

Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees

C M Sayers, Chairman
N Luke
R Styring
M Allenby
P J Gregory
J Spence
R C Dale (resigned 28 March 2023)
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

D Cruden

Independent Auditors

Kinnair Associates Limited
Chartered Accountants
Registered Auditors
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 2023



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 2023.

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.

Risk management

We have been aware of a need to ensure our risk register was updated and maintained. This is now the case and it will be reviewed at each board meeting. We are in the process of broadening the diversity of the board so that it better reflects contemporary society. By doing so we believe we will strengthen the board and ensure that we have a more transparent decision making process. It is now agreed that a more diverse board is better able to ask the right questions when supporting the management team in the running of the organisation. We now have a clear view of our financial situation and have improved the reporting process. A Finance Sub Committee is in place to allow greater scrutiny and support to the head of finance. We also have a board champion for Health and Safety and a dedicated member of staff to oversee the maintenance of proper records. Forward

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planning is focussed on establishing a sustainable organisation that has a wide variety of financial "pillars". We are aware that the current uncertainty that abides requires a "not all eggs in one basket approach".

Objectives and Activities

Alnwick Playhouse is a vibrant arts centre, serving a rural and economically challenged region in the most sparsely populated county in England. We are a hub of cultural activity in the area and are the only full-scale 266 main house & 70 seat arts facility between Berwick, Hexham & Newcastle-upon-Tyne.

Our mission is:

- to continuously innovate to provide a rich & balanced mix of high-quality professional touring drama, music, dance and film that is informed by our rural demographic
- to establish a wide programme of participative activities reflected through the arts forms we present, following the ethos which drives our work "If you can experience it, you can do it".

Our programme represents local people of all ages and their interests, with performance, music, dance, community activity and live streaming of world-class productions. 94% of local residents agreed the Playhouse was 'the heart of our community' and is 'very important to the town'. We are situated in a very rural area with poor public transport, and have a wide reach to outlying villages and other local towns.

The recent £3.2m capital re-development of the Playhouse building renovated and improved the whole building, roof and internal spaces, and led to an expansion of our facilities, gaining full time use of the Playhouse Studio, making a new creative space in the Old Wardrobe, extending our bar and café and incorporating Alnwick Library and Tourist Information Centre.

Our programme aims to:

- Promote all aspects of artistic activity to the Alnwick community, and surrounding areas.
- Present a high quality & diverse programme of live & digital artistic performances, including theatre, music, film, dance, community and young peoples' activities, and live streaming
- Present a gallery programme of professional art.
- Use the studio theatre space to programme and test a range of work for children and young people, collaborating with professional artists.
- Respond to community needs, providing a creative space for community activities including performance, rehearsals, meeting space and storage. We host Playhouse Youth Theatre (3 weekly groups), Alnwick Theatre Club, Alnwick Stage Musical Society, Playhouse Community Choir, Playhouse Community Band, Alnwick Choral Society, our local schools and a dance group for over 50's.

Significant Activities

We have been busy at the Playhouse with a very full schedule of live performances, cinema screenings and exhibitions - a total of 530. This ramped up over the year with 322 in the last two quarters. We have focused on work for children and engaging schools.

The funding of Claire Venus as a schools/young people and family liaison worker by NCC has been a great assist in re-connecting with schools. Greatest success is with the primary schools who were beginning to venture out once more. The greatest impediment was and remains price. We have subsidised ticket prices and given some schools free access to help them return to theatre going. The rural schools are hardest hit with spiralling transport costs being prohibitive. With Opera North we took a performance of the Little Vixen to Whittingham school as a free offer funded by the Playhouse. Our Christmas production of Remarkable Robin was offered at subsidised rates and in one instance free to local primary schools.

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In this year we have developed the studio program with an emphasis on building a more diverse cinema program. We have a cinema hub group who are engaged with programming some of the film offer, there are 25 members and we hope to expand this to a young persons film hub group in the coming 12 months. We now have a film programmer on staff as opposed to having a remote freelance programmer. This is allowing us to further develop our film offer.

The audience is returning although it is very difficult for the Playhouse to have benchmark numbers pre-pandemic. We have counted 55,457 attendances for cinema , live performance and participative events.

The building now has a very different offer. With two spaces to program and a rehearsal space we now have greater potential to engage the community in a broader range of activities. The engagement with the Library is another positive addition to the offer. The cafe and bar are a very different proposition to the building's pre-refurbishment condition. So comparisons are impossible to make.

