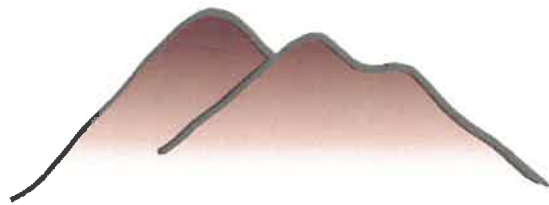


**Highlights Productions**  
**Report of the Directors and Trustees**  
**and Financial Statements for the year ended**  
**31 March 2019**



**Keswick**  
**ACCOUNTANTS**

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## **Highlights Productions**

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## Highlights Productions

### Charity Information for the year ended 31 March 2019

<b>DIRECTORS AND TRUSTEES:</b>	Mr J Holland - Chair Ms S Coffey Ms I Faith Ms J Galloway Ms S L Haynes Mr T G Keys Ms E Lugg
<b>COMPANY SECRETARY</b>	Ms H Askew
<b>CHIEF EXECUTIVE OFFICERS:</b>	Ms K Lynch Ms R Cross
<b>BUSINESS ADDRESS</b>	14 Kings Head Court Bridge Street Appleby Cumbria CA16 6QH
<b>REGISTERED OFFICE:</b>	14 Kings Head Court Bridge Street Appleby Cumbria CA16 6QH
<b>CHARITY NUMBER:</b>	1100920
<b>COMPANY NUMBER:</b>	4646007
<b>ACCOUNTANT AND INDEPENDENT EXAMINER</b>	Frances Clark ACA Keswick Accountants Appleside 4 Leonard Street Keswick Cumbria CA12 4EJ
<b>BANKERS:</b>	Co-Operative Bank PO Box 250 Delf House Southway Skelmersdale WN8 6WT

## **Highlights Productions**

### **Report of the Trustees for the year ended 31 March 2019**

The Trustees (Management Committee), who are the directors of the Company for the purposes of company law, present their report together with the financial statements of the Charity for the year ended 31 March 2019.

The accounts have been prepared in accordance with the Charities Act 2011, the Companies Act 2006, and the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

### **Governing Document**

Highlights Productions is a company limited by guarantee and registered charity. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company, and is governed under its Articles of Association.

### **Objectives**

The object of the charity is to advance the education of the public in the practice and appreciation of the arts, especially in the counties of Durham, Northumberland and Cumbria, through the provision of a rural arts service. The company aims to meet its objectives by presenting and promoting a programme of drama, dance, literature, music, storytelling and visual arts. It achieves these aims through:-

- continuing support of volunteer promoters to enable them to provide a professional service in providing a programme of high quality events in their venues;
- continuing choice of a wide range of performances to the highest quality
- securing the necessary funds to put these objectives in place and ensure the sustainability of the programme.

### **Directors**

The directors who acted during the period were as follows:

Ms S Coffey - appointed March 2019  
Ms I Faith  
Ms J Galloway - appointed March 2019  
Ms S L Haynes  
Mr J Holland  
Mr D C Jackson - resigned October 2018  
Mr T G Keys  
Ms E Lugg

### **Management Structure**

At the end of each Annual General Meeting, one third of the Trustees must retire from office. The members to retire shall be those longest in office since their last election. Retiring members may be eligible for re-election with no maximum period of service. The Trustees may co-opt persons onto the board to fill any casual vacancies. All co-opted members should stand down at the AGM following their co-option. Trustees are given an induction pack and undertake an interview process to assess suitability for both parties.

The strategy is developed by the Chief Executive Officer and approved by the Board. The day to day activities are carried out by 3 members of staff and 2 part time freelance workers.

## Highlights Productions

### Report of the Trustees, contd. for the year ended 31 March 2019

#### Review of the development, activities and achievements of the Company

2018/19 was the first year of the new National Portfolio 4 year agreement with Arts Council of England [ACE]. The NPO agreement is awarded to Highlights (H) and Arts Out West (AOW) together, with Highlights as the lead partner. The level of the award represents a standstill arrangement (in relation to the amounts received in 2015-18). Local Authority funding from Northumberland and County Durham remained at a standstill amount; and the contribution from Cumbria was reinstated.

