

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

ADPT tru Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

ALNWICK DISTRICT PLAYHOUSE TRUST
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ALNWICK DISTRICT PLAYHOUSE TRUST

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees

C M Sayers, Chairman
N Luke
R Styring
M Allenby
P J Gregory
J Spence
R C Dale
L Hetherington
P M Stuckey
J Embley
G Castle

Company registered number

02567793

Charity registered number

1020404

Registered office

The Playhouse
Bondgate Without
Alnwick
Northumberland
NE66 1PQ

Artistic Director

J Potts (resigned 18 December 2021)
D Cruden (appointed 30 November 2021)

Independent Examiners

Kinnair Associates Limited
Chartered Accountants
Aston House
Redburn Road
Newcastle upon Tyne
NE5 1NB

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Bankers

HSBC Bank plc
1 New Market
Morpeth
Northumberland
NE61 1PX

Barclays Bank plc
20 Bondgate Within
Alnwick
Northumberland
NE66 1TF

ALNWICK DISTRICT PLAYHOUSE TRUST
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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022



ALNWICK DISTRICT PLAYHOUSE TRUST

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The Trustees present their annual report together with the financial statements for the year ended 31 March 2022.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association, as amended on 29th July 2009.

Recruitment and appointment of new Trustees

The maximum number of Trustees, as stated by the Articles of Association, is twelve, and the minimum is six. This can be changed by the charity in the general meeting. The Articles of Association were altered on 29th July 2009 due to changes in local authority government.

Northumberland County Council has the right to nominate a trustee.

The Trustees can appoint Trustees as long as the number of Trustees does not exceed the maximum number.

Trustees are appointed to serve for a minimum of one year, and a maximum of four years, at the discretion of the appointing body. At the end of their term, they shall be eligible for reappointment.

Induction and training of new Trustees

New Trustees undergo an induction period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes and the recent financial performance of the charity. The Trustees meet key employees and other Trustees during this period.

Organisational structure

The Board of Trustees meet regularly to review the organisation and its results and to discuss any relevant action required for the future.

Related parties

The entire building was purchased in February 2018 by Northumberland County Council. There is a covenant on the building which ensures that it is used for Arts Cultural and community activities and events only.

Alnwick Town Council have committed financial funding to the charity and now have a representative on the board.

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Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. A risk register has been established and is updated annually. Action, systems and procedures have been enacted and put in place to mitigate those risks. Management accounts, including cashflow and profit and loss forecasts are prepared monthly, and the performance of the trust is monitored regularly by the entire board. Potential risks and threats are monitored constantly.

The current significant risk is the continued impact of Covid-19 on audience attendance and the impending recession. The company is improving the means by which we report our ongoing financial situation so that we have a clear picture of our current financial situation against the budget. The improved ability to monitor income against expenditure will allow us to react in a timely manner. We are also keen to maintain ticket prices at last year's level and we are encouraging early booking through a series of offers. Although Covid-19 is no longer as relevant we are still aware of the ongoing impact it has had on audience levels. The building still has notices concerning hygiene and encouraging people to give each other space where practical.

Increased costs are of concern to us. The increase in the costs of gas and electricity is considerable and we will be applying to The Energy Bill Relief scheme for support and we are actively encouraging reduction of energy. We will continue with our plans to replace our tungsten lamps for LED as a means of reducing our power consumption. Fuel and accommodation costs have risen significantly and the impact on artists traveling to our community to perform is noticeable, some artists have withdrawn citing this as a reason for not being able to bring their work to the Playhouse. We are attempting to assist artists in finding better value accommodation and where possible programming work in coordination with other venues on route to and from Alnwick.

OBJECTIVES AND ACTIVITIES

Our vision is to enrich the life of the community through diverse and cultural experiences, to enhance and inspire everyday life. Our purpose is to be a thriving and successful artistic, cultural, and community venue, and to be a hub to support local artists, both professional and amateur, with performance space and resources.

We aim to be perceived as a friendly and vibrant environment where people are respected, valued and take part in rewarding experiences. Considerate, skilled staff maintain a strong professional work ethic in order to inspire our volunteers to participate and share our vision.

The Playhouse brings together local people, volunteers and patrons, with artistic communities everywhere from professional, semi-professional and amateur backgrounds. It is this diverse mix of communities which ensures this small-scale arts centre remains rooted in place and identity.

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Auditorium Programme – Artistic Aim

- To programme diverse, cultural, well produced, live performances of high-quality drama, music, dance and film to engage, challenge, inspire and entertain our local audiences.
- To balance the programme, showcasing 60% professional work from artists predominantly supported by Arts Council England, with 40% of community amateur performances and showcases.
- To offer a programme of global interest which includes live and recorded streamed broadcasts of drama, dance, music from world-class artists and organisations to promote artistic excellence.
- To provide an arts development programme which aims to support and showcase new work by emerging artists, whilst encouraging collaboration between professional artists and our creative community.