What is clear is that audience levels are building from 9k in the 1st quarter to nearly 17k in the 4th. Progress is being made. We are disappointed with the professional drama audience, which is slowest to return, it must be noted though that the work available to book remains limited as the post covid recovery of the industry is slow and less new work is available.

Work presented includes: Rob Newman, stand up; Grease, Duchess' High School; The Island, Elysium Theatre Co; Billy Joel Albums Show, Elio Pace; Feast Of Fiddles; Little Manfred, Soldiers Arts Academy.

Cinema audiences are strong and our ability to have a fuller program with more showings due to the investment in the cinema equipment in the studio, has allowed us to offer more screenings of the work at a variety of times thus giving access to a wider audience.

32 Bondgate: We are about to purchase the adjoining building and are currently planning to develop it as a space with accommodation for artists performing at the Playhouse, residential weekends with artists across all disciplines and for general holiday lets. The ground floor will be a creative/meeting space and office accommodation both to raise new sources of income for the Trust. At the end of the year we had our offer accepted and were awaiting completion.

Christmas production

This year we produced Remarkable Robin's Christmas Adventure which was the final part of our ACE Northumberland Commissioning Hub project. The play was well received however we were aware that the school's audience found it difficult to afford tickets and travel so numbers were lower than predicted for the production.

Youth Theatre

April 2022 – March 2023

As Youth Theatre runs along an academic year the start of every financial year is our Summer Term.

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April to July Summer Term

Minis Group age 8-11 years old - 'Musicville'



Musical Production with 25 children participating. The fee for this term was £50. Audience for the show was 165 people. We contacted a professional MD Peter Brown and a trainee Choreographer from Alnwick School of Dance Seniors. 2 Chaperones were also engaged for the performance.

The Playhouse team of myself, Carrie, Andy and his team directed, designed, stage managed and costumed the performance. This was a successful term for this group the children enjoyed the show and working with the team, we had positive feedback from parents who were impressed a Musical could be produced in 10 weeks of 1.5 hr sessions.

Summer Holiday - Play in a week project – The Case of the Missing Tiara



This was a small scale, week-long, project which saw some of our Youth Theatre 10 year old members create their own mystery promenade performance around the theatre. Together we devised a piece called 'The Case of the Missing Tiara' that took the audience on a journey around the building solving riddles to get clues to the identity of the culprit! It was great fun and good show, with some very creative ideas from the children on character and motive.

September to December – Autumn/Winter Term

Following on from the feedback from parents, from the problems with attendance and engagement and from discussion with Damian regarding my ambitions and plans for youth theatre, a restructure and rebrand took place.

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Taster sessions took place in the first week of September for 4 new groups.

- Act 1 age 7-9 (school year 3 and 4) 9.30- 10.30 £60 Saturday 16 participants
- Act 2 age 9-11 (school year 5 and 6) 10.45 -12.15 £75 Saturday 25 participants
- Act 3 age 11-13 (school year 7 -9) 5.30-7.00pm £75 Tuesday 22 participants
- Young Company age 14+ (school year 10-13) 7.00-8.30pm £75 Tuesday 7 participants

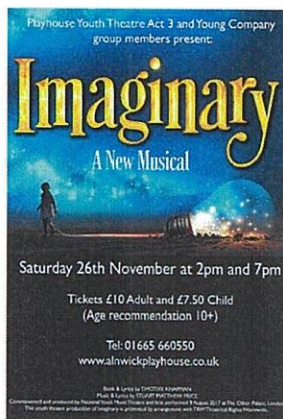
We also introduced 2 new bursaries at 50% and 75% reduction for low-income families. Evidence is required and these places are limited to 15% of the group size.

We created new sign-up documents to be able to identify SEN children from sign up and make sure the children were in the correct groups. We also had a new consent form designed for parents to sign for all emergency and permissions for the theatre.

This proved to be exactly the correct move and the sign up for each group was exciting to see.

Act 1, Act 2, and Young Company first term were focused on building these groups and skills development. Offering a variety of workshops and skills building and included a Halloween and Christmas themed sessions for the younger groups.

Act 3 age 11-13 'Imaginary'



This project started in the Summer Term with rehearsals and recasting taking place in September when the groups were changed. There were 26 participants (including some original cast from last term who were now 14).

This was a full-length musical with 2 acts and a lot of work for the children. Set Sound and Lighting design by Andy and the team. The costumes were hired and an MD and Choreographer commissioned. We sold 149 tickets for this production.