The Management Committee started the year with six members; and ended the year with seven (2 of whom are Highlights volunteer promoters). Over the course of the year Dean Jackson resigned; and Susan Coffey and Judy Galloway joined. In July 2018 a joint Training Day was held in Shrewsbury in association with Arts Alive for staff and Board members. It had a particular focus on different types of fundraising; and the legal obligations of trustees and officers.

Out of a total of 6 staff members and freelance workers, Highlights said goodbye to 4 of them in the year. All for good reasons: the administrator left to take up her (full time) dream job in the local golf club. One of the Co-Directors retired; the Contemporary Craft officer left to devote more time to her career as an artist in her own right and the Catalyst campaigns worker's short-term contract ended. The administrator was replaced in July 2018. The new co-director began the hand over period in November 2018. In accordance with the agreement reached with ACE and LAs, the contemporary craft officer is to be replaced with a creative engagement officer. Recruitment will be completed in the year 2019-20. The (Catalyst) campaigns worker will not be replaced. Money has been raised to engage a communications officer. This person was appointed in March 2019, with a start date of 1 April 2019. Whilst the changes will have long-term benefits, the organisation feels it needs some time to settle the 4 new staff members in post and to regain some stability after what has been a period of significant disruption. Highlights Management Committee helped in staff reviews, recruitment and contractual arrangements. An internal change management meeting was held in February 2019.

Highlights continues to work in partnership with over 65 village halls, community centres and schools across Cumbria, County Durham and Northumberland. A total of 155 performances, plus 48 exhibition days took place, using 46 companies and 12 visual artists. In addition Highlights was contracted to programme 5 performances at the Old Fire Station, Carlisle; and worked in partnership with Opera North to place 3 performances and workshops. These were included in the Highlights' brochure, but do not feature in the box office figures. There were 21 workshops and masterclasses and 7 promoter training sessions. Total audience numbers were 8,611 for performances; 5,933 visitors to Contemporary Craft Exhibitions [some exhibiting spaces were in thoroughfares in public buildings]. Workshops, masterclasses and training sessions attracted a further 784 participants.

#### Snap-shot relating to Targets for the year:

- 1) Programme around 140 shows and a touring Contemporary Craft Exhibition. *156 performances & 1 Contemporary Craft Exhibition (7 venues) were programmed.*
- 2) Continue to explore alternative income sources: *Thanks to the joint Catalyst:Evolve award, H used the services of the Catalyst Campaigns worker to submit applications to Trusts and Foundations totalling £73,371 (last year £129,765). The applications resulted in awards totalling £37,500 (last year £14,099). Highlights was awarded a total of £1,972 for bursaries and "Go & See" awards to allow staff and volunteer promoters to attend 4 different conferences/showcases. Highlights extended its membership fee (£65/yr) to all venues. This earned approx £3,640. The [Catalyst] Hike for Highlights campaign (June 2018) earned £4,242*
- 3) Secure funds and partnerships to allow the Contemporary Craft tour to continue: *Through a combination of hard work and careful planning "Craft+Conflict", the 2018 Contemporary Craft tour was successfully delivered to 7 venues. Note: Essential additional fundraising is central to the delivery of the Contemporary Craft Exhibition - tour & participatory activities.*