Community Programme

- We serve the local community by offering facilities for local arts groups to rehearse, present and co-produce productions.
- Local community groups provide approximately forty per cent of live performances at the Playhouse. These include: the Alnwick Theatre Club, the Alnwick Stage Musical Society, the Playhouse Community Choir, the Playhouse Concert Band, the Alnwick Choral Society, the Playhouse Youth Theatre and local schools.

Significant Activities

In reopening our auditorium it would have been understandable to rush to return to full houses, but we decided to focus on building patron confidence following an extended closure due to the pandemic. We restarted our programme in July 2021 and then at a much reduced rate, running film Thursday, Friday and Saturday at 50% capacity for July and August. We also ran some rescheduled family live shows.

In August we launched our Autumn programme covering September, October, November and December and this programme was on sale without social distancing but with Covid-19 secure measures in place which continue under constant review.

We launched the new season brochure with a special Preview evening which attracted an enthusiastic audience to listen to Manager Jo Potts introduce special guests from the season ahead with drinks in the bar afterwards.

After ten years of managing the Playhouse Jo Potts stepped down and October was the month for recruitment with adverts in The Guardian, Arts Professional and on the website. We were delighted to announce that Damian Cruden took up post as Artistic Director in November for a four week handover period with Jo Potts.

The autumn programme saw the Playhouse run 57 events, mostly evening but some matinee performances of LIVE events which attracted over 6,337 audience members. Some of the

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shows were eagerly awaited Covid-19 postponed shows such as the community production Alnwick Stage Musical Society with the rescheduled Jesus Christ Superstar. There was professional comedy with Mark Thomas and Simon Brodtkin, professional dance and sell-out music evenings with Kathryn Tickell, Simon and Garfunkle and Ralph McTell.

The film programme ran 19 events which attracted 1,830 movie goers back to the Playhouse over this quarter with the most anticipated event being James Bond, No Time To Die.

Building customer confidence to come back to the Playhouse continued to be a priority in the communications with patrons. A full page in the brochure about how we have a Covid-19 booking policy which makes it easy for patrons to change tickets. Also, on our website advising of the measures in place in our building such as how we are incredibly lucky to have open-plan, well-ventilated foyer spaces.

The Vikings Christmas show went well being a first in-house production running throughout December and over Christmas. Audience numbers were pleasing. AP has historically closed over the Christmas period, so are keen to develop this new offer as part of its programming calendar in future years.

We were closed throughout most of January to facilitate building works that were outstanding from the refurbishment 2019. We recommenced our programme on the 24th January with the Choir and band attending rehearsals.

The programme of work slowly returned towards pre-pandemic levels, attendance was reasonable and we moved over the final quarter to a wider offer with Duchess High School Musical production, Monocle dance, stand up, Alnwick Music society and folk music, Feast Of Fiddles returning live performance to the building as well as a broad Cinema programme. Inevitably Cinema was easier to programme at that time as live work still remained hard to find.

The studio had several events, Kate Humble was interviewed by Helen Stanton from the Accidental Bookshop, for which we had a full house. We had some storytelling sessions in partnership with the Library eg Jack Meggitt-Phillips and more events are planned. Theatre Sans Frontieres brought their production of The Speckled Band to the studio, this was the first piece of drama in the studio since reopening, again, a sell out and much enjoyed.

The Youth Theatre returned to sessional workshops and although still lower in number than we would have desired, attendance built throughout the season. They had sharing sessions with family and friends, again well attended and much enjoyed in the new studio.

The Playhouse supported Emma Dunn of Dansformation to create a series of creative dance/movement sessions, delivered outdoors at Howick Cricket ground in August 21. The aim was to continue the work that Dansformation started in the Studio Hub at the Playhouse for young children. There was a sharing to invited family and friends as opposed to a paid ticketed performance.

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Artist in Residence week in Studio Hub

Fully Booked Theatre Company spent one week in residence in the Playhouse Studio Hub in August to develop their current work *How Long is a Piece of String*. The week included two workshop days which engaged with families introducing them to the characters of String and Strong using their new interactive musical technology.



*"Thank you so much for supporting the development of our show, *How Long is a Piece of String*? You played such a huge role in bringing this work to fruition, from helping us engage with local children and families, to ensuring they had a wonderful time by playing musical statues with them in the lobby! It was a pleasure to work with you and your brilliant team who all made us feel so welcome. The volunteers, technical team, and front of house all gave us such a warm welcome yesterday."*

Jen Essex from Fully Booked Theatre Company

Made in the North East Dance commission – *The Monocle* by Rendezvous Dance

THE MONOCLE is a new dance performance by the celebrated, award-winning choreographer Mathieu Geffré. There was a workshop opportunity at the Studio Hub to join the cast of 6 outstanding queer performers and participate in a flash mob style performance. One of our regular dance groups took up the workshop and participated in the show at the Playhouse in February 2022.

