## COMPANIES HOUSE

Charity number: 1077861 Company number: 03572226



**Chartered Accountant** 

D W Weeden FCA

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**Croydon Youth Theatre Organisation** (A company limited by guarantee)

Trustees' report and financial statements

for the year ended 31 March 2022



**COMPANIES HOUSE** 

29/12/2022

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## Legal and administrative information

Charity number 1077861

Company registration number 03572226

Theatre address The Shoestring Theatre

Oakley Road South Norwood

London SE25 4XG

**Registered office** 3 Thanescroft Gardens

Croydon Surrey CR0 5JR

**Trustees** 

Sarah Beer David Page Helen Bowie

Liam Gifford
Mary Pekacar
Melanie South

Melanie Southan Norman Murray Resigned 13/09/2021 Resigned 27/09/2022

Appointed 26/11/2021 Appointed 08/12/2021

Secretary

David Page

**Accountants** Hamilton-Eddy & Co.

Chartered Accountants 39 Tamworth Road

Croydon Surrey CR0 1XU

Bankers HSBC

Croydon Branch 9 Wellesley Road

Croydon CR9 2AA

**Solicitors** Memery Crystal

165 Fleet Street London, EC4A 2DY

## Report of the trustees (incorporating the directors' report) for the year ended 31 March 2022

The trustees present their report and the financial statements for the year ended 31 March 2022.

### Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on 29 May 1998 and registered as a charity on 20 October 1999.

#### Director and Trustees

At the 1stApril 2021 there were five Directors/Trustees, Sarah Beer, Helen Bowie, Liam Gifford, David Page and Katie Pekacar. Helen Bowie resigned on 13th September 2021 and Melanie Southan was appointed as a Director/Trustee on 26th November 2021 and Norman Murray as a Director/Trustee on 8th December 2021. David Page also sat as a "full" member of the Management Committee, which deals with the day-to-day work of the organisation. The Trustees have the power to appoint additional trustees as they consider appropriate to do so, and to co-opt people onto the Management Committee.

#### Management Committee

In addition to David Page the Management Committee comprised during the course of the year, Adrienne Cluer, Lynda Morgan (also finance officer) and Mary Wolf.

### Public Benefit

In all that they do, the Trustees and the Management Committee are mindful of their responsibility to pursue the principal aim of the charity and bring benefit to young people and their families in Croydon and neighbouring areas giving members opportunities to gain new skills, acquire self-confidence, develop their creativity and to assist them in making a positive contribution to society.

### Objectives and activities

The charity's objects and its principal activity continue to be that of working locally with young people to develop physical and social skills primarily through the arts, and in particular those involved in theatre. This is done through workshop sessions and productions on CYTO's premises and, when possible, through similar activities in other centres for young people, i.e. schools, colleges and youth centres. CYTO was originally established in 1965 and registered as a company in 1998 and as a charity in 1999.

The charity is organised so that the Trustees meet regularly and liaise with the Management Committee who manage the day to day running of the charity's affairs.

#### Achievements and performance

#### Funding

Croydon Council continued to provide a grant to cover the rent of the charity's premises plus assistance in carrying out statutory maintenance checks, small repairs and small capital/maintenance works.

The Mayor of London's Community Spaces at Risk Fund provided a grant to cover the cost of a survey of the building in connection with the proposed Community Asset Transfer (see Premises below) as well as paying for advice to make the organisation more resilient.

In addition to the funding mentioned above individuals gave valuable financial support to CYTO through standing orders and one-off donations.

Income was also earned from the hire of spaces within the organisation's premises and this increased substantially once the Covid-19 lockdowns were lifted

## Report of the trustees (incorporating the directors' report) for the year ended 31 March 2022

### Staffing

The charity itself has no permanent or full-time employees. Katharine Fry continued as part-time office assistant, Vanessa Heine resigned during the year as additional part-time office assistant, with special responsibility for fundraising, but was replaced by Glenn Odom, similarly part-time but solely dealing with fundraising. Debbie Jennings resigned during the year as cleaner and her work was undertaken by volunteers and Scott Le Crass resigned as workshop facilitator at the end of 2021 and Andrew McPherson was appointed artistic director, part-time, from the start of 2022.