## Highlights Productions

**Report of the Trustees, contd.  
for the year ended  
31 March 2019**

### **Review of the development, activities and achievements of the Company (cont)**

- 4) Monitor the Highlights /Arts Out West 4 Year Business Plan and implement Action Plan: *Updates of the Action Plan were discussed regularly at Management Committee meetings and also at the joint H/AOW Collaborative Review Group.*
- 5) Expand the Highlights IT/digital systems; & audience data collection system (hard copy and online) *Highlights' benefited from the appointment of their part-time Catalyst Campaigns worker, (along with the company administrator) to boost social media activity. At 1st April 2019, Highlights had 1,509 followers on Twitter (last year 1,288); with 1,300 likes on our Facebook page (last year 1,241). Highlights' e contact system, driven by the website has encountered problems. The entire system is to be re-thought and re-launched, along with the new web site in 2019-20. H collects, shares and reports audience data from hard copy surveys completed at performances. In the Year, 1,369 were returned, with valued volunteers inputting all data. The response rate improved to 15.9%*
- 6) Continue to monitor the e-ticketing system: *Online ticketing is offered for all performances. In 2018-19 Highlights sold 1,169 tickets on line, out of a total of 8,611 representing 13.6% (last year 12.51%)*
- 7) With the Northern Consortium, and other partners continue partnership working and international and diverse companies. *Rosie visited the Contact East Showcase in Canada in Sept 18. This resulted in tours for Canadian companies in 2018/19, with more planned for the 2019/20.*
- 8) Continue to work in partnership with the National Rural Touring Forum: *Barbara Slack was an NRTF Board member until her resignation at Christmas. Highlights Promoter Tom Speight is now the Chair of the NRTF. Highlights is an active partner in the NRTF's Strategic Touring Programme (dance); and benefitted from 5 performances from 5 different contemporary dance companies. One of Highlights' volunteer promoters is one of the Rural Touring Dance Initiative's national dance ambassadors*
- 9) Deliver the Catalyst: Evolve project in partnership with Arts Alive (Shropshire). *Private giving at shows has been a surprise success (£3,502), along with the Hike for Highlights campaign (£4,242), & two significant successful bids (£15,000 from Garfield Weston Foundation – over 2 years; £15,000 from the Foyle Foundation)*

### **Plans for Future Period**

- 1) Programme around 150 shows
- 2) Continue to explore alternative income sources
- 3) Review the new role of Creative Engagement officer and the associated engagement programme; carry out an assessment of participation activities in the light of activities linked to the Contemporary Craft Tours in past years. Assess and make a decision on the way forward.
- 4) Monitor the 2018-22 Highlights/Arts Out West Business Plan and Audience Development Plans
- 5) Expand the Highlights IT and digital systems; to include the construction and successful launch of a new web site – with associated Ticket Source facility and e-alert systems. Monitor the audience data collection system (hard copy and online). Review the role of Communications Officer – and the future of this role (links to fundraising)
- 6) Continue to monitor the e-ticketing system (to be linked to the new website)
- 7) With the Northern Consortium, and other partners continue partnership working and international and diverse programming
- 8) Continue to work in partnership with the National Rural Touring Forum

## Highlights Productions

**Report of the Trustees, contd.  
for the year ended  
31 March 2019**

### Review of the development, activities and achievements of the Company (cont)

9) Complete delivery of the Catalyst: Evolve project (ends Aug 2019) in partnership with Arts Alive (Shropshire)

10) Put in train a new succession plan, for the recruitment of (the other) Co-Director (to be appointed late Summer 2020)

### Finances

The organisation made an overall surplus of £29,321. This was made up of a deficit of £3,556 on unrestricted funds, and a surplus on restricted funds and projects of £32,877. When the overall surplus was added to the reserves brought forward of £90,628 it gave closing reserves for the charity of £119,949 of which £37,931 are for restricted funds or projects. This leaves general reserves of £82,018 as at 31 March 2019. Of that, £7,316 relate to fixed assets and so the unrestricted free reserves at the end of the year were £74,702.

### Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which provides sufficient funds to cover management, administration and support costs for six months.

Unrestricted reserves were maintained at this level throughout the period.

### Investment Policy

The Memorandum and Articles of Association of the Charity permit wide powers of investment. The Trustees should invest the money of the charity not immediately required for its purposes, in or upon such investments, securities or properties as may be thought fit.

### Risk Assessment

The Trustees regularly review the risks to which the charity is exposed and consider the implications of those risks. There is no risk currently facing the charity which the Trustees consider significant.