Generally, an improved cinema offer has also allowed for new attendees.

The Playhouse Youth Theatre started again on Saturday September 11th for rehearsals for a Christmas Show linked to the professional main stage production, *A Viking Christmas*. The Youth Theatre had the opportunity to create their own show performed early in December on the main stage on top of the professional stage set of the wonderful new production, *A Viking Christmas*, as well as engage with the writer Gary Kitching.

This exciting new opportunity to link up with professional writers, actors and directors was possible due to *A Viking Christmas* being co-produced by Alnwick Playhouse and Queens Hall Arts, Hexham. The project was led by Sarah McLane, Youth Theatre Director with Musical Direction by Peter Brown and YT Officer, Carrie Morrison. As always, we aimed to keep our Youth Theatre membership costs to a minimum and we have bursary places available which allows our Youth Theatre to be accessible to all.

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"Our Youth theatre offers a wonderful platform for showcasing regional talent and this project aims to give members a real insight into the professional world of writing, directing and performing to develop their skills and knowledge of the industry. Our Youth Theatre is also about developing life-long friendships and putting young people in charge of making creative decisions which is why this performance will be their version of A Viking Christmas, I can't wait to see what it is!" Jo Potts

We offer some placements for young people and have invested in some support for our technical team in defining good working practice and advising on equipment needs and future training possibilities.

The Playhouse Dance for Fun group lead by Virginia Kennedy continued outdoors until we could welcome them back into the building in the Autumn season. The garden work combined into a sharing at the Playhouse in the Autumn.



Audience Feedback

"It's not only great to have our local theatre/cinema back but we now have a place that is the centre of the community. By incorporating the library, tourist information, the popular cafe as well as spaces to hire the Playhouse has become "alive" with people you know" Jan 13th

"What an uplifting and beautiful performance by Ballet Theatre U.K. in their production of The Wizard of Oz. It was joyful. The renovation of the Theatre is magnificent. Thought it was stunning". Jan 11th

Playhouse Studio Hub and new rehearsal room

A brand new programming opportunity for the Playhouse to develop the studio into a creative hub for the whole community, involving artists and families as part of an extended arts programme. Our key partners include our long-standing practitioners and Northumberland Arts Development and Northumberland Library who share this space.

The studio allows a wider, more diverse range of programming across all the art forms. We ordered the new projector seating staging and sound system which will be up and running early in the financial year 22/23. The new rehearsal space has been created in what was the wardrobe store, the contents of which were moved into refurbished attic space.

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Regular Studio Hub Studio Classes



Virginia Kennedy is the founder and leader of Alnwick Playhouse's longstanding Dance 4 Fun group. This group meets every Friday at the Playhouse for ladies over the age of 50 years old to engage in dance which is playful, uplifting and associated with health and well-being rather than technique, training and performance.

PUBLIC BENEFIT STATEMENT

In developing the objectives for the year and in planning activities, the Trustees have considered the Charity Commission's general guidance on public benefit, including the guidance on public benefit and fee charging. The programme is planned to cover the widest range of artistic activities, to appeal to all sections of the community, and aims to provide entertainment for audiences with widely differing tastes. One of the guiding principles of the original Trustees was that the Playhouse would be for all the community and that its remit would never be elitist. That principle holds as true today as it did in 1990. The programme is made accessible to all, including those on low incomes, through a proactive pricing structure. Tickets range from as little as £6 to £25 for the larger professional productions. Workshop fees begin at £2.50 per session and there is free access to the exhibitions in the gallery and some Pay What You Decide performances.

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ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The Playhouse continues to be at the heart of the Alnwick town and district community as a vibrant arts centre with both a cinema and live performance venue.

Internal and External Factors

With a turnover of £590K, the level of public subsidy received for running the Playhouse in 2021/22 represents just over 40% of total income. Donations from Trusts, Foundations and private individuals contributed a further 18%. The support of Northumberland County Council and private funders is very much appreciated and is vital to the institution's future success. Although the Playhouse has a strong financial model and developed strategies which make us more self-sufficient, generating maximum income from ticket sales, merchandise and secondary spend, the charity, like most arts centres, is also reliant on financial support from various donors and public bodies.

Fundraising

We continued to work with our freelance fundraiser during this period, to secure core and project funding to support Playhouse costs, from both regular and newly sourced funders.

