664</b>

Continued overleaf...

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**4. Income from Grants, Donations & Legacies (Cont.)**

	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
<b>Grant Income</b>				
1989 Willan Charitable Trust	4,000	-	4,000	2,500
Adderstone Fund	-	-	-	2,000
Arts Council England - Emergency Fund	14,000	-	14,000	-
Arts Council England - G4A	-	-	-	34,826
Arts Council England - Scaredy Bairs	-	2,250	2,250	-
Barbour Trust	-	-	-	3,000
Barrack Charitable Trust	-	-	-	2,000
Catherine Cookson Charitable Trust	-	-	-	500
Coronavirus Job Retention Scheme	30,509	-	30,509	-
Foyle Foundation	-	-	-	10,000
Hadrian Trust - Core	1,000	-	1,000	2,000
Hedley Denton	-	-	-	500
High Sheriff of Northumberland Fund	-	-	-	500
Joicey Trust	5,000	-	5,000	5,000
Joseph Strong Frazer Trust	1,000	-	1,000	-
Leche Trust	-	-	-	1,000
Leech Challenge Fund	-	-	-	1,000
Northern Angel Fund	-	-	-	1,000
Northumberland CC - COVID-19	20,141	-	20,141	-
Northumberland County Council - SLA	65,000	-	65,000	65,000
Northumberland Group Fund	-	-	-	1,500
Other Funders	-	-	-	2,556
Parish Councils	1,700	-	1,700	1,975
PF & PFB Lough Fund	6,500	-	6,500	3,500
Rotary Club	-	-	-	400
Rothley Trust	-	-	-	500
Scottish Borders Council	-	-	-	2,140
Sir James Knott Trust - Core	5,000	-	5,000	6,000
Smith (Haltwhistle & District) Trust	300	-	300	550
St Hilda's Trust	-	-	-	1,000
Ventient Sisters North Steads Wind	-	3,344	3,344	-
Farm Community Benefit - Core Salaries	-	-	-	-
	<b>154,150</b>	<b>5,594</b>	<b>159,744</b>	<b>150,947</b>
	<b>£160,399</b>	<b>£6,094</b>	<b>£166,493</b>	<b>£167,611</b>

Of the 2020 total of £167,611, £107,414 was attributable to Unrestricted Funds and £60,197 to Restricted Funds.

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**5. Income from Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
Other Charitable Activities	-	-	-	862
Box Office Income	1,010	-	1,010	60,805
Premises Hires	2,133	-	2,133	4,508
Bar/Refreshment Sales	21	-	21	-
	<b>£3,164</b>	<b>£-</b>	<b>£3,164</b>	<b>£66,175</b>

The 2020 total of £66,175 was wholly attributable to Unrestricted Funds.

**6. Other Income**

	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
Theatre Tax Relief	-	-	-	12,431
	<b>£-</b>	<b>£-</b>	<b>£-</b>	<b>£12,431</b>

The 2020 total of £12,431 was wholly attributable to Unrestricted Funds.

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**7. Expenditure on Charitable Activities**

	Unrestricted Funds £	Restricted Funds £	Total 2021 £	Total 2020 £
<b>Direct Costs</b>				
Production/Project Costs	1,266	2,750	4,016	132,199
Salaries & On Costs	51,257	3,344	54,601	51,255
Venue Costs	1,570	-	1,570	-
	<b>54,093</b>	<b>6,094</b>	<b>60,187</b>	<b>183,454</b>
<b>Support Costs</b>				
Bank & Card Charges	1,013	-	1,013	786
Depreciation	3,893	1,547	5,440	3,348
Insurance	3,529	-	3,529	2,586
Motor & Travel Costs	2,459	-	2,459	5,527
Other Office Costs	6,153	-	6,153	6,653
Rent, Rates, Heat & Light	7,321	-	7,321	17,431
Repairs & Maintenance	4,136	-	4,136	5,213
	<b>28,504</b>	<b>1,547</b>	<b>30,051</b>	<b>41,544</b>
<b>Governance Costs</b>				
Independent Examiner's Fees	1,700	-	1,700	2,000
Legal & Professional	-	-	-	3,545
Trustee Meeting Costs	-	-	-	60
	<b>1,700</b>	<b>-</b>	<b>1,700</b>	<b>5,605</b>
	<b>£84,297</b>	<b>£7,641</b>	<b>£91,938</b>	<b>£230,603</b>

Of the 2020 total of £230,603, £177,323 was attributable to Unrestricted Funds and £53,280 to Restricted Funds.