### Statement of Directors Responsibilities

The Directors are required under the Companies Act 2006 and the Charities Act 2011 to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of its net surplus or deficit for that period. In preparing those financial statements, the directors are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgements and estimates that are reasonable and prudent;
- c) state whether applicable accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements;
- d) prepare the financial statements on the going concern basis unless it is inappropriate to presume the company will continue in operation.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy the financial position of the Trust and to enable them to ensure that the financial statements comply with applicable law, accounting standards and the Charities SORP. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report is prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 and the Financial Reporting Standard for Smaller Entities (effective April 2008) relating to small companies.

### ON BEHALF OF THE TRUSTEES



Mr J Holland

Director and Trustee

Date: 12/7/2019.

## Highlights Productions

### Independent Examiners Report for the year ended 31 March 2019

I report on the accounts for the Trust for the year ended 31 March 2019 which are set out on pages 7 - 14.

#### **Respective responsibilities of trustees and examiner**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year, under section 144(2) of the Charities Act 2011 (the 2011 Act), and that an independent examiners report is needed.

It is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

#### **Basis of independent examiners report**

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of accounting records kept by the charity and a comparison of the accounts presented with these records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the view given by the accounts.

#### **Independent examiners' statement**

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that, in any material respect, the requirements to:

- keep accounting records in accordance with s130 of the 2011 Act; and
- to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 2011 Act

have not been met;

or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Frances Clark ACA  
Keswick Accountants  
Appleside  
4 Leonard Street  
Keswick  
Cumbria CA12 4EJ



## Highlights Productions

### Statement of Financial Activities for the year ended 31 March 2019

	Notes	31 March 2019			31 March 2018
		Restricted	Unrestricted	Total	Total
		£	£	£	£
<b>INCOME</b>					
<b>Donations and grants</b>					
Grants receivable	2	106,504	112,234	218,738	173,553
<b>Income from charitable activities</b>					
Promotions	3	17,415	68,839	86,254	74,206
<b>Other trading activities</b>					
Fundraising	4	-	1,000	1,000	1,130
<b>Income from investments</b>					
Investment income	5	-	296	296	290
<b>Total Income</b>		<b>123,919</b>	<b>182,369</b>	<b>306,288</b>	<b>249,179</b>
<b>EXPENDITURE</b>					
<b>Costs of raising funds</b>					
Fundraising costs	6	-	-	-	-
<b>Expenditure on charitable activities</b>					
Charitable activities	7	91,042	185,925	276,967	264,255
<b>Total expenditure</b>		<b>91,042</b>	<b>185,925</b>	<b>276,967</b>	<b>264,255</b>
<b>Net income / (expenditure)</b>		<b>32,877</b>	<b>(3,556)</b>	<b>29,321</b>	<b>(15,076)</b>
Total funds brought forward		5,507	85,121	90,628	105,704
Transfers between funds		(453)	453	-	-
<b>Total funds carried forward</b>	14	<b>37,931</b>	<b>82,018</b>	<b>119,949</b>	<b>90,628</b>
Fixed Asset Reserves		-	7,316	7,316	9,751
General Reserves		37,931	74,702	112,633	80,877
<b>Total</b>		<b>37,931</b>	<b>82,018</b>	<b>119,949</b>	<b>90,628</b>

There were no gains or losses in the year to 31 March 2019 or 2018, other than those included above.

The notes form part of these financial statements

## Highlights Productions

### Statement of Financial Activities Full Comparative for the year ended 31 March 2018

	Restricted	Unrestricted	Total
	£	£	£
<b>INCOME</b>			
<b>Donations and grants</b>			
Grants receivable	76,662	96,891	173,553
<b>Income from charitable activities</b>			
Promotions	8,296	65,910	74,206
<b>Other trading activities</b>			
Fundraising	1,000	130	1,130
Trading income			
<b>Income from investments</b>			
Investment income	0	290	290
<b>Total Income</b>	<b>85,958</b>	<b>163,221</b>	<b>249,179</b>
<b>EXPENDITURE</b>			
<b>Costs of raising funds</b>			
Fundraising costs	-	-	-
<b>Expenditure on charitable activities</b>			
Charitable activities	84,994	179,261	264,255
<b>Total expenditure</b>	<b>84,994</b>	<b>179,261</b>	<b>264,255</b>
<b>Net income / (expenditure)</b>	<b>964</b>	<b>(16,040)</b>	<b>(15,076)</b>
Total funds brought forward	12,838	92,866	105,704
Transfers between funds	(8,295)	8,295	0
<b>Total funds carried forward</b>	<b>5,507</b>	<b>85,121</b>	<b>90,628</b>
Fixed Asset Reserves	-	9,751	9,751
General Reserves	5,507	75,370	80,877
<b>Total</b>	<b>5,507</b>	<b>85,121</b>	<b>90,628</b>

