

Ilkley Literature Festival Limited

Charity number 501801

A company limited by guarantee number 01061343

Annual Report and Financial Statements

for the year ended 31 March 2022



Ilkley Literature Festival Limited

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For the year ended 31 March 2022

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Ilkley Literature Festival Limited

Trustees' report for the year ended 31 March 2022

REFERENCE AND ADMINISTRATIVE DETAILS

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Catherine Baxandall		
Dr Fozia Bora		resigned 21 July 2022
Dr Rachel Bower		
John Dignum	Special Responsibility for Finance (from 30 April 2021)	appointed 30 April 2021
Anita Ganeri		appointed 11 May 2022
Matthew Gaunt	Special Responsibility for Finance (to 30 April 2021)	resigned 24 June 2021
Professor Gregory Radick		
Ellen Thorpe	Vice Chair	
Nigel Walsh	Chair	
Mary Margaret Katherine Wright (Kitty Wright)		
Julie Yau		

Company secretary Catherine Baxandall

Charity number 501801

Registered in England and Wales

Company number 01061343

Registered in England and Wales

Registered and principal address

9 The Grove
Ilkley
West Yorkshire
LS29 9LW

Bankers

HSBC
1 Wells Road
Ilkley
LS29 9JB

Independent examiner

Alan Dodd FCCA
West Yorkshire Community Accountancy Service CIO
Stringer House
34 Lupton Street
Leeds
LS10 2QW

Structure, governance and management

The charity is a company limited by guarantee and was formed on 12 July 1972. It is governed by a Memorandum and Articles of Association. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £1. The trustees of the charity are also the directors for the purposes of company law.

Ilkley Literature Festival Limited

Trustees' report (continued) for the year ended 31 March 2022

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2022

The Trustees are pleased to present their annual report together with the charity's financial statements for year ending 31st March 2022: these are also prepared to meet the Companies Act requirements for a directors' report and accounts.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Purpose and Aims

Our charitable purposes as set out in the objects contained in the Memorandum and Articles of Association are:

To foster and promote the maintenance, improvement and development of artistic taste and knowledge and the understanding and appreciation of literature and the other arts amongst the general public.

The strategic aims of our charity are to provide access to cultural experiences and creative activities that open minds, inspire curiosity, increase empathy and improve communication. We do this by:

- Encouraging and inspiring enthusiasm for books, words, reading and writing by providing opportunities for all readers – avid and reluctant – to meet, hear, and learn from the finest contemporary writers, poets and performers.
- Actively supporting professional and emerging writers, providing platforms on which to present their work, advance their professional development and reach new audiences.
- Delivering accessible, inspiring and relevant artistic, cultural and educational experiences to our local communities.
- Stimulating children and young people's creativity by encouraging a love of words and stories, and providing opportunities for them to discover, learn, create and share diverse experiences through writing and reading.
- Taking advantage of our geographic location to act as a cultural bridge between artists and audiences living in Yorkshire's urban cities and those living in its rural towns and villages.

Main Activities

We deliver our purpose through four main areas of activities: New Writing and Talent Development; Live Literature Events; Creative Communities; and Children and Young People.

Statement of the impact of Covid-19 Pandemic on activities during 2021/22

The impact of Covid-19 on Ilkley Literature Festival (ILF) during 2021/22 continued to be significant. Pre-pandemic, 46% of our overall annual income was generated from ticket sales and other income directly associated with our major live literature activity, the two-week October festival. The impact on audience confidence of a continued high risk of Covid-19 infection, even after the lifting of legal restrictions on live events resulted in a major reduction ticket sales income for a second year.

As an organisation we were eligible for funding from the DCMS Culture Recovery Fund and we were very grateful to have been granted emergency relief totalling £54,000 which has been critical to Ilkley Literature Festival's ability to continue as a going concern.

In the face of the ongoing challenges brought by Covid-19 during 2021/22, ILF again proved itself to be agile, resilient, and creative.

Activities delivered during 2021/22 included:

- ***New Writing and Talent Development***
 - Poets in Residence commissions by Ian Duhig and Rheima Robinson
 - New Northern Poets development course led by Kim Moore
 - Six micro commissions by new and emerging northern writers
 - Key delivery partner of the SI Leeds Literary Prize for unpublished novels by Black and Asian women and host of digital 'Behind The Prize' event
 - Management of the 2021 Walter Swan Poetry Prize and production of the online winner's announcement event.
 - Creative Writing and Professional Development Workshops
 - Free mentoring sessions for writers from backgrounds currently underrepresented within the cultural sector.

- ***Children & Young People***
 - Piloting highly tailored creative writing development sessions in three Keighley area secondary schools
 - Celebrating 10-Years of ILF Young Writers with an anthology of current and former members' work
 - Producing two children and family Story Explorer Festival days of author events, storytelling sessions and drop-in creative activities in Ilkley and Keighley
 - Re-establishing weekly Story Explorer group sessions in a new home at Keighley Library and producing a second free downloadable Story Explorer activity pack for families.
 - Annual poetry competitions for Children and Young People including an outdoor award presentation ceremony for the winners and their families.

- ***Creative Communities***
 - Six evenings of Summer 'Fringe' events, providing opportunities for local non-professional writers, creatives and community groups to perform their work to audiences.
 - Working with Keighley Creative to co-curate and deliver three events in the 2021 Keighley Arts and Film Festival programme.
 - Forging a strong partnership with Keighley Creative and Keighley Arts and Film Festival resulting in a commitment to co-curate events as part of our 2021 festival programmes.
 - Reimagining Simon Armitage's Stanza Stone poems as outdoor light projections in a commission for the district-wide 'Bradford is LiT' weekend in November 2021.
- ***Live Literature Events Programme***
 - Delivery of ILF's first hybrid October festival programme comprising 110 writers taking part across 31 in-person events, 19 live-streamed events, 19 pre-recorded digital events and 6 writing workshops.
 - Production of two seasons of 'Settee Seminars' podcast featuring talks on an eclectic mix of subjects from leading experts and academics.
 - Two popular standalone online events attracting international audiences.