**8. Net Income/(Expenditure)**

	2021 £	2020 £
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation	5,440	3,348
Independent Examiner's Fees - Independent Examination	1,400	1,500
Independent Examiner's Fees - Other Services	300	500



**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**9. Staff Costs & Trustees' Remuneration**

	2021	2020
	£	£
Gross Salary Costs	51,617	49,338
Employer's National Insurance	-	499
Employer's Pension Contributions	2,984	1,418
	<b>£54,601</b>	<b>£51,255</b>

No employee received remuneration of more than £60,000 during the year (2020 - Nil).

The average number of staff employed during the year, calculated as full-time equivalents, was as follows:

	2021	2020
	No	No
Artistic Production and Support	2.1	2.6

Key Management Personnel of the company are defined as the Artistic Director and Trustees and their remuneration in the year £14,221 (2020: £18,981).

No remuneration has been paid to any Trustees/Directors in the year.

No travel and subsistence expenses (2020: None) were reimbursed to Trustees in respect of their attendance at meetings of the charity.

**10. Pension Scheme**

Pension benefits are provided through a Group Personal Pension Scheme, which is a defined contribution scheme. The assets of the scheme are held separately from those of the company in a separately administered fund. In the year to 31 March 2021 NTC Touring Theatre Company Limited made an employer's contribution of 3% of pensionable pay, provided that the employee makes a minimum contribution of 5%.

These amounts are paid over to the scheme on a monthly basis.

Contributions totalling £249 were outstanding at 31 March 2021 (2020: £136).

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**11. Tangible Fixed Assets**

<b>Cost</b>	<b>Interact Equipment £</b>	<b>Freehold Property £</b>	<b>Fixtures &amp; Fittings £</b>
At 1 April 2020			
Additions	2,555	7,342	26,972
At 31 March 2021	-	88,638	1,595
	<u>2,555</u>	<u>95,980</u>	<u>28,567</u>
<b>Depreciation</b>			
At 1 April 2020			
Charge for year	2,555	271	17,332
At 31 March 2021	-	1,920	3,520
	<u>2,555</u>	<u>2,191</u>	<u>20,852</u>
<b>Net Book Value</b>			
At 31 March 2021	<u>£-</u>	<u>£93,789</u>	<u>£7,715</u>
At 1 April 2020	<u>£-</u>	<u>£7,071</u>	<u>£9,640</u>

<b>Cost</b>	<b>Motor Vehicles £</b>	<b>Total Fixed Assets £</b>
At 1 April 2020		
Additions	48,359	85,228
At 31 March 2021	-	90,233
	<u>48,359</u>	<u>175,461</u>
<b>Depreciation</b>		
At 1 April 2020		
Charge for year	48,359	68,517
At 31 March 2021	-	5,440
	<u>48,359</u>	<u>73,957</u>
<b>Net Book Value</b>		
At 31 March 2021	<u>£-</u>	<u>£101,504</u>
At 1 April 2020	<u>£-</u>	<u>£16,711</u>

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**12. Stocks**

Bar/Catering Stock for Resale

2021	2020
£	£
-	592
£-	£592

**13. Debtors**

Accrued Income  
Other Taxes & Social Security Costs - VAT  
Prepayments

2021	2020
£	£
12,045	37,931
1,119	-
2,145	2,924
£15,309	£40,855

**14. Creditors – Amounts Falling Due Within 1 Year**

Accruals  
Bank Overdraft  
Bounceback Loan  
Other Creditors  
Pension Scheme  
Trade Creditors