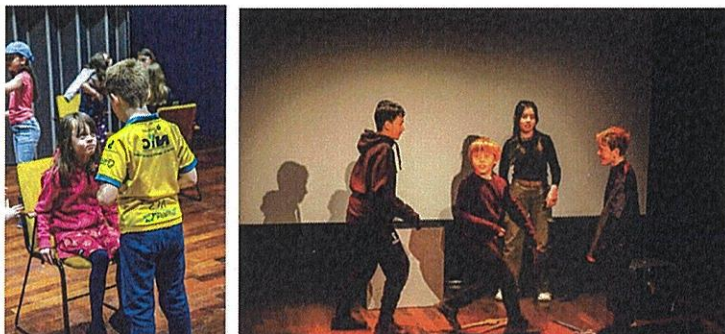
In the end this was a successful show for the young people who performed, and the staging and production values gave it a professional finish. Parents were very complimentary about the standards.

The costs of this production were offset by other groups non-performance term fees. However, in future a large scale production like this would require extra funding and sponsorship to support a longer rehearsal period and professional fees.

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Spring Term January- March



During this term **Act 1 Act 2** groups devised their own show-back performances for parents. Based on a variety of characters and situations from improvisation workshops. We had stories of alien planets, we had a haunted house, a fairy tale with a twist, a murder mystery, a Greek tragedy and a time travel crime story.



Act 3 Group took on script work and tried out different duologue and monologue pieces. This term was about exploring text in preparation for next terms play. While **Young Company** started rehearsals for '**But Why Bump off Barnaby**' to be performed in May.

We had a very successful relaunch of Youth Theatre with the 4 groups now running, all very popular and lots of enthusiasm from parents and children alike. The new structure has proved to be the right move to make and the right balance across the terms of skills and productions.

By the end of this financial year we have doubled the number of Youth Theatre groups and grown the number of participants by 40%.

These participant numbers increase again in the Summer and Autumn terms for next financial year.

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Building capacity in the sector



Our co-production of Wind In The Willows with Queen's Hall, Hexham and Alnwick Gardens opened in Hexham in December 2022. The project was devised to fulfil Queen's Hall's need for a Christmas show and to generate a piece of work for the Summer of 2023 in Alnwick Gardens. The second stage is set to begin at the end of July 2023 with the same cast, costumes and staging as used in Hexham with performances in Alnwick Gardens in a new open air theatre.

Over the Christmas period through our joint efforts with Queen's Hall, Hexham and Alnwick Gardens, we offered 13 actors and 8 creative artists/technicians employment. 13 were regional artists/workers. The intention to extend some of this into the Summer production of 2023 will give further employment opportunities. Alongside this, the creation of an outdoor performance space should bring greater potential for the region's cultural offer into the future.

Newsletter and audience communications

Developing Audiences

The Playhouse has continued to develop existing and new audiences, with emphasis this year on working with the community. Working alongside organisations, such as The Alnwick Garden, in the run up to our Summer 2023 production, Storyfest and What A Wonderful World has allowed us access to new potential audiences and has opened up access to other professionals for assistance and learning opportunities for our staff team. In addition, we have begun developing school audiences, proactively joining in conversation with them as to how we can facilitate their cultural needs and inviting them to Playhouse productions. An audience development project for specialised film is also ongoing, with a community programming group becoming established, aiming to facilitate a means of feedback from the community about what they want their cinema to become.

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Cinema Survey

As part of our audience development plan for specialised cinema, a series of audience surveys were undertaken in order to get to know our cinema audiences. Results show:

2.5% of our audience visit the cinema once a week, 25% once per month and 55% once every 2-3 months, with the remaining attending once per year or less.

The most popular genres of film among respondents are Adventure, Comedies, Dramas, Historical Dramas and Period Dramas.

75% of respondents prefer to attend cinema between 7pm-9pm

5% of respondents prefer a weekend for cinema

65% of respondents attend the cinema as a couple

60% of respondents would like to see mainstream titles closer to their release date

60% of respondents find out what's on at the cinema through the newsletter

20% of respondents find out what's on at the cinema through the brochure

45% of our respondents don't use social media

Newsletter

The mailing list remains at approx. 10,000. Engagement with the Playhouse newsletter has increased, as has the number of communications we send via email. More than twice the amount of emails were sent in comparison to last year, but with more than 3 times the amount of emails being opened. 468,948 emails were opened, compared to just 185,419 the previous year and 17,351 booking links were clicked compared with 9,202 the previous year. This year has concentrated on increasing the number of email communications we send and improving how we target those on the mailing list with emails specifically designed to their interests. Over the next year we will continue this work and we will be pushing for new sign-ups to the mailing list; a recruitment drive to the mailing list hasn't been done in 4-5 years.