Public benefit

In shaping our objectives and planning our activities for the year, the Trustees have had regard to the Charity Commission's guidance on public benefit in managing the activities of the charity, including the guidance on public benefit and fee charging.

In setting the level of fees, charges and concessions, the Trustees give careful consideration to the accessibility of events and participatory activities for those on low incomes, offering concessions for children and young people under 25, students, and people in receipt of disability and unemployment benefits or support. Established community groups and schools are eligible for group concessions with free places for group leaders.

ILF also stages free-to-access and pay-what-you-decide events, including a community fringe festival featuring local writers and performers, weekly Story Explorer sessions for 7-12-year-olds in Keighley and drop-in family activities at events throughout the year.

In 2021/22, free fully funded places were made available across a range of writing development initiatives, aimed specifically at emerging northern writers from backgrounds currently underrepresented in the cultural sector.

Contribution made by volunteers

The ongoing effects of the pandemic saw a reduction in the number of people within our volunteer pool of 111 who were able to support our activities. Despite this, 37 volunteers supported the running of our Live Literature events programme in Autumn 2021, contributing a combined total of 315 hours. All our volunteers were consulted at regular intervals throughout the year as we considered ways in which to return to live events while facilitating social distancing measures. Many of those who were unable to volunteer in 2021 have expressed a desire to return to duties in 2022.

ACHIEVEMENTS AND PERFORMANCE

New Writing and Talent Development

2021 Poets-in-Residence Commissions

Poet in Residence Ian Duhig premiered his commission, *Rosa Alba, Rosa Mundi* ('Yorkshire Rose, Rose of the World'), on Saturday 2 October 2021 at All Saints' Church, Ilkley. The performance of poetry, prose and song explored the motif of the rose – an image of loveliness and enfolding complexity. Duhig was joined by Satnam Galsian, a classically trained musician and singer of Punjabi heritage whose fusions of Eastern and Western styles and folk traditions are central to Duhig's musical consideration of the 2021 festival themes of identity, unreliable narratives and lies. The performance was also live streamed for people to watch at home.

Feedback from Ian Duhig:

On a personal level, I was thrilled to be able to dream up a commission without then having to wonder where I would find the money to mount it. Satnam and I are going to do this again, so it is yet another thing you got going which continues to have beneficial effects.

... I'd relish the opportunity to work with you again as [the ILF Team] offered all the support I needed in such a patient way I can honestly say this residency has been the best such project I have been involved in by a country mile and I am 183 years old, so I've done a few.

Please pass on my thanks to everybody but I'm particularly grateful to you, of course, for inviting me to be Poet in Residence in the first place. It has been one of the high points of my artistic life, if you'll forgive the expression, and formed the perfect ground for launching my New and Selected Poems, which really is a document of my whole writing life. I will always be grateful to you and Ilkley for that.

Apprentice Poet-in-Residence Rheima Robinson premiered her new commission at the ILF 2021 University of Leeds Poetry Centre Showcase on Friday 8 October at All Saints' Church. The poem was inspired by conversations with her grandmother and a direct response to Linton Kwesi Johnson's poem 'New Cross Massacre' about the New Cross House Fire in 1981.

New Northern Poets Development Workshops

We received 29 applications for the role of ILF 2021 Apprentice Poet in Residence including several submissions demonstrating highly promising poetry talent.

In response, we engaged former ILF Poet in Residence and current director of the Kendal Poetry Festival, Kim Moore, to run a six-week emerging poet development course for six applicants.

The course ran as a series of weekly online workshops during July-August 2021. Places on the course were fully funded by ILF to remove any financial barriers to the writers' attendance. Following the course participants took part in an online showcase reading poems that emerged during the sessions.

Testimonials from participating poets:

Rebecca Green: *I am grateful to have been given such an opportunity as it has given me confidence that I am worth investing in as a poet of the future and the work we've read within the workshop, the work we've each produced, has been inspiring.*

Claire Lynn: *It was wonderful to work with such a varied group of talented poets. Kim introduced us to the work of some wonderful writers and the resulting workshops were both stimulating and inspiring.*

Micro Commissions

Six brand-new micro-commissions, presented in a range of artforms, including poetry, short fiction, spoken word and short films were published on the ILF website on Friday 1 October. The micro-commissions were responses to the 2021 festival theme of 'Unreliable Narratives'. Explored within these commissions were the innocent lies of a child, the fake world of social media, what version of history young people are taught, and how different perspectives can affect someone's reputation. The six commissioned new or emerging north of England-based writers and artists were Morgan Sproxton, Mymona Bibi, Naomi Frisby, Richard Ely, Sammy Wright and Sarah Rumfitt.

SI Leeds Literary Prize: 'Behind The Prize' Event

ILF worked with Prize Director Fiona Goh and fellow key partners, Peepal Tree Press and SI Leeds, to promote the role of the biennial SI Leeds Literary Prize during its 'off' year. Former Head Judges of the SI Leeds Literary Prize, Kadija George Sesay, Margaret Busby and Kerry Young took part in a digital event providing insight into the role of judges in literary awards. The aim was to demystify the process and reveal what literary prize judges are looking for in unpublished fiction. The event was broadcast as part of the ILF 2021 Digital Weekend in October.

2021 Walter Swan Poetry Prize

The annual poetry prize was open for entries, responding to the theme 'The Return', from April to July 2021. A total of 165 entries were received. The main prize was judged by Poet in Residence Ian Duhig and the 18-25 sub-category by Apprentice Poet in Residence Rheima Robinson.

The worthy winners were announced in a digital event featuring both judges and Niccola Swan, representing Prize partners The Walter Swan Trust. The event included readings from all six placed poets.

