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# FORM AR27

Trade Union and Labour Relations (Consolidation) Act 1992

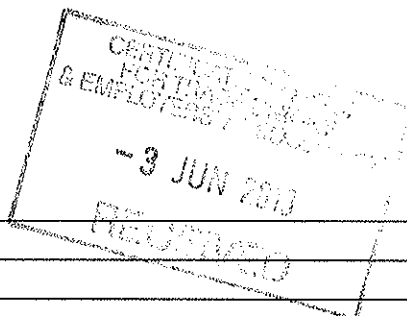
## ANNUAL RETURN FOR AN EMPLOYERS' ASSOCIATION

Name of Employers' Association:

Year ended:

List No:

Head or Main Office:



Website address (if available)

Has the address changed during the year to which the return relates? Yes  No  (Tick as appropriate)

Chief Executive:

Contact name for queries regarding the completion of this return:

Telephone Number:

e-mail:

**PLEASE FOLLOW THE GUIDANCE NOTES IN THE COMPLETION OF THIS RETURN.**  
Any difficulties or problems in the completion of this return should be directed to the Certification Office as below or by telephone to: 020 7210 3734

The address to which returns and other documents should be sent are:

**For Employers' Associations based in England and Wales:**  
Certification Office for Trade Unions and Employers' Associations  
22<sup>nd</sup> Floor, Euston Tower, 286 Euston Road, London NW1 3JJ

**For Employers' Associations based in Scotland:**  
Certification Office for Trade Unions and Employers' Associations  
Melrose House, 69a George Street, Edinburgh EH2 2JG



# RETURN OF MEMBERS

(see note 9)

NUMBER OF MEMBERS AT THE END OF THE YEAR				
Great Britain	Northern Ireland	Irish Republic	Elsewhere Abroad (including Channel Islands)	TOTALS
320	3	1	0	324

## OFFICERS IN POST

(see note 10)

Please attach as an annexe to this form a complete list of all officers in post at the end of the year to which this form relates, with the title of each persons office.

## CHANGE OF OFFICERS

Please complete the following to record any changes of officers during the twelve months covered by this return.

Title of Office	Name of Officer ceasing to hold office	Name of Officer Appointed	Date of Change
Council of Management	Susannah Kraft		15/05/2012
"	Andrew Paul Clay		15/05/2012
"		Daniel Mark Smith (Bates)	15/05/2012
"		Henrietta Lucy Anne Finch	15/05/2012

# REVENUE ACCOUNT/GENERAL FUND

(see notes 11 to 16)

Previous Year		£	£
	<b>INCOME</b>		
	From Members                      Subscriptions, levies, etc		
	Investment income    Interest and dividends (gross) Bank interest (gross) Other (specify)		
	Other income            Rents received Insurance commission Consultancy fees Publications/Seminars Miscellaneous receipts (specify)		
	<b>TOTAL INCOME</b>		
	<b>EXPENDITURE</b>		
	Administrative expenses Remuneration and expenses of staff Occupancy costs Printing, Stationery, Post Telephones Legal and Professional fees Miscellaneous (specify)		
	Other charges            Bank charges Depreciation Sums written off Affiliation fees Donations Conference and meeting fees Expenses Miscellaneous (specify)		
	Taxation		
	<b>TOTAL EXPENDITURE</b>		
	Surplus/Deficit for year		
	Amount of fund at beginning of year		
	Amount of fund at end of year		

# ACCOUNTS OTHER THAN THE REVENUE ACCOUNT/GENERAL FUND

(see notes 17 to 18)

ACCOUNT 2		Fund Account	
Name of account:		£	£
<b>Income</b>	From members Investment income Other income (specify)		
	<b>Total Income</b>		
<b>Expenditure</b>	Administrative expenses Other expenditure (specify)		
	<b>Total Expenditure</b>		
	Surplus (Deficit) for the year		
	Amount of fund at beginning of year		
	Amount of fund at the end of year (as Balance Sheet)		