Website

The Playhouse website is under redevelopment. WISTL are undertaking the work and we will be in a position to launch the site late October, alongside the new membership scheme. The new website will not only have a fresh new professional look, but will improve awareness of the activity that happens at the Playhouse, the products we sell and streamline processes within the business. This includes a page dedicated to schools, to facilitate school bookings, booking systems for food & drink facilities and room hire.

Social Media

We continue to have a social media presence on Facebook, Instagram and Twitter. Our social media following is continually increasing with over 400 new followers across Facebook and Instagram. The amount of social media content we are posting has increased by almost 50% and we are continuing to see increased engagement on our social media channels. Facebook remains our most popular social media channel achieving a reach of 267,951 this year, compared to 127,054 in the previous year. Instagram engagement has also improved with a reach of 9,503 this year, compared with 2,976 the year previous. We have explored using TikTok, but haven't yet made the leap to using the platform, due to the time commitment that would be required to produce regular content.

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Staff Resource

Marketing have expanded with an additional 30 hour permanent member of staff. This additional resource means over the next financial year we are in a position to increase our marketing activity and dedicate time to projects outside of the events programme, including developing the Playhouse membership scheme.

Staff and freelancers

We have focused our recruitment this year on strengthening the staff team, across all Departments.

- In June and July 2022 we recruited 3 new Box Office Assistants - Janet Clarke, Bradley Stevens and Rob Paul. This enabled us to extend our Box Office hours.
- In August 2022 we recruited Martin Clarke to the position of Finance Officer, as we had temporary cover following Chris Eke's departure.
- In October 2022 we recruited Kirstin Chapman to a new position of Customer Service Manager, following Jo Scott's move to Ops and Administration Manager. The new CSM role would cover Duty FOH, manage the volunteers and the bar and bar staff. In March 2023 we are working towards the TUPE of McKenna's cafe staff over to ADPT and the CSM will take on cafe staff management.
- In February 2023 we recruited Katie Snape to the position of Marketing Assistant to support Becky Kelly with the Marketing of a larger programme.
- In March 23 we recruited Gina Prince to the position of Finance Assistant to support Martin, who wanted to reduce his hours.

The Playhouse continues to have a strong roster of volunteers, both Front of House and within the Technical department, who provide much appreciated support to both departments. With differing levels of availability and participation, from providing stewarding for one show a month, to offering for numerous days within any specific period, they are an invaluable part of the Playhouse team and the loyalty they show to the venue is fantastic/undeniable, forming a key part of the organisation's success.

A similar loyalty can also be found amongst the casual staff who enable the Playhouse Kitchen and Bar to be open for all customers, both those attending shows or those just visiting the venue, regulars and tourists alike.

Health and safety

6 accident report forms completed during the year.

3 incidents involved people being taken to hospital as a precaution just to be checked over. Each of these was a fainting spell.

Jo is producing a H&S update report for the Board meeting in April 23. As of end of March 23 all recommended H&S assessments have been reviewed and updated, but action is needed on the provision of PPE, the main house rig, and there are some unresolved concerns on Tech manual handling assessments and we are looking to source external help to resolve those.

Report Fundraising 2022/23

This was an unusually good year for attracting grant funding for the Playhouse, mainly due to the awareness of need for the sector following the impact of Covid-19.

In this financial year, we received core grants from;

The 29th May 1961 Charitable Trust
Alnwick Town Council
The Barbour Foundation
The Butler Ember Charity
Duke of Northumberland
The Hadrian Trust
The W.A. Handley Charity Trust
Hedley Denton Charitable Trust,

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The Joseph Strong Frazer Trust
Sir James Knott Trust
The Anthony and Elizabeth Mellows Charitable Settlement
The Patricia Routledge Foundation
The Schroder Charity Trust
The Hugonin Trust Fund

Regular funding grants from Alnwick Town Council and Northumberland County Council

In addition, we received project funding grants for the following;

- Community Foundation Tyne & Wear and Northumberland - review of the Playhouse's work with local schools
- Film Hub North with National Lottery funding on behalf of the BFI Film Audience Network – to developing a Playhouse staff member into our Film Programmer

As well as preparing and submitting these bids, during this year we worked on capital funding research and feasibility, reporting to and meeting with funders, further core prospect research and work on the Arts Council NPO application.