Creative Writing and Professional Development Workshops

Our Autumn programme included x 5 writing workshops covering aspects of narrative fiction, poetry and professional practice for writers. Workshops leaders were our Poets in Residence, novelists Neema Shah and Jenn Ashworth, and Professor John Whale of the University of Leeds Poetry Centre. 56 participants took part in the workshops which were split between in person and online delivery.

Mentoring Sessions with Tanya Shadrack

Selkie Press founder Tanya Shadrack, a rural working-class writer who was first published after turning forty, provided six free one-to-one mentoring sessions to those wishing to build their creative confidence. The sessions were for emerging writers based in the North of England, particularly those from backgrounds currently underrepresented within the cultural sector.

Mentee feedback: As someone who has struggled with confidence publicly, Tanya really seemed interested in my writing and that has meant everything to me. She encouraged me to write in a different format to those I had envisaged for myself prior to our talk and that has been something of a creative epiphany. Without her wisdom and experience, I doubt that I would have made the leap of faith.

Children & Young People

Schools Programme: Secondary Schools Pilot Project

In autumn 2021, thanks to grant funding from the DCMS Culture Recovery Fund, we were able to restart our in-school activity with a pilot project involving secondary schools in the Keighley area. Taking a highly consultative approach, our freelance Creative Learning Project Manager consulted with teachers about priorities and aims for their students, then developed a programme of sessions tailored to the specific needs of each group.

The sessions employed a mix of spoken word performance and narrative development techniques and were led by experienced poets and spoken word performers from diverse backgrounds. In total, 99 students participated in the pilot. 41 were pupil premium/looked after students and 13 had Special Educational Needs. 51% were Asian/Asian British, Black/Black British or of mixed ethnicity.

Feedback from Teacher 1: *"They have inspired more students to independently write short stories and poems. In creative writing lessons, we have seen that those who took part are using some of the methods that they used in these sessions."*

Feedback from Teacher 2: *"The students have shared their writing with the rest of Year 7 and were able to stand up in front of them all - which is something that they would not have been able to do before. Some of the students are now interested in taking part in First story in January which is super!"*

Young Writers' Group and 10-Year Anthology Project

After almost 18 months of online only activity, our fortnightly Young Writers Group for 12- to 18-year-olds returned to in-person sessions from 20 September 2021.

While only able to meet virtually, 28 current and former Young Writers came together with Creative Leaders, Michelle Scally Clarke, Becky Cherriman and Sai Murray to create, edit and produce an anthology celebrating ten years of Young Writers' Groups.

The result was *Words Hanging Off Trees*, over 100 pages of poetry and prose covering topics as varied as identity, love, fear, conflict and ancient myth.

To boost awareness of the anthology and the success of the decade long creative writing programme for young people, we engaged a talented young film-maker Gage Oxley to create showcase films featuring testimonials and reading from ten of the contributors and group leaders. Both the anthology itself and the films can be viewed on the ILF website.

Michelle Scally Clarke, Creative Leader from 2011-2021: *"This Anthology is a celebration and testimony, a voice, of Bradford and Ilkley's young writers. This beautiful collection of poetry and prose leaves you inspired."*

Frankie Wills, a Young Writer from 2015-19, currently completing a BA in English at Nottingham University: *"Young Writers provided me with a safe space to develop both as a writer and as a person. I know that I would not have half the confidence I have today if I had not decided to go to that first taster session. I will always be grateful for the wonderful memories."*

Story Explorer Festival Days

Our children's festival returned for the first time since the start of the pandemic in a new format and in new locations. Two 'Story Explorer Days' took place over Saturday 26 and Sunday 27 March. Nine events took place in Ilkley in the heritage quarter and eight events took place in Keighley at Keighley Creative Space. The events attracted a combined audience of 515.

Participating children's authors included Anna James, Onjali Q. Raúf, Jim Whalley, Mark Powers, Elen Caldecott and Serena Patel. Other creative events included: Story Bees sessions, a Story Explorer group, poetry sessions with Sandra Flitcroft, writing activities with Marianne Matsusz, and a book trail with artwork by Kris Bromley and 15 local businesses participating.

We were supported by Bradford 2025 to work to remove barriers that prevent people from attending cultural events; this support included free tickets, assistance with transport costs and BSL interpreters on site.

Feedback was very positive, with praise for venues, staff and authors:

"Came with grandchildren to the literary/Story day. The Art Centre/Manor House activities were fantastic - great resources, ideas and enthusiasm from the storytellers and artists. More please."

"Lovely to be back enjoying fantastic talks from amazing authors! We saw Anna James and my 11 year old daughter and I LOVED her! She was so engaging and pitched her talk perfectly for her audience. Absolutely superb. Thanks for a fabulous event!"

"Excellent organisation and enthusiasm from all adults that led the sessions."

Story Explorer Group

After a two-year long hiatus caused by the Covid 19 pandemic, weekly Saturday morning 'Story Explorer' Group sessions were restarted at a new location, Keighley Library, on February 2022. Led

by creative facilitator Sandra Flitcroft, children work through an exciting book for their age group exploring the book's themes and characters as they read and try out fun ways to write their own stories and poems with creative writing games.

In the six sessions delivered up to the end of the financial year, membership of the group grew from 5 to 14 regular attendees, 70% of whom are of South Asian heritage.

Story Explorer Activity Packs

A new 'Story Explorer' free downloadable activity resource pack for children aged 7-12 years was published online in June 2021. Creative Practitioner Sandra Flitcroft designed 10 x sessions of creative reading and writing resources based on Pages & Co: Tilly and the Bookwanderers by Anna James. There were 86 downloads of the resources between publication and the end of the financial year 2021/22.