ACCOUNT 3		Fund Account	
Name of account:		£	£
<b>Income</b>	From members Investment income Other income (specify)		
	<b>Total Income</b>		
<b>Expenditure</b>	Administrative expenses Other expenditure (specify)		
	<b>Total Expenditure</b>		
	Surplus (Deficit) for the year		
	Amount of fund at beginning of year		
	Amount of fund at the end of year (as Balance Sheet)		

# ACCOUNTS OTHER THAN THE REVENUE ACCOUNT/GENERAL FUND

(see notes 17 to 18)

ACCOUNT 4		Fund Account	
Name of account:		£	£
<b>Income</b>	From members Investment income Other income (specify)		
	<b>Total Income</b>		
<b>Expenditure</b>	Administrative expenses Other expenditure (specify)		
	<b>Total Expenditure</b>		
	Surplus (Deficit) for the year		
	Amount of fund at beginning of year		
	Amount of fund at the end of year (as Balance Sheet)		

ACCOUNT 5		Fund Account	
Name of account:		£	£
<b>Income</b>	From members Investment income Other income (specify)		
	<b>Total Income</b>		
<b>Expenditure</b>	Administrative expenses Other expenditure (specify)		
	<b>Total Expenditure</b>		
	Surplus (Deficit) for the year		
	Amount of fund at beginning of year		
	Amount of fund at the end of year (as Balance Sheet)		

# ACCOUNTS OTHER THAN THE REVENUE ACCOUNT/GENERAL FUND

(see notes 17 to 18)

ACCOUNT 6		Fund Account	
Name of account:		£	£
Income	From members		
	Investment income		
	Other income (specify)		
	<b>Total Income</b>		
Expenditure	Administrative expenses		
	Other expenditure (specify)		
	<b>Total Expenditure</b>		
Surplus (Deficit) for the year			
Amount of fund at beginning of year			
Amount of fund at the end of year (as Balance Sheet)			

ACCOUNT 7		Fund Account	
Name of account:		£	£
Income	From members		
	Investment income		
	Other income (specify)		
<b>Total Income</b>			
Expenditure	Administrative expenses		
	Other expenditure (specify)		
	<b>Total Expenditure</b>		
Surplus (Deficit) for the year			
Amount of fund at beginning of year			
Amount of fund at the end of year (as Balance Sheet)			





# FIXED ASSETS ACCOUNT

(see note 21)

	Land & Buildings	Fixtures & Fittings	Motor Vehicles & Equipment	Total
	£	£	£	£
<b>COST OR VALUATION</b>				
At start of period				
Additions during period				
Less: Disposals during period				
Less: DEPRECIATION:				
Total to end of period				
 <b>BOOK AMOUNT</b> at end of period				
Freehold				
Leasehold (50 or more years unexpired)				
Leasehold (less than 50 years unexpired)				
<b>AS BALANCE SHEET</b>				

# ANALYSIS OF INVESTMENTS

(see note 22)

		Other Funds £
<b>QUOTED</b>	British Government & British Government Guaranteed Securities	
	British Municipal and County Securities	
	Other quoted securities (to be specified)	
	TOTAL QUOTED (as Balance Sheet)	
	*Market Value of Quoted Investments	
<b>UNQUOTED</b>	British Government Securities	
	British Municipal and County Securities	
	Mortgages	
	Other unquoted securities (to be specified)	
	TOTAL QUOTED (as Balance Sheet)	
	*Market Value of Unquoted Investments	

\* Market value of investments to be stated where these are different from the figures quoted in the balance sheet

# ANALYSIS OF INVESTMENT INCOME (CONTROLLING INTERESTS)

(see notes 23 to 25)

Does the association, or any constituent part of the association, have a controlling interest in any limited company?

YES	NO <input checked="" type="checkbox"/>
-----	--

If YES name the relevant companies:

COMPANY NAME	COMPANY REGISTRATION NUMBER (if not registered in England & Wales, state where registered)
--------------	--

**INCORPORATED EMPLOYERS' ASSOCIATIONS**

Are the shares which are controlled by the association registered in the association's name

YES	NO
-----	----

NOT APPLICABLE

If NO, please state the names of the persons in whom the shares controlled by the association are registered.