Other Trusts and Foundations/local funders

Thank you section for funders

We would like to say a huge thank you to all of our funders and supporters, who helped us in this financial year, both those named below and those who support through membership of our valued Friends and Front Row schemes.

The 29th May 1961 Charitable Trust, Alnwick Town Council, The Barbour Foundation, The Butler Ember Charity, Community Foundation Tyne & Wear and Northumberland, Duke of Northumberland, Film Hub North with National Lottery funding on behalf of the BFI Film Audience Network, The Hugonin Trust, Hedley Denton Charitable Trust, The Hadrian Trust, The W.A. Handley Charity Trust, The Joseph Strong Frazer Trust, Sir James Knott Trust, The Anthony and Elizabeth Mellows Charitable Settlement, Northumberland County Council, The Patricia Routledge Foundation, The Schroder Charity Trust, our local Parish Councils

Friends and Front Row CM

We have over 200 current members currently enrolled on our Friends of the Playhouse memberships. Many of these are long-standing supporters but we also have 83 members who are new to the scheme.

We have 27 Front Row members who continue to support us with higher level donations in addition to their regular attendance at a variety of our performances and screenings.

Membership benefits have now been increased (in line with a January price increase) to include a 10% discount at the Playhouse Kitchen and Bar alongside ongoing discounts to film screenings and live events. We have also introduced improved functionality to 'gift' a membership to someone else ahead of our new membership scheme launching to maximise opportunities for increased numbers going into the festive season. This will be available both online or for purchase via the Box Office in addition to our Playhouse Gift Vouchers.

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

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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.

Charitable Activities Not in 2023

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.

Financial Review

The recovery of audiences from the Covid-19 pandemic continued apace in 2022/23, with sharp rises in revenue from live shows (186%) and cinema (79%). The bar was also taken back under Playhouse control from October 2022. As a consequence the gross profit on commercial activities went from £62K in 2022 to £150K in 2023, an annual rise of 140%.

Our income from donations and legacies increased by £320K overall, the main reason being a legacy of £500K from the late Bill Hugonin. These legacy funds have been designated by the Trustees for the purchase of 32 Bondgate Without in Alnwick (next door to the Playhouse), which completed in April 2023, and its development into artistes' accommodation and rentable meeting and office space. The legacy was partly offset by reductions in Covid-19 grants (£130K), ACE Xmas show grants (£33K) and the annual grant from Alnwick Town Council (£10K).

Overall, our income rose by £742K to £1,332K, which, because it exceeded £1M, has meant that we have had to undergo a financial audit this year, as opposed to the much less rigorous inspection of previous years.

The much-increased level of activity in 2023 has brought about an increase in overheads of £131K (26%). This has included costs expected to rise with activity (e.g. Finance and costs and irrecoverable VAT), but the increase in premises costs masks a 261% increase in electricity and gas costs, which went from £22K in 2022 to £94K in 2023. The utility costs at the Playhouse are recharged to us by Northumberland County Council, along with service charges, which increased by 35% in the year. Given our gross profit % on commercial activities of 24% in 2023, we need to generate commercial sales of £562K in the year just to cover our recharged premises costs.

Overall there was an increase of £220K in reserves in 2023, made up of a loss on restricted reserves of £71K and an increase in unrestricted of £291K (including the designated legacy income).

Going Concern

The Trustees are satisfied with the way that commercial activities have recovered since the Covid-19 pandemic, but recognise that there is still significant potential to grow income in several areas:

- Full year of bar sales
- Taking back the coffee shop under Playhouse control from April 2023
- Increased hire fees from existing and new space
- New membership scheme due to launch in the 2023/24 financial year
- Planning the mix in the events calendar to maximise audiences and gross profit generated

A significant financial risk is deemed to be the cost of living crisis, with its potential effects on audience numbers and costs. This risk can be managed in the short term by growing our commercial revenues, utilising our free reserves, strictly controlling expenditure, taking advantage of government and sector grants and encouraging donations from as wide a range of individuals and organisations as possible. However, in order for the Playhouse to be viable in the longer term, it will be necessary to reduce our overheads (in particular our premises costs) to more sustainable levels.

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The Trustees have reviewed the financial forecasts which anticipate increases in revenue and costs but overall show that the Charitable Company is expected to make deficits for the foreseeable future. In addition the forecasts show that the charitable company will become more reliant on the ongoing support of Northumberland County Council. Should the assumption about ongoing support from the Council be incorrect then the Charitable Company would become insolvent and the assumption about it being a going concern would not be appropriate. In such circumstances the carrying value of assets would have to be reconsidered and would be likely to have to be reduced. However, the Trustees have not received any indication that the Council will cease to support the Charitable Company.