2021	2020
£	£
2,439	72,934
-	8,088
2,500	-
474	-
249	-
-	1,015
£5,662	£82,037

**15. Creditors – Amounts Falling Due After > 1 Year**

Bounceback Loan

2021	2020
£	£
47,500	-
£47,500	£-

**16. Analysis of Net Assets between Funds**

	Unrestricted Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£
Fixed Assets	101,504	-	101,504	16,711
Stocks	-	-	-	592
Debtors	5,309	-	5,309	40,855
Cash at Bank and In Hand	70,275	-	70,275	69,961
Creditors – Amounts Due Within 1 Year	(5,662)	-	(5,662)	(82,037)
Creditors – Amounts Due After > 1 Year	(47,500)	-	(47,500)	-
	£123,926	£-	£123,926	£46,082

**NTC TOURING THEATRE COMPANY LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**17. Analysis of Charitable Funds**

	At 1 April 2020 £	Income in Year £	Expenditure in Year £	Transfers £	At 31 Mar 2021 £
<b>Unrestricted Funds</b>					
Charity General Fund	16,140	163,688	(84,297)	28,395	123,926
<b>Designated Funds</b>					
Dovecote Centre	25,500	-	-	(25,500)	-
Cessation Fund	2,895	-	-	(2,895)	-
	28,395	-	-	(28,395)	-
<b>Total Unrestricted Funds</b>	<b>44,535</b>	<b>163,688</b>	<b>(84,297)</b>	<b>-</b>	<b>123,926</b>
<b>Restricted Funds</b>					
Foyle Foundation	1,547	-	(1,547)	-	-
Arts Council England - Scaredy Bairns	-	2,250	(2,250)	-	-
Longformacus - Elf	-	500	(500)	-	-
Ventient Sisters North Steads	-	3,344	(3,344)	-	-
Wind Farm Community Benefit	-	-	-	-	-
<b>Total Restricted Funds</b>	<b>1,547</b>	<b>6,094</b>	<b>(7,641)</b>	<b>-</b>	<b>-</b>
<b>Total Funds</b>	<b>£46,082</b>	<b>£169,782</b>	<b>£(91,938)</b>	<b>£-</b>	<b>£123,926</b>

<b>Name of Designated Fund</b>	<b>Description, Nature &amp; Purpose of the Designated Fund</b>
Dovecote Centre	Towards the cost of the purchase of the Dovecote Centre
Cessation Fund	Towards the costs involved in closing the Company should this prove necessary
<b>Name of Restricted Fund</b>	<b>Description, Nature &amp; Purpose of the Restricted Fund</b>
Foyle Foundation	To support the Dovecote Centre project, including the purchase of capital items and the depreciation thereon.
Arts Council England	Towards the cost of Scaredy Bairns
Longformacus - Elf	Towards the cost of The Elf Who Saved Santa
Ventient Sisters North Steads	Towards the cost of core salaries
Wind Farm Community Benefit - Core Salaries	



**NTC TOURING THEATRE COMPANY LIMITED  
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE ACCOUNTS**

**FOR THE YEAR ENDED 31 MARCH 2021**

**18. Related Party Transactions**

In the year to 31 March 2021, Miss Eilish Stout-Cairns, partner of Lewis Matthews, the Artistic Director, was paid £688 (2020: £4,359) for her work as an actor for the Company.

The company received funding directly from Northumberland County Council of £65,000 (2020: £65,000) Cllr B Flux is a member of NTC Touring Theatre Company Limited and during the year an elected member of Northumberland County Council.

In the year to 31 March 2020, Mr Stewart Howson, partner of Gillian Hambleton, the previous Artistic Director, was paid £7,019 for his work as an actor and writer for the Company.

Each of these transactions is considered to be at the appropriate market rate for such work.

No sums were owed to related parties at 31 March 2021 or at 31 March 2020.

**19. Financial Commitments**

No material financial commitments have been made in respect of future financial periods.

**20. Company Limited by Guarantee**

The charity is incorporated under the Companies Act 1985 and is limited by guarantee, each member having undertaken to contribute such amounts not exceeding £1 as may be required in the event of the company being wound up whilst he or she is still a member or within one year thereafter.

There are currently 11 members of the company (2020 - 11 members).