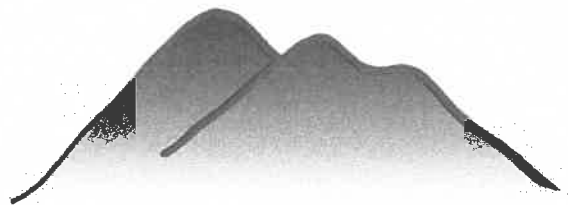


**Highlights Productions**  
**Report of the Directors and Trustees**  
**and Financial Statements for the year ended**  
**31 March 2020**



**Keswick**  
**ACCOUNTANTS**

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## Highlights Productions

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## Highlights Productions

Charity Information  
for the year ended  
31 March 2020

<b>DIRECTORS AND TRUSTEES:</b>	Mr J Holland - Chair Ms S Coffey Ms I Faith Ms J Galloway 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 2020**

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 2020.

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  
Ms I Faith  
Ms J Galloway  
Ms S L Haynes - resigned July 2019  
Mr J Holland  
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 5 members of staff and 1 part time freelance worker.

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

2019/20 was the second year of the National Portfolio 4 year agreement with Arts Council of England [ACE]. In light of the Covid-19 pandemic, the ACE has announced that the current NPO agreement will be extended until April 2023. .

## Highlights Productions

### Report of the Trustees, contd. for the year ended 31 March 2020

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

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 Cumbria, Northumberland and County Durham remained at a standstill amount; and the contribution from South Lakeland was increased in order to acknowledge a new relationship with The Heron Theatre, Milnthorpe. The Management Committee started the year with seven members; and ended the year with six (1 of whom is a Highlights volunteer promoter). In July 2019 Sarah Haynes, promoter at Stanhope, resigned. In February 2020 John Holland, Rosie Cross and Kate Lynch met Shelley O'Brien to discuss joining the board. She has indicated that she will be keen to join the Board with effect from July 2020.

In April 2019 a new staff member joined Highlights in a new role of Communications Officer. In May 2019 a second new staff member joined Highlights in a new role of Creative Engagement Officer. Co-Director Rosie Cross indicated her intention to retire on 30 September 2020, formally handing in her notice on 30 September 2019. Bearing in mind the significant changes to the organisation over the past 2 years, the board made the decision to appoint an external facilitator to conduct a 360° review of the organisation in order to help the board make a decision on the best and most effective future structure of the organisation.

In February 2020 Highlights was able to announce the proposed new staff structure. After an internal recruitment process, Kate Lynch (current co-Director) accepted the position of Director from October 2020 and Heather Askew (current Administrator) accepted the position of General Manager from October 2020. The contract for the Northumberland Outreach Worker was not renewed at the end of March 2020. The Communications and Creative Engagement Officers roles remain unchanged. There remains a sum of money to employ contractors as necessary and in response to the needs of the organisation.

Highlights continues to work in partnership with over 65 village halls, community centres and schools across Cumbria, County Durham and Northumberland. A total of 163 performances were scheduled, using 49 companies. 13 Performances (using three companies) were cancelled between 18 March 2020 and 31 March 2020, due to the Covid-19 pandemic. Full fee was paid to the 3 companies concerned. One performance (9 February 2020) was postponed because of snow. It was rescheduled to May (subsequently cancelled, due to Covid-19). And one performance was cancelled at late notice by the venue. Full fee was paid to the company.

In addition Highlights worked in partnership with Opera North to place 3 performances. These were included in the Highlights' brochure, but do not feature in the box office figures. There were 18 workshops and 6 promoter training sessions. Total audience numbers were 7,751 for performances; workshops and training sessions attracted a further 481 participants.

In October 2019 a new Highlights website was launched, after several months of work by Matt Kaunz, Communications Director. This is part of Highlights' ambition to increase our online presence, along with additional activity on the social media channels, regular emails and increased online ticketing.

Autumn 2019 saw the start of our new Creative Engagement programme, working with schools and community groups to offer meaningful participator work alongside our main performance programme. This was made possible thanks to additional funding awarded from Trusts and Foundations.