## Highlights Productions

### Balance Sheet as at 31 March 2019

	Notes	31 March 2019		31 March 2018	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible fixed assets	10		7,316		9,751
			<hr/>		<hr/>
			7,316		9,751
<b>Current Assets</b>					
Debtors	11	980		1,444	
Cash at bank and in hand		119,546		83,203	
		<hr/>		<hr/>	
		120,526		84,647	
<b>Creditors: amounts falling due within one year</b>					
Creditors and accruals	12	7,893		3,770	
		<hr/>		<hr/>	
<b>Net Current Assets</b>			112,633		80,877
			<hr/>		<hr/>
<b>Total Assets less Current Liabilities</b>			119,949		90,628
			<hr/>		<hr/>
<b>NET ASSETS</b>			119,949		90,628
			<hr/> <hr/>		<hr/> <hr/>
<b>Funds</b>					
Restricted funds	13	37,931		5,507	
Unrestricted funds		82,018		85,121	
		<hr/>		<hr/>	
	14		119,949		90,628
			<hr/> <hr/>		<hr/> <hr/>

For the year ending 31 March 2019 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.

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

The notes form part of these financial statements

## Highlights Productions

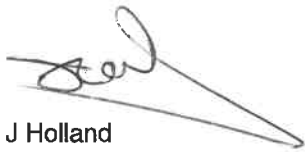
### Balance Sheet as at 31 March 2019

The directors acknowledge their responsibilities for:

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

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'

Approved by the trustees and signed on their behalf



Mr J Holland



Ms I Faith

Date: 12/7/2019

The notes form part of these financial statements

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2019

#### 1 Accounting Policies

##### General

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s).

##### Cash Flow Statement

The charity has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement on the grounds that it is a small charity.

##### Tangible Fixed Assets and Depreciation

Assets used for charitable purposes, with an expected useful life exceeding one year, are capitalised on the balance sheet. Depreciation is provided at the following annual rates in order to write off each asset over its expected useful life:

Computers	33.34% on reducing balance
Fixture & Fittings	25% on reducing balance

##### Income

Income consists of grants received and income from promotions, accounted for on a receivable basis. Where income is received for a specific purpose, as defined by the donor, this income is classed as restricted. Income received towards the general objects of the charity is classed as unrestricted.

##### Expenditure

Expenditure is accounted for on an accruals basis. Where it relates to a specific project it is allocated to that project as restricted expenditure. Expenditure that relates to the objects of the charity is classified as charitable activities. Any legal or professional costs are classified as governance costs. The costs of generating funds are separately indentified.

##### Funds

General funds are those where no restrictions have been placed upon the specific spending of the funds by the donor. Designated funds are those funds where the directors have chosen to earmark general funds for a specific purpose. Restricted funds are those funds where the donation is received for a specific purpose as set out by the donor.

##### Corporation Tax

As a 'not for profit' company with charitable status the Company is exempt from the payment of corporation tax.