Children's and Young People's Poetry Competitions

An outdoor award ceremony was held in the Manor House Courtyard on Saturday 10 July for the winners of the 2021 poetry prizes and their families. 141 entries were received in total, with the poems inspired by the theme of nature and the natural world. Turnout for the award event was very good with a busy audience of 45 children and adults. The event was hosted by prize judge Andy Craven-Griffiths with all 1st, 2nd and 3rd prize winners reading their winning poems to a supportive and appreciative crowd.

Creative Communities

'Summer Fringe' / Summer in the Courtyard

Between 22 July and 26 August, ILF produced five 'Summer Fringe' evenings of performances featuring a total of 31 local writers, poets, performers, musicians and community groups in the Ilkley Manor House Courtyard. These events formed part of a wider programme of free performances and events presented by groups and organisations involved in the Ilkley Cultural Co-operative. The performers were co-ordinated for ILF by producing partners Playful Being. The evening drew a total audience of 221 and marked ILF's first return to running live events since March 2020.

In addition, an afternoon 'Summer Fringe' showcase featuring seven performers took place on the terrace of Abbeyfield Care Home in Ilkley for a mix of 45 residents and members of the public.

Programming Partnership: Keighley Arts and Film Festival

In a new creative collaboration, the 2021 Keighley Arts and Film Festival, 8-10 October, included three events programmed by ILF and presented in partnership with Keighley Creative.

Writers and artists appearing were acclaimed rapper, spoken word poet and Guinness world record breaking human beatboxer, Testament; journalist, documentary maker, broadcaster and

screenwriter Sarfraz Manzoor, and spoken word poets Rheima Robinson, Saju Ahmed, Mike Southwell, Kirsty Taylor and Jamila Pereira.

'Bradford is LiT' Commission

ILF joined forces with Simon Armitage to revisit our famous Stanza Stones collaboration as part of the 'Bradford is LiT' celebrations of light taking place across the District, 5-6 November 2021.

The Stanza Stones poems were originally written in 2012 before being carved into rocks across the moorland landscapes between Ilkley and Marsden. The new project reimagined them in a film combining light projections with video and stunning time-lapse photography.

Filmed during lockdown in early 2021, the new work took the six poems – Mist, Beck, Snow, Rain, Puddle and Dew – and transposed them to new locations around Ilkley, including the Cow and Calf, White Wells Spa and the Ilkley Manor House. Free to attend public screenings took place on a big screen located in the centre of Ilkley.

Live and Online Literature Events

October Festival: 2021 Ilkley Literature Festival

While the UK government lifted all remaining Covid-19 restrictions on mask wearing and social gatherings in July 2021, events industry audience research indicated that a high level of hesitancy towards returning to full capacity live events remained amongst core cultural audience segments.

The trustees and senior management team closely monitored the fluctuating situation across the summer. With rates of Covid infection remaining high and audience confidence levels much stronger for attending events with social distancing in place, it was decided to operate in-person October festival events with socially distanced seating in place and reduced venue capacities. This placed a significant financial risk on the organisation which was mitigated by the submission of an application for DCMS Cultural Recovery Fund grant support to offset the inevitable shortfall in ticket income.

ILF 2021 ran from Fri 1 October to Sunday 17 October with a hybrid programme comprising 31 in-person events, 19 live-streamed events, 19 pre-recorded digital events and 6 writing workshops.

5,797 tickets were sold with an additional 785 people attending free-to-access online events. 44% of all in-person ticketed events sold out. The average house capacity for in-person ILF2021 events was 62%, allowing for social distanced seating.

While reduced in scale due to the pandemic, the festival programme was as varied and wide-ranging as ever with highlights including interviews, talks and readings from acclaimed authors Bernardine Evaristo, Curtis Sittenfeld & Maggie Shipstead, Susie Dent, Graeme Macrae Burnet, Lissa Evans, Kate Mosse & Deborah Moggach and Eimear McBride; poets Jackie Kay, Brian Bilston, Raymond Antrabus, Rachel Long and Kayo Chingonyi; politicians and journalists Ed Balls, Patrick Radden Keefe, Steve Richards and Sarfraz Manzoor; philosopher AC Grayling and Bradford-born broadcaster Anita Rani.

Themes explored across fiction, non-fiction and poetry events were 'Unreliable Narratives' and 'Belonging' and 'Pioneering Women'.

Audience satisfaction levels compared favourably with previous years, given the changes necessitated by the pandemic and the reduced number of 'in person' events. 94% of survey respondents rated the quality of events as 'very good' or 'good' and 93% rated the overall experience as 'very good' or 'good'.

In-person events audience feedback examples:

- *Impressed by the way Covid precautions were implemented with the least possible damage to enjoyment.*
- *Extremely well organised. I appreciated the social distancing & felt very safe.*
- *My wife and I both thought the festival was well organised; the seating arrangements were carefully worked out; and the two events we attended fulfilled our expectations admirably. Bearing in mind present circumstances, and the preparations required, we were impressed.*

Online events audience feedback examples:

- *The Zoom performances were wonderful for old people like us (82/3) as we didn't have to go out late, particularly as we had different choices and would have to be on our own. The fact that these were so much cheaper meant that we could enjoy more. Please keep this as an element of you programme in future.*
- *Please keep the streamed events, it makes the festival so much more accessible if you live some way away and can't get to and from Ilkley via public transport. A relief not to have to worry about car parking!*
- *I live in the Netherlands, I am Dutch, so I appreciated the fact that pre-recorded events were subtitled.*

110 professional writers, poets and performers took part in ILF 2021. 55% of participating writers, poets and performers identified as female, 45% as male.

17% of participating writers were Black, African, Caribbean/Black British. 12% were Asian/Asian British. 10% were of Mixed ethnicity, from multiple ethnic groups or from another ethnic group.