Daisy Barrett Nash continued to be engaged by CYTO as a freelance tutor for Friday night workshops and was engaged as assistant director for "Superglue", the National Theatre's Connections play, (see Productions/Projects/Events below).

#### Volunteers and Supporters

CYTO could not have continued without the practical contributions of the Directors/Trustees/ Management Committee.

The organisation was also assisted by a host of other volunteers. Among them were Sharon Ballard, Teejay Hurley, Debbie Jennings, Jack Macdonald-Lucas, David Morgan and Joolz Saville-Hippely.

All these people made specific, sometimes project-based, voluntary contributions of time and skills to the running of CYTO including 'front-of-house' duties for productions, admin., displays, archive maintenance, door-duty, wardrobe, small building maintenance tasks, fundraising, specialist technical help in the theatre and, most importantly, management of CYTO's funds.

A very approximate estimate of the value of voluntary contributions of this kind has resulted in a figure of £60,000 for the year.

#### Programme

CYTO pursues its objectives through a programme of performances and theatre productions with associated workshop sessions in which young people learn relevant performance and technical skills as well as developing an understanding of teamwork, an appreciation of and respect for the skills of others, a sense of both personal and team achievement and an enjoyment of wider horizons and new experiences

## Report of the trustees (incorporating the directors' report) for the year ended 31 March 2022

## Productions, Projects and Events

During the summer term rehearsals took place for "The Chrysalids" directed by Scott Le Crass to be performed in CYTO's carpark but unfortunately one of the cast went down with Covid-19 the week of the show and it had to be postponed until the beginning of the autumn term when it was presented in CYTO's rear courtyard, the first time a play had been put on in this space (although it had been used by a travelling professional company for rehearsals earlier in the year).

Also during the summer term the younger members rehearsed scenes from "The Jungle Book" directed by David Page and Adrienne Cluer with choreography by Anusha Subramanyam and this was presented at the end of that term in CYTO's studio space, recently kitted out with tracked black drapes, the first production in the building since the start of the pandemic.

Following the success of "Joseph and the Amazing Technicolour Dreamcoat" in the summer vacation in 2020 CYTO followed this up with "The Wizard of Oz", again staged in CYTO's carpark at the end of August 2021 following a two week summer project. It was again directed by Scott Le Crass, with Vanessa Heine as musical director and Tanisha Knight as choreographer.

Then in the autumn term rehearsals commenced for "James and the Giant Peach", by Roald Dahl in a version by Richard George which was to be CYTO's Christmas show in 2020, again directed by Scott Le Crass. Unfortunately a problem developed with the rights holders and CYTO was unable to stage it as intended.

Also during the autumn term CYTO signed up to take part in the National Theatre's Connections scheme and as Scott Le Crass had put in his resignation Daisy Barrett Nash did the initial groundwork and went on to act as assistant director on the play she had chosen "Superglue" by Tim Crouch when Andrew McPherson was appointed artistic director in January 2021 and took on the direction of the piece. It was staged at The Shoestring Theatre in March 2021 and as an intergenerational piece involved senior citizens as well as CYTO members.

#### Workshops

The workshop programme ran throughout the year in CYTO's building following the release from lockdown led by Daisy Barrett Nash with assistance from the start of 2021 from Andrew McPherson following his appointment as artistic director. This programme continued to offer opportunities to members to learn skills in acting and technical theatre.

### Membership

Membership fees rose to £60 per term in September 2021. In the course of the year around 60 different young people were 'paid-up' members of CYTO with an average of 50 per term. A bursary scheme continued to run during the year.

## Report of the trustees (incorporating the directors' report) for the year ended 31 March 2022

### Future Developments (April 2022 onwards)

CYTO will be taking "Superglue" to the Southwark Playhouse during the Easter holidays for the next round of the National Theatre's Connections scheme. The term will then continue with the regular Friday night drama workshops and with auditions and rehearsals for a double bill of "When They Go Low" by Natalie Mitchell directed by Daisy Barrett Nash and "Chatroom" by Enda Walsh directed by Andrew McPherson. This will continue the provision of out-of-school opportunities for young people in Croydon which CYTO has been offering for over fifty years and which allows them to engage in the performing arts in a friendly, safe and secure space. The organisation will also continue to pursue ways to secure the necessary resources, (financial, human and bricks and mortar) to meet its core objectives.