In the aftermath of Covid-19, many funders were still concentrating on funding the delivery of urgent services such as medicine, housing and food, and with arts venues still closed until May 2021, funding was very difficult to source. Support from the Arts Council through the Culture Recovery Fund continued to be essential during the early stages of this financial year to sustain us during closure, and meant that all staff retained their jobs, as well as covering core running costs.

Once we re-opened, the focus was on finding core funding for the organisation and we were delighted to attract some new funders to assist with this during the year, with special thanks due to Maria Bjornson Memorial Fund, Postcode Neighbourhood Trust, The 29th May 1961 Charitable Trust, The Barbour Foundation and the Hugonin Trust for their generous support in core funding.

In addition, we continued to receive essential core costs support from our regular local funders, who continued to fund us throughout this difficult period. We are very grateful to them for their support, with special thanks to Northumberland County Council, Alnwick Town Council and Northumberland Estates.

Towards the end of the financial year, we were delighted to receive a grant from Film Hub North, to support our ambition to create a second screen in the Studio. This funding allowed us to invest in staff training, create film groups, show increased specialised film, and survey our audiences, and we hope will lead to more film on offer at the Playhouse in the future.

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Thank you to our funders and supporters

We would like to thank all of the funders and supporters who have generously helped us this year, as listed below, and all of the Playhouse Friends and Front Row members.

The 29th May 1961 Charitable Trust, Arts Council England, Alnwick Town Council, The Barbour Foundation, The Maria Bjornson Memorial Fund, The Carr-Ellison Family Charitable Trust, The Hedley Denton Charitable Trust, Film Hub North, The Joseph Strong Frazer Trust, The Hadrian Trust, The W.A. Handley Trust, The Hugonin Trust, The Sir James Knott Trust, Northumberland County Council, Northumberland Estates, The Postcode Neighbourhood Trust.

Friends and Front Row

During the course of the year the Front Row scheme raised in excess of £5,500. Our Front Row donors make a special annual donation to the Playhouse to enable us to work towards special projects which lie outside our regular activity and which bring even greater benefits to the community and our customers. During this financial year there were c.30 members.

The Friends' scheme continued. However, in the post Covid-19 period it has been challenging to maintain this activity at previous levels. The scheme brought in over £6,500 in the year with 260 memberships taken. Many of them support the Playhouse as volunteers, acting as stewards and carrying out a number of duties enabling the establishment to run smoothly.

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These supporters come from the town of Alnwick and its outlying district as well as from further afield where a facility such as the Playhouse does not exist. We are very grateful to all of them for their continued support.

Financial Review

Although the Covid-19 pandemic was declared over by the Government, and the 2021/22 financial year saw the gradual reopening of the Playhouse for normal business, it continued to have an impact on audience numbers and the ability to put on live shows. Overall income levels increased over the previous year by £252K, thanks to the resumption of live performances (including the Vikings Christmas show), although this was partially offset by a reduction in Covid-19 funding of £121K. The reopening of the Playhouse and the consequent increase in activity also brought extra costs in its wake, including higher staff and premises costs, and higher finance costs on the back of increased ticket sales. Overall there was a reduction in reserves in the year of £103K, of which £37K was unrestricted.

Going concern

The Trustees have considered the continuing impact of the Covid-19 pandemic and how it is expected to affect the company's financial position.

The current significant risk remains the long-term impact of the Covid-19 pandemic on charitable activities. This risk will be managed by utilising our free reserves, strictly controlling expenditure, taking advantage of Government and sector grants and encouraging donations from as wide a variety of individuals and organisations as possible.

The Playhouse was without a Finance Officer from December 2021 until August 2022, with Kinnair and freelance staff stepping in to provide basic accounting services during that period. The recruitment of a new Finance Officer will herald a thorough review of accounting policies and procedures, including but not limited to:-

- Management reporting
- Authorisation levels, including the role of the Finance Committee
- Banking procedures, including the processing of card transactions
- Till systems, particularly for bar activities

In the opinion of the Trustees, the going concern basis remains appropriate and the financial statements have been prepared on that basis, which assumes that the charitable company will continue in operation for the foreseeable future.

Reserves policy

The trust operates with only limited financial resources and is able to set aside only a limited contingency fund. The majority of the surplus is re-invested in the programme and development of the Playhouse.

The calculation of free reserves is based on the definition included in the charity statement of

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recommended practice (SORP), which provides recommendations for accounting and reporting for charities. Resulting from this, the Trustees considered it would be appropriate to hold the equivalent of three months' overhead costs due to the severe impact on charitable activities caused by the Covid-19 pandemic, which would equate to holding approximately £125,000 in free reserves. The Trustees keep the reserves policy under continuous review, and will revise as and when circumstances dictate.