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

1) Programme around 150 shows: *163 performances were programmed. Please see note above about cancellations due to weather and Covid-19. Having made the decision at the end of 2018 to pause the Contemporary Craft Tour, Highlights instead programmed a series of participatory workshops attached to the main performance programme.*

## Highlights Productions

Report of the Trustees, contd.  
for the year ended  
31 March 2020

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

2) Continue to explore alternative income sources: *Highlights submitted applications to Trusts and Foundations totalling £10,675 (last year £73,371). The applications resulted in awards totalling £9,700 (last year £37,500). Highlights was awarded a total of £565 for bursaries and 'Go & See' awards to allow staff and volunteer promoters to attend 2 different conferences/showcases. Highlights extended its membership fee (£65/yr) to all venues. This earned £3,607. The [Catalyst] donation boxes at performances (April to August 2019) earned £1,103. Donations via online sales totalled £199.50. Other donations totalled £45.*

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: *We programmed 18 workshops across the year, all linked to the main performance programme, and have developed good relationships with a number of schools and community groups which we hope to build on in the forthcoming year.*

4) Monitor the 2018-22 Highlights/Arts Out West Business Plan and Audience Development Plans: *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 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): *The new Highlights website was launched in October 2019, offering us a much better and accessible online presence and more closely linked to our online ticketing and social media. At 1st April 2020, Highlights had 1602 followers on Twitter (last year 1,509); with 1,564 likes on our Facebook page (last year 1,300). We have updated the hard copy survey distributed at performances, and we have linked our online ticketing to Audience Finder to ensure we are meeting ACE targets for data collection. 869 surveys were returned with valued volunteers inputting all data (11% response rate). This is less than previous years, due in part to companies collecting their own evaluation sheets instead.*

*Thanks to continued funding from Garfield Weston and Catalyst funding we have the funding to retain the Communications Officer role until the end of 2021/22.*

6) Continue to monitor the e-ticketing system (to be linked to the new website): *Online ticketing is offered for all performances. In 2019-20 Highlights sold 1,381 tickets on line, out of a total of 7751 representing 17.8% (last year 13.6%).*

7) With the Northern Consortium, and other partners continue partnership working and international and diverse programming: *Rosie visited the Contact East Showcase in Canada in Sept 19. This visit, along with previous visits resulted in tours for Canadian companies in 2019-20, with more planned for the 2020-21.*

8) Continue to work in partnership with the National Rural Touring Forum: *Highlights is an active partner in the NRTF's Strategic Touring Programme (dance); and our volunteer promoter in Appleby is one of the Rural Touring Dance Initiative's national dance ambassadors. John Holland, Rosie Cross and Kate Lynch joined the NRTF Board at a pre-meeting dinner at Castle Carrock in September 2019; Heather Askew and Matt Kaunz joined Rosie Cross at the NRTF Conference in June 2019.*

9) Complete delivery of the Catalyst: Evolve project (ends Aug 2019) in partnership with Arts Alive (Shropshire): *Highlights reached the fundraising target several months in advance of the August 2019 deadline. The Highlights staff are now looking at a range of projects for 2020/21 and 2021/22 thanks to the additional funding.*

## Highlights Productions

### Report of the Trustees, contd. for the year ended 31 March 2020

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

10) Put in train a new succession plan, for the recruitment of (the other) Co-Director (to be appointed late Summer 2020): *External facilitator David Dolan Martin was appointed to conduct a 360 review of the organisation, with final decision about success being made by the board in October 2019 (please see note above).*

#### Plans for 2020-2021

- 1) Due to ongoing impact of Covid-19, programme around 60 shows (20 in Autumn 2020, 40 in Spring 2021.
- 2) Whilst physical performances are not possible due to Covid-19, look at alternative ways to deliver online and offline content to our promoters and their communities.
- 3) Continue to explore alternative income sources
- 4) Research and pilot the Maker's Menu; a programme of workshops (writing, arts and craft etc ...) offered to the village hall promoters alongside the performance menu.
- 5) Monitor the 2018-22 Highlights/Arts Out West Business Plan and Audience Development Plans. Given the revised dates for the next NPO funding round [2023 – 2027], work will begin on the application in Autumn 2021
- 6) Continue the refinement of the Highlights brand, based on the new look we have used on the website and recent brochures.
- 7) Continue to build our online presence, through the website, meaningful content on the social media channels, regular emails and online ticketing.
- 8) Continue to monitor our Creative Engagement programme, researching funds for new projects and refining the groups and areas we are working with and in.
- 9) With the Northern Consortium, and other partners continue partnership working and international and diverse programming
- 10) Continue to work in partnership with the National Rural Touring Forum.
- 11) With Co-Director Rosie Cross leaving at the end of September 2020, ensure that the organisation settles within the new staff structure, carrying on our careful monitoring of all aspects of the business.