Examples of writer feedback:

Fiona Sampson: *I just wanted to thank you for my Elizabeth Barrett Browning event at the Festival this weekend. It was such a joy to do: you were all super warm as well as so elegantly professional, it was held in such a beautiful venue, and then there was a lovely audience too. I'm really grateful to everyone; particularly of course to Rachel [Bower] for chairing so generously. I'm always grateful to be invited to speak or read: but this was extra special. You've created a truly successful way to do events despite the pandemic conditions - it's such a huge achievement. And such a joy! Thanks so much for everything to do with this truly enjoyable event.*

Louis Barfe: *I was incredibly impressed with the way that everything was run. You really look after the authors who attend, and that's a splendid thing. My room at the Wheatley Arms, dinner the night before, etc. Simon was a great interviewer, and it was a lovely audience. Many thanks for inviting me.*

Steve Richards: *I hope you are pleased with the way the festival went, albeit socially distant. It was great that my event sold out....and I hope you all get a break now... Congratulations as ever on organising one of the best book festivals...hopefully future ones can have packed halls again....*

Standalone Online Events

ILF hosted a digital launch event with journalist Anita Sethi on Fri 30 April for her book *I Belong Here*. This was ILF's first paid-for online event and was successful in achieving 51 'book + ticket' sales.

We also presented a free-to-access event, "Illuminating the chaos and obscurity: Ferrante and Dostoevsky in dialogue", in partnership with Centre for World Literatures at the University of Leeds on Thu 6 May. The international interest of the subject matter attracted audience members from across the UK, Europe and North America.

Settee Seminars Podcast

Seasons 3 and 4 of our podcast series Settee Seminars of bite-sized talks by leading experts on an eclectic range of subjects across the arts, humanities, and sciences were released. Episodes included James Mussell on how the Victorians invented the World Wide Web, Emily Bell on Dickens' legacy, Markus Fraundorfer on tackling the global climate crisis and Dr Bethany Robertson on farming as essential work.

Organisational Development

Website and Online Box Office Improvements

Thanks to the Culture Recovery Fund grant, we were able to adapt our Box Office system and website integration to enable socially distanced seating and improve our customers' online booking experience.

Internship Placements

ILF was supported this year with two internship placements funded via University of Leeds initiatives. The value of this support totalled £4,381 and provided essential additional staff resources through the appointment of two University of Leeds students/recent graduates to short-term summer placements: Joe Fenna in the role of Digital Content Producer and Farida Augustine in the role of Festival Assistant.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The governing document of the charity is the Memorandum and Articles of Association establishing the company as a company limited by guarantee under company legislation.

The original Memorandum and Articles were dated 12 July 1972. The charity adopted new Articles of Association on 31 July 2013.

The charity is registered in England & Wales with the Charity Commission in England & Wales (CCEW) with charity number 501801.

By operation of law all trustees are directors under the Companies Act 2006 and all directors are trustees under Charities legislation and have responsibilities, as such, under both company and charity legislation.

Our Trustees

The Board of Trustees, which must number between 3 and 15 members, administers the charity. The trustees are all individuals and offer their services on a voluntary basis.

The Board of Trustees meet at least four times a year with extra meetings held when necessary. The Board elects a Chair, Vice-Chair, Trustee with Special Responsibility for Finance and Secretary from among the trustees. The Board of Trustees may constitute committees for specific purposes from time to time, and has constituted a standing Finance Committee, which includes the Chair and Trustee with Special Responsibility for Finance, to deal with detailed financial matters, and a standing HR Committee, which includes the Vice-Chair and deals with staffing and recruitment policies and procedures. The Finance Committee meets before each board meeting, while the HR Committee meets periodically when required.

The present Board of Trustees incorporates a wide and diverse range of experience, expertise and skills necessary to effectively lead and manage the charity with trustees having a broad knowledge and skills base including: arts and cultural sector; law; financial strategy and risk management; teaching and higher education; and communications and business strategy.

Our policy is to ensure that the Board of Trustees is representative of the diversity of West Yorkshire and the wider population of the UK and that the composition of the Board appropriately reflects the scope of our operations, and the needs of our communities, audiences and stakeholders.

We aim to increase our pool of potential trustees to ensure that we deliver on this commitment and address any skills and expertise gaps that may emerge as a result of retirements/resignations from the Board. We openly communicate opportunities for Board involvement and trustee recruitment and have a clear procedure for recruiting and selecting potential new trustees.

Trustee Induction and Training

Potential trustees are invited to attend a board meeting as an observer prior to being invited to become a trustee. New trustees meet with the Chair of the Board and receive a comprehensive induction pack that includes details of their legal obligations and duties. They are also provided with appropriate induction and training, including briefing sessions by the Senior Management Team. The Board of Trustees holds annual away days to address training needs and the charity's strategic aims.

Organisational Structure

The Trustees are responsible for the strategic direction, leadership, management and policy of the charity. The Trustees are supported in their work by the Director, who in turn manages a small staff team of between 4-6 employees including a Partnerships & Operations Director. The Director works to agreed levels of delegated authority reporting to the Board of Trustees. The Director and Partnerships & Operations Director form the executive Senior Management Team.

We continually monitor the organisation's structure and staffing to ensure that we have the right resources, skills and expertise to deliver our charitable objects.

Pay and Remuneration of the Charity's Key Management Personnel

The pay and remuneration of key management personnel is agreed by the Board of Trustees during the annual budgeting process. Pay is benchmarked against similar jobs in the arts and charitable sectors regionally.

Wider networks

ILF works closely with several key strategic partners including: The University of Leeds Cultural Institute, Bradford Metropolitan District Council and Bradford 2025, as well as publisher Peepal Tree Press and SI Leeds International with whom ILF partners on the awarding of a biennial literary prize for new writing by Black and Asian women. ILF is a member of the British Arts Festival Association (BAFA).