COMPANY NAME	NAMES OF SHAREHOLDERS
--------------	-----------------------

**UNINCORPORATED EMPLOYERS ASSOCIATIONS**

Are the shares which are controlled by the association registered in the names of the association's trustees?

YES	NO
-----	----

NOT APPLICABLE

If NO, state the names of the persons in whom the shares controlled by the association are registered.

COMPANY NAME	NAMES OF SHAREHOLDERS
--------------	-----------------------

# SUMMARY SHEET

(see notes 26 to 35)

	All funds except Political Funds £	Political Funds £	Total Funds £
<b>INCOME</b>			
From Members	478,025	0	478,025
From Investments	6,220	0	6,220
Other Income (including increases by revaluation of assets)	372,949	0	372,949
<b>Total Income</b>	857,194	0	857,194
<b>EXPENDITURE</b> (including decreases by revaluation of assets)			
<b>Total Expenditure</b>	783,898	0	783,898
<b>Funds at beginning of year</b> (including reserves)	189,139	0	189,139
<b>Funds at end of year</b> (including reserves)	262,435	0	262,435
<b>ASSETS</b>			
Fixed Assets			0
Investment Assets			2,269
Other Assets			536,945
		<b>Total Assets</b>	539,214
<b>LIABILITIES</b>			
		<b>Total Liabilities</b>	276,779
<b>NET ASSETS (Total Assets less Total Liabilities)</b>			262,435

# NOTES TO THE ACCOUNTS

(see note 36)

All notes to the accounts must be entered on or attached to this part of the return.

~~NEED~~ PLEASE SEE ENCLOSED ANNUAL  
REPORT + FINANCIAL STATEMENTS.

# ACCOUNTING POLICIES

(see notes 37 and 38)

PLEASE SEE ENCLOSED ANNUAL  
REPORT + FINANCIAL STATEMENTS

## SIGNATURES TO THE ANNUAL RETURN

(see notes 39 and 40)

including the accounts and balance sheet contained in the return.

<p>CHIEF EXECUTIVE Secretary's Signature: <u>J.P. Bird</u> Name: <u>JULIAN PIERS BIRD</u> Date: <u>28/5/13</u></p>	<p>Chairman's <del>SECRETARY</del> PRESIDENT Signature: <u>Rachel Tackley</u> (or other official whose position should be stated) Name: <u>RACHEL TACKLEY</u> Date: <u>30/5/13</u></p>
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## CHECK LIST

(see note 41)

(please tick as appropriate)

IS THE RETURN OF OFFICERS ATTACHED? (see Page 3)	YES ✓		NO	
HAS THE RETURN OF CHANGE OF OFFICERS BEEN COMPLETED? (see Page 3)	YES ✓		NO	
HAS THE RETURN BEEN SIGNED? (see Note 38)	YES ✓		NO	
HAS THE AUDITOR'S REPORT BEEN COMPLETED (see Note 39)	YES ✓		NO	
IS A RULE BOOK ENCLOSED? (see Note 40)	YES ✓		NO	
HAS THE SUMMARY SHEET BEEN COMPLETED (see Notes 6 and 25 to 34)	YES ✓		NO	

# AUDITOR'S REPORT

(see notes 42 to 47)

made in accordance with section 36 of the Trade Union and Labour Relations (Consolidation) Act 1992.

1. In the opinion of the auditors or auditor do the accounts they have audited and which are contained in this return give a true and fair view of the matters to which they relate?  
(See section 36(1) and (2) of the 1992 Act and notes 43 and 44)  
  
YES/NO  
If "No" please explain below.
  
2. Have the auditors or auditor carried out such investigations in the preparation of their audit report as will enable them to form an opinion as to:
  - (a) whether the trade union has kept proper accounting records in accordance with section 28 of the 1992 Act;
  - (b) whether it has maintained a satisfactory system of control over its transactions in accordance with the requirements of that section; and
  - (c) whether the accounts to which the report relates agree with the accounting records?(See section 36(3) of the 1992 Act, set out in note 43)  
  
YES/NO  
If "No" please explain below.
  