#### Finances

The organisation made an overall deficit of £1,580. This was made up of a deficit of £19,597 on unrestricted funds, and a surplus on restricted funds and projects of £18,017. When the overall surplus was added to the reserves brought forward of £119,949 it gave closing reserves for the charity of £118,369 of which £55,948 are for restricted funds or projects. This leaves general reserves of £62,421 as at 31 March 2020. Of that, £5,492 relate to fixed assets and so the unrestricted free reserves at the end of the year were £56,929.

#### 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. The ability to maintain reserves at this level has been impacted by the additional costs and lost revenue resulting from lockdown measures imposed to deal with the COVID-19 outbreak.

#### 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. The Trustees consider the COVID-19 pandemic and associated future funding implications as a significant risk. They are keeping this risk under continuous review.

## Highlights Productions

**Report of the Trustees, contd.  
for the year ended  
31 March 2020**

### **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: 09 July 2020



## Highlights Productions

### Independent Examiners Report for the year ended 31 March 2020

I report on the accounts for the Trust for the year ended 31 March 2020 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 2020

	Notes	31 March 2020			31 March 2019
		Restricted	Unrestricted	Total	Total
		£	£	£	£
<b>INCOME</b>					
<b>Donations and grants</b>					
Grants receivable	2	83,831	113,557	197,388	218,738
<b>Income from charitable activities</b>					
Promotions	3	2,328	66,070	68,398	86,254
<b>Other trading activities</b>					
Fundraising	4	-	1,000	1,000	1,000
<b>Income from investments</b>					
Investment income	5	-	503	503	296
<b>Total Income</b>		<b>86,159</b>	<b>181,130</b>	<b>267,289</b>	<b>306,288</b>
<b>EXPENDITURE</b>					
<b>Costs of raising funds</b>					
Fundraising costs	6	-	-	-	-
<b>Expenditure on charitable activities</b>					
Charitable activities	7	68,142	200,727	268,869	276,967
<b>Total expenditure</b>		<b>68,142</b>	<b>200,727</b>	<b>268,869</b>	<b>276,967</b>
<b>Net income / (expenditure)</b>		<b>18,017</b>	<b>(19,597)</b>	<b>(1,580)</b>	<b>29,321</b>
Total funds brought forward		37,931	82,018	119,949	90,628
Transfers between funds		-	-	-	-
<b>Total funds carried forward</b>	14	<b>55,948</b>	<b>62,421</b>	<b>118,369</b>	<b>119,949</b>
Fixed Asset Reserves		-	5,492	5,492	7,316
General Reserves		55,948	56,929	112,877	112,633
<b>Total</b>		<b>55,948</b>	<b>62,421</b>	<b>118,369</b>	<b>119,949</b>

There were no gains or losses in the year to 31 March 2020 or 2019, 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 2019

	Restricted	Unrestricted	Total
	£	£	£
<b>INCOME</b>			
<b>Donations and grants</b>			
Grants receivable	106,504	112,234	218,738
<b>Income from charitable activities</b>			
Promotions	17,415	68,839	86,254
<b>Other trading activities</b>			
Fundraising	0	1,000	1,000
Trading income			
<b>Income from investments</b>			
Investment income	0	296	296
<b>Total Income</b>	<b>123,919</b>	<b>182,369</b>	<b>306,288</b>
<b>EXPENDITURE</b>			
<b>Costs of raising funds</b>			
Fundraising costs	-	-	-
<b>Expenditure on charitable activities</b>			
Charitable activities	91,042	185,925	276,967
<b>Total expenditure</b>	<b>91,042</b>	<b>185,925</b>	<b>276,967</b>
<b>Net income / (expenditure)</b>	<b>32,877</b>	<b>(3,556)</b>	<b>29,321</b>
Total funds brought forward	5,507	85,121	90,628
Transfers between funds	(453)	453	0
<b>Total funds carried forward</b>	<b>37,931</b>	<b>82,018</b>	<b>119,949</b>
Fixed Asset Reserves	-	7,316	7,316
General Reserves	37,931	74,702	112,633
<b>Total</b>	<b>37,931</b>	<b>82,018</b>	<b>119,949</b>