#### 2 Payment to Accountants

The payment to the accountants included in the expenditure is split as follows:

	2019	2018
	£	£
Payment for preparation of accounts	680	680
Payment for Independent Examination	170	170
	<u>850</u>	<u>850</u>

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2019

	31 March 2019			31 March 2018
	Restricted £	Unrestricted £	Total £	£
<b>2 Grants receivable</b>				
ACE NPO Funds	8,583	77,248	85,831	85,831
ACE NPO Funds (AOW)	33,969	-	33,969	33,969
ACE Catalyst (Arts Alive)	22,625	-	22,625	7,580
Carlisle City Council	-	-	-	5,000
Cumbria County Council	-	10,000	10,000	-
Cumbria Business Growth Hub	2,000	-	2,000	-
Cumbria Community Foundation	-	-	-	4,429
Durham County Council	-	9,374	9,374	9,374
Eden Community Fund	1,000	-	1,000	-
Garfield Weston Trust	15,000	-	15,000	5,000
Hadfield Trust	2,500	-	2,500	-
Joicey Trust	-	-	-	800
Mann Trust	500	-	500	-
NRTF	-	2,112	2,112	1,450
Northern Heartlands (St Thomas Hall)	3,180	-	3,180	-
Northern Heartlands (Witham)	3,180	-	3,180	1,750
Northumberland Community Chest	225	-	225	-
Northumberland CC	-	10,000	10,000	10,000
Second Chance Charity	775	-	775	1,370
Sir James Knott Foundation	-	-	-	3,000
Sir John Fisher Foundation	3,500	-	3,500	-
South Lakeland DC	-	3,500	3,500	3,500
Visit Durham	7,467	-	7,467	-
Westmorland Arts Trust	2,000	-	2,000	-
Wreay Village Hall	-	-	-	500
	<u>106,504</u>	<u>112,234</u>	<u>218,738</u>	<u>173,553</u>
<b>3 Promotions</b>				
Workshop income	3,275	490	3,765	1,795
Ticket sales	-	64,102	64,102	63,223
Ticket printing income	-	-	-	-
Reimbursed expenses	-	423	423	903
Other income	-	189	189	85
Gift aid	1,023	-	1,023	393
Donations	10,958	-	10,958	3,776
Craft sales	759	-	759	102
Insurance proceeds	1,400	-	1,400	-
Promoters membership fees	-	3,635	3,635	3,929
	<u>17,415</u>	<u>68,839</u>	<u>86,254</u>	<u>74,206</u>
<b>4 Fundraising</b>				
Sponsorship	-	1,000	1,000	1,130
	<u>-</u>	<u>1,000</u>	<u>1,000</u>	<u>1,130</u>
<b>5 Investment income</b>				
Bank interest received	-	296	296	290
	<u>-</u>	<u>296</u>	<u>296</u>	<u>290</u>
<b>6 Costs of raising funds</b>				
Fundraising costs	-	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2019

	31 March 2019			31 March 2018 £
	Restricted £	Unrestricted £	Total £	
<b>7 Charitable activities</b>				
Promotions Costs	20,285	89,884	110,169	103,601
Staff costs	26,362	67,061	93,423	94,900
Administration	6,963	7,441	14,404	8,848
Marketing and Advertising	1,616	11,356	12,972	12,044
Grants payable	33,969	-	33,969	33,969
Premises and other costs	1,847	6,850	8,697	6,855
Interest and charges	-	27	27	-
Depreciation	-	2,436	2,436	3,168
Legal and professional	-	870	870	870
	<u>91,042</u>	<u>185,925</u>	<u>276,967</u>	<u>264,255</u>

<b>8 Employee Remuneration</b>	31 March 2019 £	31 March 2018 £
Staff costs		
Wages	46,998	50,305
Employers Pensions	965	480
Freelance work	30,335	33,510
Travel	9,412	9,115
Recruitment	2,982	150
Staff training	2,731	1,340
	<u>93,423</u>	<u>94,900</u>

The average number of staff employed by the trust during the year was as follows;

	31 March 2019 No.	31 March 2018 No.
<b>Direct staff</b>	2	2
<b>Admin and office staff</b>	1	1
	<u>3</u>	<u>3</u>

## 9 Trustee Remuneration and Expenses

No remuneration directly or indirectly out of the funds of the charity was paid or payable for the year to any trustee or to any person or persons known to be connected with any of them.