Relationships between the charity and related parties

The charity has a close relationship with Arts Council England and is currently part of its National Portfolio of funded organisations. The organisation nominates an observer to the Board of Trustees and provides funding to enable the charity to carry out its charitable objectives. The charity received revenue core funding grants amounting to £139,953 (2020-21: £139,953) from Arts Council England Yorkshire during the year.

Relationships with other groups, charities and individuals

Valuable partnerships this year included New Writing North, Manchester Literature Festival, Speaking Volumes, Keighley Creative, Ilkley Manor House Trust, the Ilkley Cultural Co-operative and The Walter Swan Trust.

FINANCIAL REVIEW

The net income for the year was £11,379 including net income of £6,379 on unrestricted funds and net income of £5,000 on restricted funds, after transfers.

This outcome is the result of careful financial management during the pandemic, adjusting delivery plans to adapt to forecast income levels and support from the DCMS Culture Recovery Fund emergency grant schemes.

Principal Funding Sources

During 2021/22, ILF's principal sources of income were grants from Arts Council England and Bradford Metropolitan District Council, emergency grants from the DCMS Culture Recovery Fund and earned income - albeit much reduced from pre-pandemic levels – from ticket sales.

Grants from public bodies – DCMS/Arts Council England, Bradford Metropolitan District Council and the Coronavirus Job Retention Scheme – totalled £205,096 (£193,703 in 2020/21), 70% of all income (85% in 2020/21). This represents a slow recovery, but still demonstrates a significant reliance on Covid-19 recovery fund sources, pre-pandemic this amounted to just 35% in 2019/20.

In the financial year ended 31 March 2022, the events income from ticket sales to live literature events and other associated income was £50,753 (2021: £2,498), a recovery from the prior year but still significantly lower than pre-pandemic levels (2019/20 £192,262).

Reserves Policy

The Trustees' policy is that the charity should have sufficient unrestricted reserves to enable it to meet its financial obligations as and when they fall due without prejudicing the ability of the Charity to raise funding and commit expenditure to its objectives.

The Trustees carefully considered the financial obligations of the charity and have determined a reserve policy that is aimed at protecting a minimum reserve whilst managing funds to ensure that they are appropriately used to support the charity's aims. These are reviewed on an annual basis with the most recent review undertaken on 10 February 2022.

The lower level is set at £30,000 representing approximately three months of contracted costs.

The upper level is set at £65,000 representing the projected unrestricted funds that the charity requires, based on a review of the budget for the forthcoming year and the risks associated with the delivery of that budget.

Unrestricted reserves at 31 March 2022 were £62,020 (31 March 2021 - £56,000). This is within the target range. The Trustees acknowledge the ongoing risks due to the impact of Covid-19 on ticket sales and the prudence of maintaining reserves at the upper end of the target range.

Risk Management

The Trustees are responsible for the charity's risk strategy and appetite and employ a formal risk management process. This includes:

- an annual review of the principal risks and uncertainties that the charity faces;
- the establishment of policies, systems and procedures to mitigate those risks identified in the annual review; and
- the implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

In addition, the Finance Sub-Committee has been granted devolved responsibility to lead on the development and oversight of risk management strategies and procedures as a standing agenda item at its quarterly meetings.

Operational risks are managed by ensuring robust policies and procedures are in place, and by appropriate training for staff and volunteers working in all relevant areas.

Risks and uncertainties facing the charity

The current period of Arts Council England National Portfolio Funding will end in March 2023. ILF submitted an application for the next round of funding for the period 2023-26 in April 2022. The Trustees and Senior Management Team will be informed if that application has been successful in October 2022.

Contingency planning in the circumstance of ILF's exit from the portfolio is scheduled to take place in summer 2022.

Additionally, the legacy of the Covid-19 pandemic on audiences' behaviours towards in-person and online events in the medium to long term has yet to be fully understood within the sector. This, coupled with the significant cost-of-living increases affecting household leisure spends, makes forecasting achievable ticket income levels difficult. This will be a particular challenge for the 2022 October festival.

PLANS FOR FUTURE PERIODS

Subject to the availability of funding streams, 2023 will be a significant year for ILF as it completes the process of organisational rebranding as a literature development agency and celebrates the 50th anniversary of the literature festival itself with a programme exploring the event's storied past and looking towards a reinvigorated future.

RESPONSIBILITIES OF THE BOARD OF TRUSTEES

Company law requires the Trustees to prepare financial accounts 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 the year. 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 judgements and estimates that are reasonable and prudent;
- Adhere to agreed procedures for managing conflicts of interest;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Financial Statements and Independent Review

In line with recommended best practice from the Charity Commission, the charity's financial statements for year ending 31 March 2022 have been subject to Independent Review and approved by a fully qualified Independent Examiner.

This report was approved by the Board of Trustees on 22 September 2022.



NIGEL WALSH

Chair of the Board, Director and Trustee
Ilkley Literature Festival Limited

Independent examiner's report to the trustees of Ilkley Literature Festival Limited

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2022 which are set out on pages 21 to 29.

Responsibilities and basis of report

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

Having satisfied myself that the accounts of the charitable 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 ('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

Since the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act.

I confirm that I am qualified to undertake the examination because I am a member of Body which is one of the listed bodies.

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

1. accounting records were not kept in respect of the 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 and 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 (FRS 102)].