## Highlights Productions

### Balance Sheet as at 31 March 2020

	Notes	31 March 2020		31 March 2019	
		£	£	£	£
<b>Fixed Assets</b>					
Tangible fixed assets	10		5,492		7,316
			<hr/>		<hr/>
			5,492		7,316
<b>Current Assets</b>					
Debtors	11	2,412		980	
Cash at bank and in hand		112,381		119,546	
		<hr/>		<hr/>	
		114,793		120,526	
<b>Creditors: amounts falling due within one year</b>					
Creditors and accruals	12	1,916		7,893	
		<hr/>		<hr/>	
<b>Net Current Assets</b>			112,877		112,633
			<hr/>		<hr/>
<b>Total Assets less Current Liabilities</b>			118,369		119,949
<b>Creditors: amounts falling due in more than one year</b>					
Grants	10		-		-
			<hr/>		<hr/>
<b>NET ASSETS</b>			118,369		119,949
			<hr/> <hr/>		<hr/> <hr/>
<b>Funds</b>					
Restricted funds	13		55,948		37,931
Unrestricted funds			62,421		82,018
			<hr/>		<hr/>
	14		118,369		119,949
			<hr/> <hr/>		<hr/> <hr/>

For the year ending 31 March 2020 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 2020

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: 09 July 2020

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2020

#### 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 identified.

##### 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:

	2020	2019
	£	£
Payment for preparation of accounts	680	680
Payment for Independent Examination	190	190
	<u>870</u>	<u>870</u>

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2020

	31 March 2020			31 March 2019
	Restricted £	Unrestricted £	Total £	£
<b>2 Grants receivable</b>				
ACE NPO Funds	8,568	77,263	85,831	85,831
ACE NPO Funds (AOW)	33,969	-	33,969	33,969
ACE Catalyst (Arts Alive)	16,567	-	16,567	22,625
Cumbria County Council	-	10,000	10,000	10,000
Cumbria Business Growth Hub	-	-	-	2,000
Cumbria Community Foundation	700	-	700	-
Durham County Council	-	9,374	9,374	9,374
Eden Community Fund	-	-	-	1,000
Foyle Foundation	15,000	-	15,000	-
Garfield Weston Trust	-	-	-	15,000
Hadfield Trust	-	-	-	2,500
Mann Trust	-	-	-	500
NRTF	-	1,847	1,847	2,112
Northern Heartlands (St Thomas Hall)	-	-	-	3,180
Northern Heartlands (Witham)	-	-	-	3,180
Northumberland Community Foundation	1,000	-	1,000	-
Northumberland Community Chest	-	-	-	225
Northumberland CC	-	10,000	10,000	10,000
Second Chance Charity	-	-	-	775
Shears Foundation	5,000	-	5,000	-
Sir John Fisher Foundation	-	-	-	3,500
South Lakeland DC	27	5,073	5,100	3,500
Visit Durham	-	-	-	7,467
Westmorland Arts Trust	-	-	-	2,000
Willan Charitable Trust	3,000	-	3,000	-
	<u>83,831</u>	<u>113,557</u>	<u>197,388</u>	<u>218,738</u>
<b>3 Promotions</b>				
Workshop income	760	-	760	3,765
Ticket sales	-	60,152	60,152	64,102
Reimbursed expenses	-	70	70	423
Other income	-	1,284	1,284	189
Gift aid	318	17	335	1,023
Donations	1,250	939	2,189	10,958
Craft sales	-	-	-	759
Insurance proceeds	-	-	-	1,400
Promoters membership fees	-	3,608	3,608	3,635
	<u>2,328</u>	<u>66,070</u>	<u>68,398</u>	<u>86,254</u>
<b>4 Fundraising</b>				
Sponsorship	-	1,000	1,000	1,000
	<u>-</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
<b>5 Investment income</b>				
Bank interest received	-	503	503	296
	<u>-</u>	<u>503</u>	<u>503</u>	<u>296</u>
<b>6 Costs of raising funds</b>				
Fundraising costs	-	-	-	-