3. Are the auditors or auditor of the opinion that the union has complied with section 28 of the 1992 Act and has:
  - (a) kept proper accounting records with respect to its transactions and its assets and liabilities; and
  - (b) established and maintained a satisfactory system of control of its accounting records, its cash holding and all its receipts and remittances.(See section 36(4) of the 1992 Act set out in note 43)  
  
YES/NO  
If "No" please explain below.
  
4. Please set out a copy of the report made by the auditors or auditor to the union on the accounts to which this AR27 relates. The report is to set out the basis upon which the audit has been conducted and/or such other statement as the auditor considers appropriate. Such a statement may be provided as a separate document.  
(See note 45)



# AUDITOR'S REPORT (continued)

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRICAL MANAGEMENT ASSOCIATION LIMITED

We have audited the financial statements of Theatrical Management Association Limited for the year ended 31 December 2012, set out on pages 5 to 9. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of directors and auditors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the directors' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2012 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Section 36 of the Trade Union and Labour Relations (Consolidation) Act 1992 and Sections 18 to 22 of Schedule 1 of the Industrial Relations (NI) Order 1992.

### Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report.

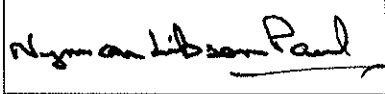
Jennifer Pope (senior statutory auditor)

for and on behalf of  
**Nyman Libson Paul**

Chartered Accountants  
 Statutory Auditors

Regina House  
 124 Finchley Road  
 London  
 NW3 5JS

4 April 2013

Signature(s) of auditor or auditors:		
Name(s):	Nyman Libson Paul	
Profession(s) or Calling(s):	Chartered Accountants Registered Auditors	
Address(es):	Regina House 124 Finchley Road London NW3 5JS	
Date:	4 April 2013	
Contact name and telephone number:	Paul Taiano 020 7433 2421	

N.B. When notes to the accounts are referred to in the auditor's report a copy of those notes must accompany this return.

**EVERY EMPLOYERS' ASSOCIATION IS REQUIRED BY LAW TO COMPLETE THIS RETURN.  
 THE REFUSAL OR WILFUL NEGLECT TO PERFORM THIS DUTY IS A CRIMINAL OFFENCE.**

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
(A company limited by guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2012**



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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
(A company limited by guarantee)

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**COMPANY INFORMATION**

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**Directors and Members of the  
Council of Management**

See Directors' report on page 1  
for detailed list

**Company Secretary and Chief  
Executive**

Julian Bird

**Registered number**

00323204

**Registered office**

32 Rose Street  
London  
WC2E 9ET

**Independent auditors**

Nyman Libson Paul  
Chartered Accountants & Statutory Auditors  
Regina House  
124 Finchley Road  
London  
NW3 5JS

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
**(A company limited by guarantee)**

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<p>The following pages do not form part of the statutory financial statements:</p>	
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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
**(A company limited by guarantee)**

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**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2012**

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The Board of Directors of Theatrical Management Association Limited consists of the members of the Council of Management who have pleasure in presenting this report together with the financial statements for the year ended 31 December 2011.

The directors present their report and the financial statements for the year ended 31 December 2012.

**Principal activities and review of the business**

The principal activities of the company are the provision of promotional and support services to member organisations engaged in the production, presentation and management of live performance.

The directors consider the results for the year, which are set out on page 5, to be highly satisfactory and consistent with the longer term plans of the organisation. During the year the directors undertook a major review of the company's activities culminating in a business plan which set out the requirement for significant investment in key areas in the early part of its five year gestation. The surplus in the year, achieved through a combination of good retention of membership, an enhanced contribution from training and events and the receipt of previously deferred grant income, is viewed by the directors as a strategically key enhancement to reserves in order to facilitate investment during 2013.