CYTO will in addition expand hiring out the spaces in its building for rehearsal, research and development of new performance work, fostering collaborations with local performers and companies and generally acting as an arts hub for the local community. The development of this as a source of income is however still hampered by the condition of the building and, in particular, by the inflexible and costly heating system and the lack of cooling/insulation from high external temperatures but it is hoped the imminent Community Asset Transfer (see Premises below) will allow the organisation to obtain capital grants to rectify at least some of these defects.

#### Financial review

#### Transactions and Financial Plan

The statement of financial activities shows net income over expenditure of £2,494. The unrestricted funds balance stands at £38,467 and the restricted funds at £7,747 which have yet to be fully utilised.

### Funds Available

The opening bank balances stood at £39,265 as at 1st April 2021 and had increased to £42,212 as at 31st March 2022.

### Non-cash support

Croydon Council has continued to provide "statutory" maintenance checks for the emergency lighting and fire alarm, legionella testing and portable appliance testing etc. and has carried out repairs to the organisation's premises, The Shoestring Theatre. In addition CYTO benefitted from 'gifts in kind' in the form of time and services from volunteers and donated goods.

### Premises

CYTO's lease came to an end on the 25th March 2016 but the organisation continues to occupy The Shoestring Theatre under the terms of its old lease. Although Heads of Terms for a new 10 year lease were agreed in February 2016 in 2021 Croydon Council, the organisation's landlord, offered instead a new 30 year lease by way of a Community Asset Transfer and negotiations for this are ongoing. CYTO receives 100% relief from rates.

### Croydon Council

The Trustees and the Management Committee acknowledge with gratitude the continued support of Croydon Council.

## Report of the trustees (incorporating the directors' report) for the year ended 31 March 2022

### Statement of trustees' responsibilities

The trustees (who are also directors of Croydon Youth Theatre Organisation for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

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

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

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

### Small company provisions

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

This report was approved by the Board on 19 December 2022 and signed on its behalf by

David Page

Secretary

## Independent examiner's report to the trustees on the unaudited financial statements of Croydon Youth Theatre Organisation.

I report on the accounts of Croydon Youth Theatre Organisation for the year ended 31 March 2022 set out on pages 2 to 17.

### Respective responsibilities of trustees and independent examiner

The charity's trustees (who are also the directors of the company for purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011(the Act) and that an independent examination is needed. The charity is required by company law to prepare accrued accounts and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to examine the accounts under section 145 of the Act; to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the Act; and to state whether particular matters have come to my attention.

### Basis of independent examiner's statement

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those 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 no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

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

- (i) which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep proper accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

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

Date: 19 December 2022

David Weeden

F.C.A.

Independent examiner
Hamilton-Eddy & Co.
Chartered Accountants
39 Tamworth Road

Croydon CR0 1XU

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## Statement of financial activities (incorporating the income and expenditure account)

## For the year ended 31 March 2022

	Unrestricted		Restricted	2022	2021
	Notes	funds £	funds £	Total £	Total £
Incoming resources					
Incoming resources from generating funds:		•			
Donations and grants	4	12,568	18,690	31,258	46,447
Activities for generating funds	5	27,091	-	27,091	6,443
Investment income	6	4	-	4	18
Total incoming resources		39,663	18,690	58,353	52,908
Resources expended					
Costs of generating funds:					
Fundraising trading:					
cost of goods sold and other costs	7	5,095	-	5,095	2,538
Charitable activities	8	31,709	18,275	49,984	45,257
Governance costs	9	780	-	780	840
Total resources expended		37,584	18,275	55,859	48,635
Net incoming resources					
before transfers		2,079	415	2,494	4,273
Transfer between funds		500	(500)		
Net incoming resources					
for the year	•	2,579	(85)	2,494	4,273
Total funds brought forward		35,888	7,832	43,720	39,447
Total funds carried forward		38,467	7,747	46,214	43,720

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

## Statement of financial position as at 31 March 2022

			2022	2021		
	Notes	£	£	£	£	
Fixed assets						
Tangible assets	13		2,206		313	
Current assets						
Stocks		61		-		
Debtors	14	3,438		5,500		
Cash at bank and in hand		42,212		39,265		
		45,711		44,765		
Creditors: amounts falling						
due within one year	15	(1,703)		(1,358)		
Net current assets			44,008		43,407	
Net assets			46,214		43,720	
Funds of the charity	16					
Restricted income funds			7,747		7,832	
Unrestricted income funds			38,467		35,888	
Total charity funds	•		46,214		43,720	
			===		====	

The Statement of financial position continues on the following page.