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

Signed:



Name: Alan Dodd

Relevant professional qualification or body: FCCA

Date: 23rd September 2022

West Yorkshire Community Accountancy Service CIO

Stringer House, 34 Lupton Street

Leeds

LS10 2QW

Ilkley Literature Festival Limited
Statement of Financial Activities
(including summary income and expenditure account)
for the year ended 31 March 2022

	Notes	2022 Unrestricted funds £	2022 Restricted funds £	2022 Total funds £	2021 Total funds £
Income from:					
Grants and donations	(2)	153,229	68,474	221,703	201,336
Contributed income		16,508	-	16,508	21,448
Events income		50,753	-	50,753	2,498
Young People income		3,107	-	3,107	1,260
New writing and talent development		1,743	-	1,743	1,317
Other income		850	-	850	-
Total income		<u>226,190</u>	<u>68,474</u>	<u>294,664</u>	<u>227,859</u>
Expenditure on:					
Salaries, NIC and pension	(3)	104,960	23,519	128,479	111,861
Freelance staff and other staff costs		7,031	3,830	10,861	10,150
Event costs		42,697	12,734	55,431	12,299
Box office costs		9,339	-	9,339	8,226
Young People costs		16,428	6,875	23,303	13,300
New writing and talent development costs		10,086	4,350	14,436	6,942
Community costs		4,650	2,500	7,150	27,015
Contributed income costs		1,538	-	1,538	786
Marketing costs		632	2,780	3,412	4,778
Premises costs		12,790	51	12,841	14,042
Administrative expenses		8,081	-	8,081	12,323
Fees and subscriptions		6,212	-	6,212	3,620
Depreciation		2,202	-	2,202	1,370
Total expenditure		<u>226,646</u>	<u>56,639</u>	<u>283,285</u>	<u>226,712</u>
Net income / (expenditure)		(456)	11,835	11,379	1,147
Transfers between funds		<u>6,835</u>	<u>(6,835)</u>	<u>-</u>	<u>-</u>
Net movement in funds		6,379	5,000	11,379	1,147
Fund balances brought forward		<u>58,721</u>	<u>-</u>	<u>58,721</u>	<u>57,574</u>
Fund balances carried forward	(4)	<u>65,100</u>	<u>5,000</u>	<u>70,100</u>	<u>58,721</u>

All incoming resources and resources expended derive from continuing activities.

Ilkley Literature Festival Limited
Balance Sheet
as at 31 March 2022

	Notes	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
Fixed assets					
Tangible assets	(5)	3,080	-	3,080	2,721
Total fixed assets		<u>3,080</u>	<u>-</u>	<u>3,080</u>	<u>2,721</u>
Current assets					
Debtors and prepayments	(6)	2,981	8,100	11,081	6,816
Cash at bank and in hand	(7)	78,339	(3,100)	75,239	73,008
Total current assets		<u>81,320</u>	<u>5,000</u>	<u>86,320</u>	<u>79,824</u>
Current liabilities:					
amounts falling due within one year					
Creditors and accruals	(8)	19,300	-	19,300	23,824
Total current liabilities		<u>19,300</u>	<u>-</u>	<u>19,300</u>	<u>23,824</u>
Net current assets / (liabilities)		<u>62,020</u>	<u>5,000</u>	<u>67,020</u>	<u>56,000</u>
Net assets		<u>65,100</u>	<u>5,000</u>	<u>70,100</u>	<u>58,721</u>
Funds					
Unrestricted funds		65,100	-	65,100	58,721
Restricted funds		-	5,000	5,000	-
Total funds		<u>65,100</u>	<u>5,000</u>	<u>70,100</u>	<u>58,721</u>

For the year ending 31 March 2022 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

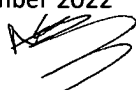
The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who are also the directors for the purposes of company law) acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and with FRS 102 (effective January 2019).

The financial statements were approved by the Board of Trustees on:

Date: 22nd September 2022

Signed:



Name of signatory: Nigel Walsh

Ilkley Literature Festival Limited

Notes to the accounts for the year ended 31 March 2022

1. Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources; it is more likely than not that the trustees will receive the resources; and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Donated assets, facilities or services are valued at their estimated value to the charity. This is the price that the charity estimates it would pay in the open market for equivalent items; or services and facilities of equivalent utility to the charity.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from corporation tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Ilkley Literature Festival Limited

Notes to the accounts

for the year ended 31 March 2022

1. Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Project and office equipment: over 4 years

Computer equipment: over 3 years

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

Ilkley Literature Festival Limited
Notes to the accounts continued
for the year ended 31 March 2022

2. Grants and Donations

	2022	2022	2022	2021
	Unrestricted	Restricted	Total	Total
	funds	funds	funds	funds
	£	£	£	£
Arts Council England	139,953	-	139,953	139,953
City of Bradford Metropolitan District Council	10,500	-	10,500	10,500
Arts Council England - Cultural Recovery Fund	-	27,000	27,000	-
Arts Council England - Cultural Recovery Fund	-	27,000	27,000	-
Local Restriction (Covid) Local Authority Grant	-	-	-	19,431
HMRC Job Retention Scheme	-	643	643	11,569
Liz and Terry Bramhall Trust	-	5,000	5,000	-
BMDC LIT	-	3,750	3,750	11,250
Groundwork	-	-	-	1,166
Walter Swan Trust	-	600	600	700
BMDC Culture is our plan	-	-	-	1,000
University of Leeds	-	4,381	4,381	3,000
Small donations	2,776	-	2,776	2,767
Donations in kind	-	100	100	-
	<u>153,229</u>	<u>68,474</u>	<u>221,703</u>	<u>201,336</u>

3. Staff costs and numbers

	2022	2021
	£	£
Gross salaries	121,379	105,109
Social security costs	6,310	5,261
Pensions	2,558	2,176
	<u>130,247</u>	<u>112,546</u>

	2022	2021
	£	£
Included in the SoFA as follows:		
Salaries, NIC and pension	128,479	111,861
Event costs	566	-
Box office costs	275	-
Young People costs	927	685
	<u>130,247</u>	<u>112,546</u>

The average number of employees during the year was 5.7, being an average of 4.7 full time equivalent (2021: 5.3, 4.2 FTE).