**Directors**

The directors who served during the year were:

Fiona Allan  
Philip Bernays  
Andrew Clay (resigned 15 May 2012)  
Max Finbow  
Henrietta Finch (appointed 15 May 2012)  
Karin Gartzke  
Jessica Hepburn  
Andrew Jowett  
Susannah Kraft (resigned 15 May 2012)  
Ian Liston  
Rebecca Morland  
Derek Nicholls - Vice President  
Michael Ockwell  
Geoffrey Rowe  
Daniel Smith (appointed 15 May 2012)  
John Stalker - Vice President  
Anna Stapleton  
Rachel Tackley - President  
Paul Tyrer  
Anna Williams - Chair of Finance Committee  
Stephen Wood

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
**(A company limited by guarantee)**

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**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2012**

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**Directors' responsibilities statement**

The directors are responsible for preparing the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**Provision of information to auditors**

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any information needed by the company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on 4 April 2013 and signed on its behalf.



**Julian Bird**  
Secretary and Chief Executive

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRICAL MANAGEMENT ASSOCIATION LIMITED**

---

We have audited the financial statements of Theatrical Management Association Limited for the year ended 31 December 2012, set out on pages 5 to 9. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of directors and auditors**

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the directors' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2012 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006, Section 36 of the Trade Union and Labour Relations (Consolidation) Act 1992 and Sections 18 to 22 of Schedule 1 of the Industrial Relations (NI) Order 1992.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements.



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THEATRICAL MANAGEMENT ASSOCIATION LIMITED  
(A company limited by guarantee)

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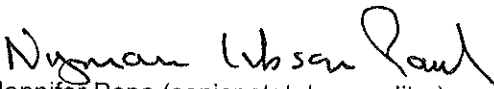
INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THEATRICAL MANAGEMENT  
ASSOCIATION LIMITED

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**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report.

  
Jennifer Pope (senior statutory auditor)

for and on behalf of  
**Nyman Libson Paul**

Chartered Accountants  
Statutory Auditors

Regina House  
124 Finchley Road  
London  
NW3 5JS

4 April 2013

**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
(A company limited by guarantee)

**INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2012**

	Note	2012 £	2011 £
<b>TURNOVER</b>	1	850,974	682,767
Administrative expenses		(766,209)	(683,341)
<b>OPERATING PROFIT/(LOSS)</b>	2	84,765	(574)
Income from other fixed asset investments		3,195	3,013
Interest receivable and similar income	3	3,025	2,215
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>		90,985	4,654
Tax on profit on ordinary activities	4	(17,689)	(587)
<b>PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION</b>		73,296	4,067
<b>PROFIT BROUGHT FORWARD</b>		189,139	185,072
<b>RETAINED PROFIT CARRIED FORWARD</b>		262,435	189,139

The notes on pages 7 to 9 form part of these financial statements.

**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00323204**

**BALANCE SHEET**  
**AS AT 31 DECEMBER 2012**

	Note	£	2012 £	£	2011 £
<b>FIXED ASSETS</b>					
Investments	5		2,269		2,269
<b>CURRENT ASSETS</b>					
Debtors	6	194,182		68,014	
Cash at bank		342,763		394,579	
		536,945		462,593	
<b>CREDITORS:</b> amounts falling due within one year	7	(276,779)		(275,723)	
<b>NET CURRENT ASSETS</b>			260,166		186,870
<b>NET ASSETS</b>			262,435		189,139
<b>CAPITAL AND RESERVES</b>					
Income and expenditure account			262,435		189,139
			262,435		189,139

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the Council of Management and were signed on its behalf on 4 April 2013.

*Anna Williams*

**Anna Williams**  
Council member

*John Stalker*

**John Stalker**  
Council member

The notes on pages 7 to 9 form part of these financial statements.

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
**(A company limited by guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2012**

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**1. ACCOUNTING POLICIES**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

**1.2 Turnover**

Turnover represents subscriptions from members, sales of publications and ticket sales and grant funding for conferences, training courses, seminars and other events, excluding value added tax.

**1.3 Investments**

Fixed asset investments are stated at cost less provision for diminution in value.

Investment income is accounted for on a receivable basis.

**2. OPERATING PROFIT/(LOSS)**

The operating profit/(loss) is stated after charging:

	2012	2011
	£	£
Auditors' remuneration	5,150	5,000
Establishment and administrative fee (including rent)	405,584	385,537
	<u>410,734</u>	<u>390,537</u>

During the year, no director received any emoluments (2011 - £NIL).