## Statement of financial position (continued)

## Trustees statements required by the Companies Act 2006 for the year ended 31 March 2022

In approving these financial statements as trustees of the company we hereby confirm:

- (a) that for the year stated above the company was entitled to the exemption conferred by section 477 of the Companies Act 2006;
- (b) that no notice has been deposited at the registered office of the company pursuant to section 476 of the Companies Act 2006 requesting that an audit be conducted for the year ended 31 March 2022.
- (c) that the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to the accounting records and the preparation of financial statements.

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'

The financial statements were approved by the board on 19 December 2022 and signed on its behalf by

**David Page** 

Director

Sarah Beer Janh V. Ben Director

Company number: 03572226

## Notes to financial statements for the year ended 31 March 2022

#### 1. General Information

The company is a private company, limited by guarantee, registered in England. The address of the registered office is 3 Thanescroft Gardens, Croydon, Surrey, CR0 5JR.

### 2. Statement of compliance

These financial statements have been pepared in compliance with the provisions of FRS 102, Section 1A, 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

### 3. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

### 3.1. Basis of accounting

The financial statements have been prepared under the historical cost basis.

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

### 3.2. Going concern

There are no material uncertainties about the charity's ability to continue.

### 3.3. Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included.

Grants, including grants for the purchase of fixed assets, were recognised in full in the statement of financial activities in the year in which they are receivable. In 2009 this policy was changed relating to grants for the purchase of fixed assets - these are now treated as deferred income and released at the same rate as the asset is being depreciated.

Income from the charity shop is included in the year in which it is receivable.

Income from investments is included in the year in which it is receivable.

## Notes to financial statements for the year ended 31 March 2022

### 3.4. Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

### 3.5. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Plant and machinery - 25% Reducing Balance Fixtures, fittings and equipment - over 3 years straight line

### 3.6. Stock

Tuck shop stock is valued at the lower of cost and net realisable value.

## 4. Donations and grants

	Unrestricted	Unrestricted Restricted		2021
	funds	funds	Total	Total
·	£	£	£	£
Donations	12,568	1,590	14,158	11,357
Grants - London Borough of Croydon	-	17,100	17,100	18,000
Grants - Project Income	-	-	-	1,600
Grants- Equipment grant released	-	-	-	166
Grants - Garfield Weston	-	-	-	10,000
Grants - City of London (Covid support)	-	-	-	5,324
	12,568	18,690	31,258	46,447

# Notes to financial statements for the year ended 31 March 2022

5.	Activities for generating funds	Unrestricted funds £	2022 Total £	2021 Total £
	Tuck Shop income	243	243	1 120
	Income from Productions Hire	1,109 19,969	1,109 19,969	1,120 2,072
	Membership Subscriptions	5,770	5,770	3,251
		27,091	27,091	6,443
6.	Investment income			•••
		Unrestricted funds	2022 Total	2021 Total
	•	£	£	£
	Bank interest receivable	4	4	18
		4	4	18
7.	Fundraising trading			
		Unrestricted	2022	2021
		funds £	Total £	Total £
	Tuck Shop costs	122	122	86
	Cost of Productions	4,973	4,973	2,452