Freelance and other staff costs	<u>10,861</u>	<u>10,150</u>
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Ilkley Literature Festival Limited
Notes to the accounts continued
for the year ended 31 March 2022

Defined contribution pension scheme	2022	2021
	£	£
Costs of the scheme to the charity for the year	2,558	2,176

4. Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
BMDC (LIT)	-	3,750	3,750	-	-
Arts Council England - Cultural Recovery Fund	-	27,000	20,165	6,835	-
Arts Council England - Cultural Recovery Fund	-	27,000	27,000	-	-
Liz and Terry Bramhall Trust	-	5,000	-	-	5,000
Walter Swan Trust	-	600	600	-	-
University of Leeds	-	4,381	4,381	-	-
HMRC Job Retention Scheme	-	643	643	-	-
Donations in kind	-	100	100	-	-
	<u>-</u>	<u>68,474</u>	<u>56,639</u>	<u>6,835</u>	<u>5,000</u>

Fund name	Purpose of restriction
BMDC (LIT)	Festival of Light funded by BMDC.
Arts Council England - Cultural Recovery Fund	Financial support for cultural organisations that were financially stable before Covid-19, but were at imminent risk of failure
Arts Council England - Cultural Recovery Fund	Financial support for cultural organisations that were financially stable before Covid-19, but were at imminent risk of failure
	The transfers represent a contribution to overhead costs of £4,274 and the purchase of IT equipment for the general use of the charity £2,561
Liz and Terry Bramhall Trust	Grant funding to support the Creative Learning Officer position
Walter Swan Trust	Poetry Competition prize money
University of Leeds	Graduate internship placement funding
HMRC Job Retention Scheme	Furlough scheme to support employment costs
Donations in kind	Services and goods provided with no charge by suppliers

Ilkley Literature Festival Limited
Notes to the accounts continued
for the year ended 31 March 2022

5. Tangible assets

	Office Equipment	Furniture and Fixtures	Total £
Cost			
At 1 April 2021	21,746	11,694	33,440
Additions	2,561	-	2,561
At 31 March 2022	24,307	11,694	36,001

Depreciation

At 1 April 2021	19,321	11,398	30,719
Charge for year	2,079	123	2,202
At 31 March 2022	21,400	11,521	32,921

Net book value

At 31 March 2022	2,907	173	3,080
At 31 March 2021	2,425	296	2,721

6. Debtors and prepayments

	2022 £	2021 £
Debtors	8,450	1,360
Prepayments	2,631	5,456
	11,081	6,816

7. Cash at bank and in hand

	2022 £	2021 £
Current account	74,951	72,760
Savings account	125	125
Cash in hand	163	123
	75,239	73,008

8. Creditors and accruals

	2022 £	2021 £
Trade creditors	-	354
Accruals	16,052	20,981
PAYE, NI	2,637	2,389
Other creditors	611	100
	19,300	23,824

Ilkley Literature Festival Limited
Notes to the accounts continued
for the year ended 31 March 2022

9. Related Party Transactions

Trustee expenses

Trustees received expenses during this year of £13 (2021: £0).

Trustee remuneration and benefits

No trustee received any remuneration or benefit during this or the previous year.

Key management personnel

The key management personnel of the charity comprises the Director and Partnerships & Operations Director.
The total employee benefits of the key management personnel of the charity were £68,876 (2021: £64,248).

No trustee received any remuneration or benefit in this capacity during this or the previous year.

	2022	2021
	£	£
Independent Examiners Fee	1,500	1,500

10. Operating leases

Expected future minimum lease payments over the remaining life of the lease, analysed into the period in which the commitment expires:

	2022	2021
	£	£
Within one year	12,017	11,185
In the second to fifth years inclusive	7,078	16,854
Over five years from the balance sheet date	-	-
	<u>19,095</u>	<u>28,039</u>

Ilkley Literature Festival Ltd

Statement of Financial Activities including comparatives for all funds
(including summary income and expenditure account)
for the year ended 31 March 2022

	2022	2021	2022	2021	2022	2021
	Unrestricted	Unrestricted	Restricted	Restricted	Total	Total
	funds	funds	funds	funds	funds	funds
	£	£	£	£	£	£
Income						
Grants and donations	153,229	172,651	68,474	28,685	221,703	201,336
Contributed Income	16,508	21,448	-	-	16,508	21,448
Events income	50,753	2,498	-	-	50,753	2,498
Young People income	3,107	1,260	-	-	3,107	1,260
New writing and talent development	1,743	1,317	-	-	1,743	1,317
Other income	850	-	-	-	850	-
Total income	226,190	199,174	68,474	28,685	294,664	227,859
Expenditure						
Salaries, NIC and pension	104,960	97,292	23,519	14,569	128,479	111,861
Freelance staff and other staff costs	7,031	10,150	3,830	-	10,861	10,150
Event costs	42,697	12,299	12,734	-	55,431	12,299
Box office costs	9,339	8,226	-	-	9,339	8,226
Young people costs	16,428	11,134	6,875	2,166	23,303	13,300
New writing and talent development costs	10,086	6,242	4,350	700	14,436	6,942
Community costs	4,650	11,765	2,500	15,250	7,150	27,015
Contributed income costs	1,538	786	-	-	1,538	786
Marketing costs	632	4,778	2,780	-	3,412	4,778
Premises costs	12,790	14,042	51	-	12,841	14,042
Administrative expenses	8,081	12,323	-	-	8,081	12,323
Fees and subscriptions	6,212	3,620	-	-	6,212	3,620
Depreciation	2,202	1,370	-	-	2,202	1,370
Total expenditure	226,646	194,027	56,639	32,685	283,285	226,712
Net income / (expenditure)	(456)	5,147	11,835	(4,000)	11,379	1,147
Transfers between funds	6,835	(3,000)	(6,835)	3,000	-	-
Net movement in funds	6,379	2,147	5,000	(1,000)	11,379	1,147
Fund balances brought forward	58,721	56,574	-	1,000	58,721	57,574
Fund balances carried forward	65,100	-	5,000	-	70,100	-