**3. INTEREST RECEIVABLE**

	2012	2011
	£	£
Bank interest	3,025	2,215
	<u>3,025</u>	<u>2,215</u>

**4. TAXATION**

	2012	2011
	£	£
UK corporation tax charge on profit for the year	17,689	587
	<u>17,689</u>	<u>587</u>

**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2012**

**5. FIXED ASSET INVESTMENTS**

	Listed investments £
<b>Cost or valuation</b>	
At 1 January 2012 and 31 December 2012	<u>2,269</u>

**Listed investments**

The market value of the listed investments at 31 December 2012 was £100,483 (2011 - £88,588).

Should the investments be sold at their valuation, a tax charge of approximately £21,346 (2011: £16,506) would arise.

**6. DEBTORS**

	2012 £	2011 £
Trade debtors	31,120	30,170
Prepayments & accrued income	160,455	35,881
Other debtors	2,607	1,963
	<u>194,182</u>	<u>68,014</u>

**7. CREDITORS:**

**Amounts falling due within one year**

	2012 £	2011 £
Corporation tax	17,689	587
Social security and other taxes	75,553	73,447
Subscriptions received in advance	61,549	91,028
Accruals and deferred income	40,353	50,611
Other creditors	81,635	60,050
	<u>276,779</u>	<u>275,723</u>

**8. LIABILITY OF MEMBERS**

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation. At 31 December 2012 there were 324 members (2011: 323 members).

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2012**

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**9. RELATED PARTY TRANSACTIONS**

At the balance sheet date an amount of £2,607 (2011: £1,963) representing contributions receivable during the year was owed to the company by The Theatre Council, a body comprising Theatrical Management Association Limited and Equity, both of which have equal responsibility for meeting the administrative expenses of the Council.

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**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
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**DETAILED INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 DECEMBER 2012**

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	Page	2012 £	2011 £
<b>TURNOVER</b>	12	850,974	682,767
<b>LESS: OVERHEADS</b>			
Administration expenses	12	(766,209)	(683,341)
<b>OPERATING PROFIT/(LOSS)</b>		<u>84,765</u>	<u>(574)</u>
Interest receivable	12	3,025	2,215
Investment income	12	3,195	3,013
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>		<u><u>90,985</u></u>	<u><u>4,654</u></u>

**THEATRICAL MANAGEMENT ASSOCIATION LIMITED**  
(A company limited by guarantee)

**SCHEDULE TO THE DETAILED ACCOUNTS  
FOR THE YEAR ENDED 31 DECEMBER 2012**

	2012	2011
	£	£
<b>TURNOVER</b>		
Membership subscriptions	478,025	469,015
Contribution from The Theatre Council	644	1,276
Courses and events income	192,148	143,362
Contribution to training from Theatre Development Trust	137,140	32,990
Theatre awards income	37,380	27,645
Group purchasing commission	3,498	4,967
Other income	2,139	3,512
	<u>850,974</u>	<u>682,767</u>
	<u>850,974</u>	<u>682,767</u>
 <b>ADMINISTRATION EXPENSES</b>		
Contribution to West End Theatre Managers Limited for establishment and administrative costs	405,584	385,537
Direct overhead costs	122,252	86,182
Courses and events expenses	130,431	104,334
Printing, postage and stationery	2,546	1,369
Promotion and publicity	9,724	12,362
Website and computer maintenance	3,942	4,946
Travelling and meeting expenses	7,987	11,143
Theatre awards expenses	54,456	45,805
General and office expenses	5,821	5,864
Subscriptions and donations	6,354	6,149
Legal and professional fees	11,962	14,650
Audit and accountancy fees	5,150	5,000
	<u>766,209</u>	<u>683,341</u>
	<u>766,209</u>	<u>683,341</u>
 <b>INTEREST RECEIVABLE</b>		
Bank interest receivable	3,025	2,215
	<u>3,025</u>	<u>2,215</u>
 <b>INVESTMENT INCOME</b>		
Dividends receivable	3,195	3,013
	<u>3,195</u>	<u>3,013</u>