At 31st March 2022, free reserves were £254,801. Notwithstanding the impact of Covid-19 on charitable activities, the Trustees are very conscious that there are two other key factors to bear in mind; firstly, we have a long-term loan with Northumberland Country Council for £34,950 and secondly a hire purchase agreement for £6,726. However, in line with our policy on free reserves, we have sufficient reserves to cope with both of these factors.

Investment policy and powers

The Trustees are able to invest and deal with monies of the company not immediately required in such a manner as they may from time to time determine. This is an issue dealt with by the Finance committee in the first instance and then presented to the Board for approval.

Future Plans

The future has lots of possibilities. We are keen to develop the opportunities we offer our community to get involved in creative activities and to engage with a wide variety of artists and performances across the art forms. To facilitate the work, we must ensure that we have a secure and stable organisation. To achieve this, we are developing our partnerships with other cultural organisations across the county and optimising the use of our building's spaces, for both community and commercial hire. In the wake of the Covid-19 pandemic we are rebuilding the engagement lost with schools and providing a diverse program of activities for their benefit. In tandem with this we are investigating ways to expand our property and to diversify our income streams. We have recently taken back the running of the Playhouse bar and are confident that this can grow and become a considerable contributor to our income needs.

We have various new members of the team and some existing members have changed their roles. There is a desire to retain the team we have and we are determined to offer ample opportunity for them to develop their practice. We are aware that the level of remuneration is somewhat less than would be desired. Part of our journey to sustainability is to confront this and through developing the companies offer to ensure we include enhancing the terms and conditions for all our staff full time, part time and freelance.

This report was approved by the Trustees on 5th December 2022 and signed on their behalf by:

DocuSigned by:

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C Sayers
Chair

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INDEPENDENT EXAMINER'S REPORT
FOR THE YEAR ENDED 31 MARCH 2022

Independent examiner's report to the Trustees of Alnwick District Playhouse Trust ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

As the Trustees of the Company (and 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 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 the Company's accounts carried out under section 145 of the Charities Act 2011 ('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 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 The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed: 
Detlev Anderson FCA

Dated: 5 December 2022

Kinnair Associates Limited
Chartered Accountants
Aston House
Newcastle upon Tyne
NE5 1NB

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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	50,583	282,846	333,429	427,138
Charitable activities	4	-	240,211	240,211	1,334
Other trading activities	5	-	16,203	16,203	8,466
Investments	6	-	366	366	905
Total income		50,583	539,626	590,209	437,843
Expenditure on:					
Raising funds	7	5,774	7,463	13,237	12,042
Charitable activities	8	111,355	568,753	680,108	358,806
Total expenditure		117,129	576,216	693,345	370,848
Net movement in funds		(66,546)	(36,590)	(103,136)	66,995
Reconciliation of funds:					
Total funds brought forward		821,661	1,174,079	1,995,740	1,928,745
Net movement in funds		(66,546)	(36,590)	(103,136)	66,995
Total funds carried forward		755,115	1,137,489	1,892,604	1,995,740

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 20 to 40 form part of these financial statements.

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REGISTERED NUMBER: 02567793

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	13	1,481,795	1,551,171
Current assets			
Stocks	14	491	2,990
Debtors	15	12,957	11,298
Cash at bank and in hand		750,867	762,272
		<u>764,315</u>	<u>776,560</u>
Creditors: amounts falling due within one year	16	(331,259)	(291,193)
Net current assets		<u>433,056</u>	<u>485,367</u>
Total assets less current liabilities		<u>1,914,851</u>	<u>2,036,538</u>
Creditors: amounts falling due after more than one year	17	(22,247)	(40,798)
Total net assets		<u><u>1,892,604</u></u>	<u><u>1,995,740</u></u>
Charity funds			
Restricted funds	19	755,115	821,661
Unrestricted funds	19	1,137,489	1,174,079
Total funds		<u><u>1,892,604</u></u>	<u><u>1,995,740</u></u>

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REGISTERED NUMBER: 02567793

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees on 05 December 2022 and signed on their behalf by:

DocuSigned by:

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C M Sayers
Chair

The notes on pages 20 to 40 form part of these financial statements.

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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	2021 £
Cash flows from operating activities			
Net cash used in operating activities	22	2,392	231,018
Cash flows from investing activities			
Dividends, interests and rents from investments		366	905
Purchase of tangible fixed assets		(2,354)	(5,705)
Net cash used in investing activities		(1,988)	(4,800)
Cash flows from financing activities			
Repayments of borrowing		(11,809)	(6,063)
Net cash used in financing activities		(11,809)	(6,063)
Change in cash and cash equivalents in the year		(11,405)	220,155
Cash and cash equivalents at the beginning of the year		762,272	542,117
Cash and cash equivalents at the end of the year	23	750,867	762,272

The notes on pages 20 to 40 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

Alnwick District Playhouse Trust is a company limited by guarantee incorporated in England and Wales, company registration number: 02567793 and charity number: 1020404. The members of the company are the Trustees named on page one. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Alnwick District Playhouse Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees have considered the continuing impact of the Covid-19 pandemic and how it is expected to affect the company's financial position.