As a consequence, 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 any 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 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 3 months' overhead costs due to the potential impact on charitable activities caused by the cost of living crisis, which would equate to holding approximately £158K in free reserves. The Trustees keep the reserves policy under continuous review, and will revise as and when circumstances dictate.

At 31st March 2023, free reserves were £107K, a shortfall of £51K against our target figure. However, in September 2023 we received £185K (including interest) from a business interruption insurance claim regarding the 2 Covid-19 lockdowns in 2020. This obviously more than compensates for the shortfall in free reserves at March 2023.

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

Looking ahead

As we consider the future we are aware of the uncertainty that abides throughout the economy. The impact of Covid-19 and the cost of living crisis upon the arts is not to be underestimated. We are keenly aware of a growing sensitivity to price for all events.

As an organisation we are currently very dependent upon our reserves to meet the shortfall in income we currently face.

We are aware also that the possibility of greater support from local or national government sources is unlikely to transpire. The pressure on trusts and foundations to fund a growing number of charitable organisations that find themselves in ever increasingly difficult financial circumstances means that competition has increased in these funding streams so we need to be cautious about over reliance here.

We need to diversify our income streams so that we have a greater number of sources for substantial contributions to the organisations funding.

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We are developing 10 pillars of income:

1. Event sales; we feel there is still room for some growth here, the extra cinema screenings are already improving our income. We now have doubled our marketing team to 2 in order to drive sales. There is also potential through partnership to produce work that could bring a new streams of income through production creation into the organisation. Currently £150,000 but we believe we can achieve £200,000.

2. Subsidiary sales; we know the cafe and bar can deliver higher sales and better margins, we are developing the offers. An eventual contribution of £60,000+.

3. Room hire for a wide range of purposes; we have just secured a long regular hire that will give us £35k p/a extra income, we believe we can utilise our spaces better to generate extra income. Alongside this investigate ways of further developing the site to offer greater possibilities to earn income. £50,000+ .

4. Accommodation offer; the purchase of 32 Bondgate gives us the opportunity to rent overnight accommodation to artists and public. This could potentially be operational within 12 to 18 months. The target is £25,000+.

5. A new membership scheme; We are targeting a total of 1500 members in the next 3 years paying £60 per annum plus depending on the level. This would ultimately represent £90,000+

6. Improve donations from members; this has great potential and would attract gift aid. Target £30,000+.

7. Pay it forward scheme; to subsidise young people's attendance and theatre activities, we have trialled this and know it has greater potential. Target is 10% of ticket buyers giving £5 each to raise £25,000.

8. Residential activity; with the ground floor of 32 Bondgate available for extra office and a creative space we can offer residential possibilities for other creative companies. We have interest from at least two partnership companies. £5,000+.

9. Increasing income from theatre hire; for special events such as dance school presentations, we now have 3 schools currently hiring the space over 5 events each £12,000+.

10. Continued grant support; from NCC and the Town council and trusts and foundations. £100,000+.

The journey to achieve this will take approximately 3 to 4 years with a gradual growth in income occurring as each development begins to mature and we arrive at a sustainable model. In the interim we intend to fundraise to support the transition, work closely with the county council to keep costs down and run a tight ship.

We will use the Hugonin Trust money to develop 32 Bondgate, this process is already underway. Our new membership offer is due to be rolled out in Autumn 2023.

Disclosure of information to auditors

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

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

Auditors

The auditors, Kinnair Associates Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

This report was approved by the Trustees on 18 December 2023 and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'C M Sayers', with a large, sweeping flourish at the end.

C M Sayers
Chair

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees 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.

Approved by order of the members of the board of Trustees on 18 December 2023 and signed on its behalf by:

C M Sayers
Chair

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ALNWICK DISTRICT PLAYHOUSE TRUST

Opinion

We have audited the financial statements of Alnwick District Playhouse Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ALNWICK DISTRICT PLAYHOUSE TRUST
(CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters in relation to which 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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ALNWICK DISTRICT PLAYHOUSE TRUST
(CONTINUED)

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the Charity through discussions with trustees and other management, and from our commercial knowledge and experience of the arts sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the Charity, including the Companies Act 2006, Charities Act 2011 et seq., the Charities (Protection and Social Investment) Act 2016, the Trustees Acts 1925 and 2000 and Charity Commission regulation and other legislation identified as being of significance in the context of the entity e.g. taxation legislation, data protection, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- we ensured that the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by: -

- making enquiries of management as to where they considered there was susceptibility to fraud and their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ALNWICK DISTRICT PLAYHOUSE TRUST
(CONTINUED)

To address the risk of fraud through management bias and override of controls, we: -

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the notes to the financial statements are indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but are not limited to: -

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, The Charity Commission and the Charity's legal advisors.