Four trustees were reimbursed for travel expenses in the year and the amount reimbursed in total was £685.70

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2019

#### 10 Tangible Fixed Assets

	Capital Equipment £	Fixtures & Fittings £	Total £
<b>COST</b>			
At 1 April 2018	15,476	9,288	24,764
Additions	-	-	-
At 31 March 2019	<u>15,476</u>	<u>9,288</u>	<u>24,764</u>
<b>DEPRECIATION</b>			
At 1 April 2018	(6,773)	(8,240)	(15,013)
Charge for year	(2,171)	(264)	(2,435)
At 31 March 2019	<u>(8,944)</u>	<u>(8,504)</u>	<u>(17,448)</u>
<b>NET BOOK VALUE</b>			
At 31 March 2019	<u>6,532</u>	<u>784</u>	<u>7,316</u>
At 31 March 2018	<u>8,703</u>	<u>1,048</u>	<u>9,751</u>

11 Debtors	31 March 2019 £	31 March 2018 £
Trade debtors	980	1,444
	<u>980</u>	<u>1,444</u>

12 Creditors: amounts falling due within one year	31 March 2019 £	31 March 2018 £
Trade creditors	6,472	2,892
Other creditors	-	-
Other taxation & social security	621	78
Accruals	800	800
Deferred income	-	-
	<u>7,893</u>	<u>3,770</u>



## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2019

<b>13 Funds</b>	At 1 April 2018	Incoming Resources	Outgoing Resources	Transfers	At 31 March 2019
<b>Projects &amp; Restricted funds</b>	£	£	£	£	£
Craft Tour	(2,679)	35,214	(37,487)	4,952	-
Arts Out West	-	33,969	(33,969)	-	-
Catalyst Org Dev	5,378	-	(3,518)	-	1,860
Catalyst Fundraising	2,808	52,736	(11,068)	(8,405)	36,071
Comms and Website Project	-	2,000	(5,000)	3,000	-
	<u>5,507</u>	<u>123,919</u>	<u>(91,042)</u>	<u>(453)</u>	<u>37,931</u>

<b>14 Net Assets by fund</b>	Restricted	Unrestricted	Designated	Total
	£	£	£	£
Tangible fixed assets	-	7,316	-	7,316
Current assets	37,931	82,595	-	120,526
Creditors: amounts falling due within one year	-	(7,893)	-	(7,893)
<b>Total net assets</b>	<u>37,931</u>	<u>82,018</u>	<u>-</u>	<u>119,949</u>

### 15 Members liability

The liability of the members is limited. Every member of the charity undertakes to contribute to the assets of the charity in the event of the organisation being wound up while he or she is a member, or within one year after he or she ceases to be a member, for payment of the debts and liabilities of the charity contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required, but not exceeding £1.

**Highlights Productions**

**Financial Statements  
for the year ended  
31 March 2019**

The following pages do not form part of the  
Statutory Accounts

**Highlights Productions  
Income and Expenditure Account  
for the year ended  
31 March 2019**

	<b>31 March 2019</b>	<b>31 March 2018</b>	
<b>INCOME</b>			
<b>Grants receivable</b>			
ACE NPO Funds	85,831	85,831	
ACE NPO Funds (AOW)	33,969	33,969	
ACE Catalyst (Arts Alive)	22,625	7,580	
Carlisle City Council	-	5,000	
Cumbria County Council	10,000	-	
Cumbria Business Growth Hub	2,000	-	
Cumbria Community Foundation	-	4,429	
Durham County Council	9,374	9,374	
Eden Community Fund	1,000	-	
Garfield Weston Trust	15,000	5,000	
Hadfield Trust	2,500	-	
Joicey Trust	-	800	
Mann Trust	500	-	
NRTF	2,112	1,450	
Northern Heartlands (St Thomas Hall)	3,180	-	
Northern Heartlands (Witham)	3,180	1,750	
Northumberland Community Chest	225	-	
Northumberland CC	10,000	10,000	
Second Chance Charity	775	1,370	
Sir James Knott Foundation	-	3,000	
Sir John Fisher Foundation	3,500	-	
South Lakeland DC	3,500	3,500	
Visit Durham	7,467	-	
Westmorland Arts Trust	2,000	-	
Wreay Village Hall	-	500	
	<u>218,738</u>	<u>173,553</u>	
<b>Income from charitable activities</b>			
<b>Promotions</b>			
Workshop income	3,765	1,795	
Ticket sales	64,102	63,223	
Ticket printing income	-	-	
Reimbursed expenses	423	903	
Other income	189	85	
Gift aid	1,023	393	
Donations	10,958	3,776	
Craft sales	759	102	
Insurance proceeds	1,400	-	
Promoters membership fees	3,635	3,929	
	<u>86,254</u>	<u>74,206</u>	
<b>Income from fundraising</b>			
Sponsorship	<u>1,000</u>	<u>1,130</u>	
	1,000	1,130	
	-	-	
<b>Investment income</b>			
Bank interest received	<u>296</u>	<u>290</u>	
	296	290	
<b>Total income</b>	<u><u>306,288</u></u>	<u><u>249,179</u></u>	