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2020

	31 March 2020			31 March 2019
	Restricted £	Unrestricted £	Total £	£
<b>7 Charitable activities</b>				
Promotions Costs	6,991	104,624	111,615	110,169
Staff costs	21,111	67,218	88,329	93,423
Administration	6,053	6,761	12,814	14,404
Marketing and Advertising	18	11,204	11,222	12,972
Grants payable	33,969	600	34,569	33,969
Premises and other costs	-	7,613	7,613	8,697
Interest and charges	-	13	13	27
Depreciation	-	1,824	1,824	2,436
Legal and professional	-	870	870	870
	<u>68,142</u>	<u>200,727</u>	<u>268,869</u>	<u>276,967</u>

8 Employee Remuneration	31 March 2020	31 March 2019
	£	£
Staff costs		
Wages	60,250	46,998
Employers Pensions	1,448	965
Freelance work	16,007	30,335
Travel	9,113	9,412
Recruitment	-	2,982
Staff training	1,511	2,731
	<u>88,329</u>	<u>93,423</u>

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

	31 March 2020 No.	31 March 2019 No.
<b>Direct staff</b>	4	2
<b>Admin and office staff</b>	1	1
	<u>5</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.

Two trustees were reimbursed for travel expenses in the year and the amount reimbursed in total was £268.40



## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2020

#### 10 Tangible Fixed Assets

	Capital Equipment £	Fixtures & Fittings £	Total £
<b>COST</b>			
At 1 April 2019	15,476	9,288	24,764
Additions	-	-	-
At 31 March 2020	<u>15,476</u>	<u>9,288</u>	<u>24,764</u>
<b>DEPRECIATION</b>			
At 1 April 2019	(8,944)	(8,504)	(17,448)
Charge for year	<u>(1,632)</u>	<u>(192)</u>	<u>(1,824)</u>
At 31 March 2020	<u>(10,576)</u>	<u>(8,696)</u>	<u>(19,272)</u>
<b>NET BOOK VALUE</b>			
At 31 March 2020	<u>4,900</u>	<u>592</u>	<u>5,492</u>
At 31 March 2019	<u>6,532</u>	<u>784</u>	<u>7,316</u>

11 Debtors	31 March 2020 £	31 March 2019 £
Trade debtors	2,412	980
	<u>2,412</u>	<u>980</u>

#### 12 Creditors: amounts falling due within one year

	31 March 2020 £	31 March 2019 £
Trade creditors	1,506	6,472
Other creditors	-	-
Other taxation & social security	(390)	621
Accruals	800	800
Deferred income	-	-
	<u>1,916</u>	<u>7,893</u>

## Highlights Productions

### Notes to the Financial Statements for the year ended 31 March 2020

<b>13 Funds</b>	At 1 April 2019 £	Incoming Resources £	Outgoing Resources £	Transfers £	At 31 March 2020 £
<b>Projects &amp; Restricted funds</b>					
Creative Engagement	-	19,055	(12,649)	-	6,406
Arts Out West	-	33,969	(33,969)	-	-
Catalyst Org Dev	1,860	-	(1,860)	-	-
Catalyst Fundraising	36,071	33,135	(3,090)	(31,033)	35,083
Comms and Website Project	-	-	(16,574)	31,033	14,459
	<b>37,931</b>	<b>86,159</b>	<b>(68,142)</b>	<b>-</b>	<b>55,948</b>

<b>14 Net Assets by fund</b>	Restricted £	Unrestricted £	Designated £	Total £
Tangible fixed assets	-	5,492	-	5,492
Current assets	55,948	58,845	-	114,793
Creditors: amounts falling due within one year	-	(1,916)	-	(1,916)
<b>Total net assets</b>	<b>55,948</b>	<b>62,421</b>	<b>-</b>	<b>118,369</b>