The current significant risk remains the long-term impact of the Covid-19 pandemic on charitable activities. This risk will be managed by utilising our free reserves, strictly controlling expenditure, taking advantage of Government and sector grants and encouraging donations from as wide a variety of individuals and organisations as possible.

The Playhouse was without a Finance Officer from December 2021 until August 2022, with Kinnair and freelance staff stepping in to provide basic accounting services during that period. The recruitment of a new Finance Officer will herald a thorough review of accounting policies and procedures.

Accordingly, in the opinion of the trustees, the going concern basis remains appropriate and the financial statements have been prepared on the going concern basis which assumes that the charitable company will continue in operation for the foreseeable future.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs and costs relating to the governance of the charitable company.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold property	- straight line over lease term to 8 February 2068
Fixtures and fittings	- 15% reducing balance

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Individuals and small groups	1,711	40,931	42,642
Grants	48,872	58,325	107,197
Covid grants and support	-	130,805	130,805
Charity foundations and other charities	-	52,785	52,785
	<u>50,583</u>	<u>282,846</u>	<u>333,429</u>
	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Individuals and small groups	37,075	24,077	61,152
Grants	37,034	60,000	97,034
Covid grants and support	-	251,952	251,952
Charity foundations and other charities	-	17,000	17,000
	<u>74,109</u>	<u>353,029</u>	<u>427,138</u>

Covid grants and support income above includes £23,327 (2021: £83,564) from central government.

Grants income above includes £58,325 (2021: £60,000) from Local Authorities.

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities - Professional events and activities	161,616	161,616
Income from charitable activities - Community events and activities	67,365	67,365
Sundry other income	11,230	11,230
	<u>240,211</u>	<u>240,211</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4. Income from charitable activities (continued)

	<i>Unrestricted funds restated 2020 £</i>	<i>Total funds restated 2020 £</i>
Income from charitable activities - Professional events and activities	589	589
Sundry other income	745	745
	<u>1,334</u>	<u>1,334</u>

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2022 £	Total funds 2022 £
Friends of the Playhouse subscriptions	6,500	6,500
Front row scheme	5,720	5,720
Youth theatre subscriptions	2,233	2,233
Choir subscriptions	1,750	1,750
	<u>16,203</u>	<u>16,203</u>

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Friends of the Playhouse subscriptions	3,486	3,486
Front row scheme	4,945	4,945
Choir subscriptions	35	35
	<u>8,466</u>	<u>8,466</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Bank interest receivable	366	366

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Bank interest receivable	905	905

7. Expenditure on raising funds

Costs of raising voluntary income

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Fundraising	5,774	7,463	13,237

	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Fundraising	12,042	12,042

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total 2022 £
Professional events and activities	91,638	355,356	446,994
Community events and activities	19,717	213,397	233,114
	<u>111,355</u>	<u>568,753</u>	<u>680,108</u>

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total 2021 £</i>
Professional events and activities	41,176	174,272	215,448
Community events and activities	23,284	120,074	143,358
	<u>64,460</u>	<u>294,346</u>	<u>358,806</u>

9. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Professional events and activities	145,563	301,431	446,994
Community events and activities	32,158	200,956	233,114
	<u>177,721</u>	<u>502,387</u>	<u>680,108</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure by activities (continued)

	<i>Activities undertaken directly 2021 £</i>	<i>Support costs 2021 £</i>	<i>Total funds 2021 £</i>
Professional events and activities	5,178	210,270	215,448
Community events and activities	3,178	140,180	143,358
	<u>8,356</u>	<u>350,450</u>	<u>358,806</u>

Analysis of direct costs

	Professional events and activities 2022 £	Community events and activities 2022 £	Total funds 2022 £
Bar & cafe purchases	3,705	2,471	6,176
Artistes fees	110,064	26,638	136,702
Theatre technicians	4,664	3,049	7,713
Film hire and programming	27,130	-	27,130
	<u>145,563</u>	<u>32,158</u>	<u>177,721</u>