**Highlights Productions  
Income and Expenditure Account  
for the year ended  
31 March 2019**

	<b>31 March 2019</b>		<b>31 March 2018</b>	
	£	£	£	£
<b>Incoming resources, brought forward</b>		306,288		249,179
<b>EXPENDITURE</b>				
<b>Expenditures on charitable activities</b>				
<b>Promotions Costs</b>				
Sales	83		-	
Exhibitions	3,229		1,132	
Accommodation	4,723		2,759	
Commissioning	250		-	
Artists fees	87,256		91,345	
Artists travel	708		95	
Technicians fees	3,998		2,200	
Workshop materials	561		356	
Workshop artist fees	6,855		4,200	
Other costs	66		28	
Promoter training	2,140		1,486	
Event monitoring	300		-	
		<u>110,169</u>		<u>103,601</u>
<b>Staff costs</b>				
Wages	46,998		50,305	
Employers Pensions	965		480	
Freelance work	30,335		33,510	
Travel	9,412		9,115	
Recruitment	2,982		150	
Staff training	2,731		1,340	
		<u>93,423</u>		<u>94,900</u>
<b>Administration</b>				
Room hire	215		295	
Printing and stationery	916		1,760	
Refreshments	1,098		1,337	
Postage	803		396	
Telephone	1,070		1,031	
General expenses	593		13	
Computer & website expenses	5,775		852	
Photocopying	1,086		351	
Subscriptions	1,605		1,992	
Books & publications	-		1	
Research costs	1,178		820	
Bad debt	65		-	
		<u>14,404</u>		<u>8,848</u>
<b>Marketing and Advertising</b>				
Advertising	1,524		2,452	
Brochures	8,600		5,982	
Posters	411		266	
Programme expense	43		2,068	
Tickets	20		-	
Marketing	2,374		1,276	
		<u>12,972</u>		<u>12,044</u>
<b>Grants payable</b>				
Arts Out West Grants	33,969		33,969	
		<u>33,969</u>		<u>33,969</u>
<b>Resources expended carry forward</b>		<b>264,937</b>		<b>253,362</b>

**Highlights Productions  
Income and Expenditure Account  
for the year ended  
31 March 2019**

	<b>31 March 2019</b>		<b>31 March 2018</b>	
	£	£	£	£
<b>RESOURCES EXPENDED (brought forward)</b>		264,937		253,362
<b>Premises and other costs</b>				
Rates and water	463		431	
Insurance	1,308		1,237	
Repairs and renewals	356		175	
Laundry and cleaning	456		492	
Equipment rental	1,679		148	
Light and heat	1,187		1,252	
Rent	3,248		3,120	
Equipment repairs and renewals	-		-	
		8,697		6,855
<b>Interest and charges</b>				
Bank interest	-		-	
Bank charges	27		-	
		27		-
<b>Depreciation</b>				
Equipment	2,436		3,168	
		2,436		3,168
<b>Legal and professional</b>				
Accountancy Fee	870		870	
		870		870
Total Resources Expended		<u>276,967</u>		<u>264,255</u>
<b>Net Incoming / (Outgoing) Resources</b>		<u>29,321</u>		<u>(15,076)</u>