## 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 2020**

The following pages do not form part of the  
Statutory Accounts

**Highlights Productions  
Income and Expenditure Account  
for the year ended  
31 March 2020**

	31 March 2020	31 March 2019
<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)	16,567	22,625
Cumbria County Council	10,000	10,000
Cumbria Business Growth Hub	-	2,000
Cumbria Community Foundation	700	-
Durham County Council	9,374	9,374
Eden Community Fund	-	1,000
Foyle Foundation	15,000	-
Garfield Weston Trust	-	15,000
Hadfield Trust	-	2,500
Mann Trust	-	500
NRTF	1,847	2,112
Northern Heartlands (St Thomas Hall)	-	3,180
Northern Heartlands (Witham)	-	3,180
Northumberland Community Foundation	1,000	-
Northumberland Community Chest	-	225
Northumberland CC	10,000	10,000
Second Chance Charity	-	775
Shears Foundation	5,000	-
Sir John Fisher Foundation	-	3,500
South Lakeland DC	5,100	3,500
Visit Durham	-	7,467
Westmorland Arts Trust	-	2,000
Willan Charitable Trust	3,000	-
	197,388	218,738
<b>Income from charitable activities</b>		
<b>Promotions</b>		
Workshop income	760	3,765
Ticket sales	60,152	64,102
Reimbursed expenses	70	423
Other income	1,284	189
Gift aid	335	1,023
Donations	2,189	10,958
Craft sales	-	759
Insurance proceeds	-	1,400
Promoters membership fees	3,608	3,635
	68,398	86,254
<b>Income from fundraising</b>		
Sponsorship	1,000	1,000
	1,000	1,000
<b>Investment income</b>		
Bank interest received	503	296
	503	296
<b>Total income</b>	267,289	306,288

**Highlights Productions  
Income and Expenditure Account  
for the year ended  
31 March 2020**

	31 March 2020		31 March 2019	
	£	£	£	£
<b>Incoming resources, brought forward</b>		267,289		306,288
<b>EXPENDITURE</b>				
<b>Expenditures on charitable activities</b>				
<b>Promotions Costs</b>				
Sales	-		83	
Exhibitions	840		3,229	
Accommodation	542		4,723	
Commissioning	-		250	
Artists fees	105,030		87,256	
Artists travel	17		708	
Technicians fees	-		3,998	
Workshop materials	34		561	
Workshop artist fees	2,157		6,855	
Promotion	90		-	
Other costs	-		66	
Promoter training	2,005		2,140	
Event monitoring	900		300	
		111,615		110,169
<b>Staff costs</b>				
Wages	60,250		46,998	
Employers Pensions	1,448		965	
Freelance work	16,007		30,335	
Travel	9,113		9,412	
Recruitment	-		2,982	
Staff training	1,511		2,731	
		88,329		93,423
<b>Administration</b>				
Room hire	160		215	
Printing and stationery	583		916	
Refreshments	935		1,098	
Postage	225		803	
Telephone	1,073		1,070	
General expenses	53		593	
Computer & website expenses	6,909		5,775	
Photocopying	949		1,086	
Subscriptions	1,304		1,605	
Research costs	558		1,178	
Bad debt	65		65	
		12,814		14,404
<b>Marketing and Advertising</b>				
Advertising and marketing	1,886		1,524	
Brochures	8,759		8,600	
Mailing list	198		-	
Posters	361		411	
Programme expense	-		43	
Tickets	18		20	
Marketing	-		2,374	
		11,222		12,972
<b>Grants payable</b>				
Arts Out West Grants	33,969		33,969	
Heron Theatre	600		-	
		34,569		33,969
<b>Resources expended carry forward</b>		258,549		264,937

**Highlights Productions  
Income and Expenditure Account  
for the year ended  
31 March 2020**

	<b>31 March 2020</b>		<b>31 March 2019</b>	
	£	£	£	£
<b>RESOURCES EXPENDED (brought forward)</b>		258,549		264,937
<b>Premises and other costs</b>				
Rates and water	471		463	
Insurance	1,193		1,308	
Repairs and renewals	149		356	
Laundry and cleaning	506		456	
Equipment rental	184		1,679	
Light and heat	1,270		1,187	
Rent	3,840		3,248	
Equipment repairs and renewals	-		-	
		<u>7,613</u>		<u>8,697</u>
<b>Interest and charges</b>				
Bank interest	-		-	
Bank charges	13		27	
		<u>13</u>		<u>27</u>
<b>Depreciation</b>				
Equipment	1,824		2,436	
		<u>1,824</u>		<u>2,436</u>
<b>Legal and professional</b>				
Accountancy Fee	870		870	
		<u>870</u>		<u>870</u>
<b>Total Resources Expended</b>		<u>268,869</u>		<u>276,967</u>
<b>Net Incoming / (Outgoing) Resources</b>		<u>(1,580)</u>		<u>29,321</u>