	<i>Professional events 2021 £</i>	<i>Community events 2021 £</i>	<i>Total funds 2021 £</i>
Bar & cafe purchases	2,667	1,778	4,445
Artistes fees	6,471	1,400	7,871
Theatre technicians	13	-	13
Film hire and programming	(3,973)	-	(3,973)
	<u>5,178</u>	<u>3,178</u>	<u>8,356</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Professional events and activities 2022 £	Community events and activities 2022 £	Total funds 2022 £
Depreciation	43,038	28,692	71,730
Staff costs	122,546	81,698	204,244
Premises	69,257	46,172	115,429
Legal and professional	2,931	1,954	4,885
Finance costs	8,717	5,812	14,529
Repairs	7,366	4,910	12,276
Insurance	4,302	2,868	7,170
Advertising	4,794	3,196	7,990
Staff training	284	190	474
Sundry expenses	3,149	2,100	5,249
Governance costs	18,291	12,194	30,485
Irrecoverable VAT	8,778	5,852	14,630
Spektrix	7,978	5,318	13,296
	<u>301,431</u>	<u>200,956</u>	<u>502,387</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Professional events 2021 £</i>	<i>Community events 2021 £</i>	<i>Total funds 2021 £</i>
Depreciation	48,997	32,665	81,662
Staff costs	107,275	71,516	178,791
Premises	19,459	12,973	32,432
Legal and professional	8	6	14
Finance costs	3,428	2,285	5,713
Repairs	6,409	4,273	10,682
Insurance	3,857	2,571	6,428
Advertising	2,577	1,718	4,295
Sundry expenses	210	140	350
Governance costs	16,772	11,181	27,953
Spektrix	1,278	852	2,130
	<u>210,270</u>	<u>140,180</u>	<u>350,450</u>

Governance costs included above comprise:

	2022 £	2021 £
Accountancy fees	1,946	1,946
Independent examiner's fees	830	830
Salaries and wages	20,035	25,177
Bookkeeping fees	7,674	-
	<u>30,485</u>	<u>27,953</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

10. Independent examiner's remuneration

	2022	<i>2021</i>
	£	£
Fees payable to the Company's independent examiner for the independent examination of the Company's annual accounts	830	830
Fees payable to the Company's independent examiner in respect of: All other services not included above	1,946	1,946
	<u><u>1,946</u></u>	<u><u>1,946</u></u>

11. Staff costs and remuneration

Staff costs comprise:

	2022	<i>2021</i>
	£	£
Wages and salaries	209,507	190,943
Social security costs	11,775	10,077
Pension costs	2,997	2,948
	<u><u>224,279</u></u>	<u><u>203,968</u></u>

The average number of employees during the year was as follows:

	2022	<i>2021</i>
	Number	Number
Hospitality management staff	-	1
Administrative staff	4	4
Technical staff	3	2
Theatre management staff	1	1
Arts development	3	2
	<u><u>11</u></u>	<u><u>10</u></u>

The aggregate remuneration of the key management in the year amounted to £43,696 (2021 - £39,182).

No employee received remuneration of more than £60,000 during the year (2021 - Nil).

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

13. Tangible fixed assets

	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2021	1,686,635	470,280	2,156,915
Additions	-	2,354	2,354
At 31 March 2022	<u>1,686,635</u>	<u>472,634</u>	<u>2,159,269</u>
Depreciation			
At 1 April 2021	433,464	172,280	605,744
Charge for the year	26,677	45,053	71,730
At 31 March 2022	<u>460,141</u>	<u>217,333</u>	<u>677,474</u>
Net book value			
At 31 March 2022	<u>1,226,494</u>	<u>255,301</u>	<u>1,481,795</u>
At 31 March 2021	<u>1,253,171</u>	<u>298,000</u>	<u>1,551,171</u>

14. Stocks

	2022	2021
	£	£
Bar and cafe stock	<u>491</u>	<u>2,990</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

15. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	7,329	327
Other debtors	97	10,054
Prepayments and accrued income	5,531	917
	<u>12,957</u>	<u>11,298</u>

16. Creditors: Amounts falling due within one year

	2022 £	2021 £
Other loans	12,703	5,995
Trade creditors	58,110	7,348
Other taxation and social security	2,534	-
Obligations under finance lease and hire purchase contracts	6,726	6,692
Other creditors	12,749	12,631
Accruals and deferred income	238,437	258,527
	<u>331,259</u>	<u>291,193</u>

17. Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Other loans	22,247	34,057
Net obligations under finance lease and hire purchase contracts	-	6,741
	<u>22,247</u>	<u>40,798</u>

Hire purchase creditors are secured on the assets to which they relate.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

18. Financial instruments

	2022	2021
	£	£
Financial assets		
Financial assets measured at fair value through income and expenditure	<u>750,867</u>	<u>762,272</u>

Financial assets measured at fair value through income and expenditure comprise bank and cash balances.