There are inherent limitations in our anticipated audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Other matters

The financial statements for the year ended 31 March 2022, forming the corresponding figures of the financial statements for the year ended 31 March 2023, are unaudited.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ALNWICK DISTRICT PLAYHOUSE TRUST
(CONTINUED)

Use of our report

This report is made solely to the charitable 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 charitable 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Detlev Anderson (Senior statutory auditor)

for and on behalf of

Kinnair Associates Limited

Chartered Accountants

Registered Auditors

Aston House

Redburn Road

Newcastle upon Tyne

NE5 1NB

18 December 2023

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	22,907	628,954	651,861	333,429
Charitable activities	4	-	616,292	616,292	240,211
Other trading activities	5	-	18,724	18,724	16,203
Investments	6	-	3,138	3,138	366
Other income	7	-	42,488	42,488	-
Total income		22,907	1,309,596	1,332,503	590,209
Expenditure on:					
Raising funds	8	-	12,548	12,548	13,237
Charitable activities	9	94,053	1,005,085	1,099,138	680,108
Total expenditure		94,053	1,017,633	1,111,686	693,345
Net movement in funds		(71,146)	291,963	220,817	(103,136)
Reconciliation of funds:					
Total funds brought forward		755,115	1,137,489	1,892,604	1,995,740
Net movement in funds		(71,146)	291,963	220,817	(103,136)
Total funds carried forward		683,969	1,429,452	2,113,421	1,892,604

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

The notes on pages 27 to 48 form part of these financial statements.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 02567793

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	14	1,503,532	1,481,795
Current assets			
Stocks	15	4,006	491
Debtors	16	82,008	12,957
Cash at bank and in hand		981,667	750,867
		1,067,681	764,315
Creditors: amounts falling due within one year	17	(443,579)	(331,259)
Net current assets		624,102	433,056
Total assets less current liabilities		2,127,634	1,914,851
Creditors: amounts falling due after more than one year	18	(14,213)	(22,247)
Total net assets		2,113,421	1,892,604
Charity funds			
Restricted funds	20	683,969	755,115
Unrestricted funds	20	1,429,452	1,137,489
Total funds		2,113,421	1,892,604

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 18 December 2023 and signed on their behalf by:



C M Sayers
Chair

The notes on pages 27 to 48 form part of these financial statements.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 £	2022 £
Cash flows from operating activities			
Net cash used in operating activities	23	339,813	2,392
Cash flows from investing activities			
Dividends, interests and rents from investments		3,138	366
Proceeds from the sale of tangible fixed assets		250	-
Purchase of tangible fixed assets		(91,664)	(2,354)
Net cash used in investing activities		(88,276)	(1,988)
Cash flows from financing activities			
Repayments of borrowing		(20,737)	(11,809)
Net cash used in financing activities		(20,737)	(11,809)
Change in cash and cash equivalents in the year		230,800	(11,405)
Cash and cash equivalents at the beginning of the year		750,867	762,272
Cash and cash equivalents at the end of the year	24	981,667	750,867

The notes on pages 27 to 48 form part of these financial statements

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

Alnwick District Playhouse Trust is a private 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 are satisfied with the way that commercial activities have recovered since the Covid-19 pandemic, but recognise that there is still significant potential to grow income in several areas.

A significant financial risk is deemed to be the cost of living crisis, with its potential effects on audience numbers and costs. This risk can be managed in the short term by growing our commercial revenues, utilising our free reserves, strictly controlling expenditure, taking advantage of government and sector grants and encouraging donations from as wide a range of individuals and organisations as possible. However, in order for the Playhouse to be viable in the longer term, it will be necessary to reduce our overheads (in particular our premises costs) to more sustainable levels.

The Trustees have reviewed the financial forecasts which anticipate increases in revenue and costs but overall show that the Charitable Company is expected to make deficits for the foreseeable future. In addition the forecasts show that the charitable company will become more reliant on the ongoing support of Northumberland County Council. Should the assumption about ongoing support from the Council be incorrect then the Charitable Company would become insolvent and the assumption about it being a going concern would not be appropriate. In such circumstances the carrying value of assets would have to be reconsidered and would be likely to have to be reduced. However, the Trustees have not received any indication that the Council will cease to support the Charitable Company.