5,095

5,095

2,538

# Notes to financial statements for the year ended 31 March 2022

R	Costs	of cha	rita bla	activities
ο.	CUSIS	OI CHA	ITHADIE	activities

8.	Costs of charitable activities				
		Unrestricted	Restricted	2022	2021
		funds	funds	Total	Total
		£	£	£	£
	Project Expenditure	3,145	210	3,355	4,554
	Workshops	10,537	200	10,737	12,022
	Salaries - Artistic Director	1,958	-	1,958	-
	Salaries - Administration	4,763	5	4,768	3,196
	Rent	690	17,310	18,000	18,000
	Light & Heat	3,797	-	3,797	1,512
	Cleaning	651	-	651	574
	Insurance	4,285	-	4,285	4,214
	General Expenses	130	-	130	1
	Computer Expenses	-	-	-	183
	Repairs	372	-	372	70
	Professional Fees	-	550	550	-
	Payroll Administration	200	-	200	200
	Telephone	446	-	446	461
	Depreciation	735		735	270
		31,709	18,275	49,984	45,257
9.	Governance costs		٠		
			Unrestricted	2022	2021
			funds	Total	Total
			£	£	£
	Independent Examiner fees		780	780	840
			780	780	840
			<del></del>		
10.	Net incoming resources for the year			2022	2021
				2022	2021
				£	£
	Net incoming resources is stated after charging:			725	270
	Depreciation and other amounts written off tangible fix	xeu assets		735 780	270
	Independent Examiner's remuneration			/80	840

## Notes to financial statements for the year ended 31 March 2022

## 11. Employees

Employment costs	2022	2021
	£	£
Salaries	10,990	12,151
Pension costs	8	43
	10,998	12,194
		=====

No employee received emoluments of more than £60,000 (2021: None).

## Number of employees

The average monthly numbers of paid employees during the year was as follows:

				2022	2021
		•	Ni	umber	Number
Part time				3	4
	•		=		

## 12. Taxation

The charity's activities fall within the exemptions afforded by the provisions of the Income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

		Fixtures,				
13.	Tangible fixed assets	Plant and fittings and				
		machinery	equipment	Total		
		£	£	£		
	Cost					
	At 1 April 2021	7,009	500	7,509		
	Additions	2,628	-	2,628		
	At 31 March 2022	9,637	500	10,137		
	Depreciation					
	At 1 April 2021	6,696	500	7,196		
	Charge for the year	735	-	735		
	At 31 March 2022	7,431	500	7,931		
	Net book values			<del></del>		
	At 31 March 2022	2,206		2,206		
	At 31 March 2021	313	-	313		

# Notes to financial statements for the year ended 31 March 2022

14.	Debtors					
14,	Debtors				2022	2021
					£	£
	Prepayments and accrued income				3,438	5,500
15.	Creditors: amounts falling due					
	within one year	•			2022	2021
					£	£
	Other taxes and social security				18	18
	Accruals				1,685	1,340
					1,703	1,358
	:					
16.	Analysis of net assets between funds					
			ı	Inrestricted	Restricted	Total
	•			funds		funds
	F = 11-1 4.21 M = 1.2022			£	£	£
	Fund balances at 31 March 2022 as represent Tangible fixed assets	ied by:		2,206		2,206
	Current assets			37,964	7,747	45,711
	Current liabilities			(1,703)	-	(1,703)
				38,467	7,747	46,214
				====	====	
17.	Unrestricted funds	At				At
		1 April	Incoming	Outgoing		31 March
		2021	resources	resources	Transfers	2022
		£	£	£	£	£
	General Fund	35,888	39,663	(37,584)	500	38,467
			20.662	(27.724)		20.465

## Purposes of unrestricted funds

The General Funds are to be used for carrying out the objectives and activities of the organisation.

35,888

39,663

500

38,467

## Notes to financial statements for the year ended 31 March 2022

18.	Restricted funds	At 1 April	Incoming	Outgoing		At 31 March
		2021	resources	resources	Transfers	2022
		£	£	£	£	£
	LB of Croydon - Rent	4,155	17,100	(17,310)	-	3,945
	Donation - Bursaries	1,040	-	(210)	-	830
	Donation - Technical Work Shops	700	-	(200)	-	500
	D'oyly Carte	2,910	-	-	(500)	2,410
	Donation - Locality	-	550	(550)	-	-
	Jack Petchey	67	-	(5)	-	62
		8,872	17,650	(18,275)	(500)	7,747

### Purposes of restricted funds

LB of Croydon covers 95% of the rent payable for the Shoestring Theatre.

Donation - Funding for drama workshops ???

Donation - Funding for technical work shops

D'oyly Carte promotes drama in schools.

Funding for community consultants???

Jack Petchey funds projects chosen by members.

## 19. Company limited by guarantee

Croydon Youth Theatre Organisation is a company limited by guarantee and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member.