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Unrestricted funds				
Designated funds				
Refurbishment	103,000	-	-	103,000
General funds				
General funds	1,071,079	539,626	(576,216)	1,034,489
Total Unrestricted funds	1,174,079	539,626	(576,216)	1,137,489
Restricted funds				
Community Foundation	999	-	(999)	-
Youth Theatre	844	-	(844)	-
Catalyst	5,774	-	(5,774)	-
Refurb 18-19	777,010	1,000	(51,547)	726,463
ACE Christmas Production	37,034	48,872	(57,254)	28,652
Winter heating costs, open door	-	711	(711)	-
	821,661	50,583	(117,129)	755,115
Total of funds	1,995,740	590,209	(693,345)	1,892,604

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

19. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted funds				
Designated funds				
Refurbishment	103,000	-	-	103,000
General funds				
General funds	1,013,733	363,734	(306,388)	1,071,079
Total Unrestricted funds	1,116,733	363,734	(306,388)	1,174,079
Restricted funds				
Community Foundation	999	-	-	999
Youth Theatre	844	-	-	844
Catalyst	2,774	3,000	-	5,774
Refurb 18-19	807,395	34,075	(64,460)	777,010
ACE Christmas Production	-	37,034	-	37,034
	812,012	74,109	(64,460)	821,661
Total of funds	1,928,745	437,843	(370,848)	1,995,740

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NOTES TO THE FINANCIAL STATEMENTS
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Restricted funds:

Community Foundation represents funding for the development of a business plan.

Youth Theatre represents public donations given in support of the Youth Theatre.

Catalyst represents Arts Council England funding for the training and development of our fundraising and diversifying our income streams.

Refurb18-19 represents donations given in respect of the renovation and redevelopment of the Playhouse.

ACE Christmas Production - Funding for Christmas 2021 and 2022 productions.

Designated funds:

£103,000 has been designated to cover the remaining refurbishment costs.

20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021	Income	Expenditure	Balance at 31 March 2022
	£	£	£	£
Designated funds	103,000	-	-	103,000
General funds	1,071,079	539,626	(576,216)	1,034,489
Restricted funds	821,661	50,583	(117,129)	755,115
	<u>1,995,740</u>	<u>590,209</u>	<u>(693,345)</u>	<u>1,892,604</u>

Summary of funds - prior year

	<i>Balance at 1 April 2020</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2021</i>
	£	£	£	£
Designated funds	103,000	-	-	103,000
General funds	1,013,733	363,734	(306,388)	1,071,079
Restricted funds	812,012	74,109	(64,460)	821,661
	<u>1,928,745</u>	<u>437,843</u>	<u>(370,848)</u>	<u>1,995,740</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	702,107	779,688	1,481,795
Current assets	53,008	711,307	764,315
Creditors due within one year	-	(331,259)	(331,259)
Creditors due in more than one year	-	(22,247)	(22,247)
Total	755,115	1,137,489	1,892,604

Analysis of net assets between funds - prior year

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	751,400	799,771	1,551,171
Current assets	70,261	706,299	776,560
Creditors due within one year	-	(291,193)	(291,193)
Creditors due in more than one year	-	(40,798)	(40,798)
Total	821,661	1,174,079	1,995,740

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

22. Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	£	£
Net income/expenditure for the year (as per Statement of Financial Activities)	(103,136)	66,995
Adjustments for:		
Depreciation charges	71,730	81,662
Dividends, interests and rents from investments	(366)	(905)
Decrease in stocks	2,499	3,387
(Increase)/decrease in debtors	(1,659)	45,457
Increase in creditors	33,324	34,422
Net cash provided by operating activities	2,392	231,018

23. Analysis of cash and cash equivalents

	2022	2021
	£	£
Cash in hand	750,867	762,272
Total cash and cash equivalents	750,867	762,272

24. Analysis of changes in net debt

	At 1 April	Cash flows	At 31 March
	2021	£	2022
	£		£
Cash at bank and in hand	762,272	(11,405)	750,867
Debt due within 1 year	(5,995)	(6,708)	(12,703)
Debt due after 1 year	(34,057)	11,810	(22,247)
Finance leases	(13,433)	6,707	(6,726)

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

25. Operating lease commitments

At 31 March 2022 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Not later than 1 year	14,873	12,396
Later than 1 year and not later than 5 years	-	14,873
	14,873	27,269
	14,873	27,269

The company has a lease with Northumberland County Council to occupy part of the Playhouse building in Alnwick up until 2068. The lease is subject to rent reviews and the tenant may terminate the lease on or at any time after 12th January 2023 on giving not less than six months' notice. Consequently, although there are no plans to give notice, only the lease payments to 12th January 2023 are disclosed.

26. Related party transactions

During the year, Alnwick District Playhouse Trust received Front Row membership fees of £500 (2021 - £469) from two (2021 - two) trustees on a normal commercial basis.