As a consequence, 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.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

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

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.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation (continued)

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.

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.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

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.

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
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

3. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Individuals and small groups	-	18,879	18,879
Grants	22,907	68,325	91,232
Charity foundations and other charities	-	541,750	541,750
	<u>22,907</u>	<u>628,954</u>	<u>651,861</u>
	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
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>

Covid grants and support income above includes £nil (2022: £23,327) from central government.

Grants income above includes £68,325 (2022: £58,325) from Local Authorities.

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Income from charitable activities - Professional events and activities	462,976	462,976
Income from charitable activities - Community events and activities	131,797	131,797
Sundry other income	21,519	21,519
	<u>616,292</u>	<u>616,292</u>

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

4. Income from charitable activities (continued)

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
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>

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2023 £	Total funds 2023 £
Friends of the Playhouse subscriptions	1,577	1,577
Front row scheme	5,012	5,012
Youth theatre subscriptions	8,315	8,315
Choir subscriptions	3,820	3,820
	<u>18,724</u>	<u>18,724</u>

	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
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>

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Bank interest receivable	3,138	3,138
	<u> </u>	<u> </u>
	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Bank interest receivable	366	366
	<u> </u>	<u> </u>

7. Other incoming resources

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Theatre tax relief	41,394	41,394	-
Insurance proceeds	1,094	1,094	-
	<u> </u>	<u> </u>	<u> </u>
	42,488	42,488	-
	<u> </u>	<u> </u>	<u> </u>

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2023 £	Total funds 2023 £
Fundraising	12,548	12,548
	<u> </u>	<u> </u>

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Expenditure on raising funds (continued)

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Fundraising	5,774	7,463	13,237
	<u>5,774</u>	<u>7,463</u>	<u>13,237</u>

9. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total 2023 £
Professional events and activities	76,055	702,482	778,537
Community events and activities	17,998	302,603	320,601
	<u>94,053</u>	<u>1,005,085</u>	<u>1,099,138</u>

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total 2022 £</i>
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>

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

10. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Professional events and activities	398,724	379,813	778,537
Community events and activities	67,393	253,208	320,601
	<u>466,117</u>	<u>633,021</u>	<u>1,099,138</u>

	<i>Activities undertaken directly 2022 £</i>	<i>Support costs 2022 £</i>	<i>Total funds 2022 £</i>
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>

Analysis of direct costs

	Professional events and activities 2023 £	Community events and activities 2023 £	Total funds 2023 £
Bar & cafe purchases	13,550	9,034	22,584
Artistes fees	325,070	54,009	379,079
Theatre technicians	6,524	4,350	10,874
Film hire and programming	53,580	-	53,580
	<u>398,724</u>	<u>67,393</u>	<u>466,117</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

10. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	<i>Professional events and activities 2022 £</i>	<i>Community events 2022 £</i>	<i>Total funds 2022 £</i>
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>

Analysis of support costs

	Professional events and activities 2023 £	Community events and activities 2023 £	Total funds 2023 £
Depreciation	41,767	27,845	69,612
Staff costs	145,228	96,819	242,047
Premises	85,591	57,061	142,652
Legal and professional	4,734	3,156	7,890
Finance costs	14,648	9,765	24,413
Repairs	5,216	3,477	8,693
Insurance	5,372	3,581	8,953
Advertising	9,353	6,236	15,589
Staff training	1,024	682	1,706
Sundry expenses	10,090	6,726	16,816
Governance costs	25,203	16,802	42,005
Irrecoverable VAT	16,097	10,732	26,829
Spektrix	14,194	9,462	23,656
Bad debts	1,296	864	2,160
	<u>379,813</u>	<u>253,208</u>	<u>633,021</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

10. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Professional events and activities 2022 £</i>	<i>Community events 2022 £</i>	<i>Total funds 2022 £</i>
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>

Governance costs included above comprise:

	2023 £	2022 £
Accountancy fees	1,500	1,946
Independent examiner's fees	-	830
Audit fee	4,000	-
Salaries and wages	16,335	20,035
Bookkeeping fees	20,170	7,674
	<u>42,005</u>	<u>30,485</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Auditors' remuneration

	2023	2022
	£	£
Fees payable to the Company's auditor for the audit of the Company's annual accounts	4,000	-
Fees payable to the Company's auditor in respect of:		
Independent examination of the Company's annual accounts	-	830
All non-audit services not included above	<u>2,000</u>	<u>1,946</u>

12. Staff costs and remuneration

Staff costs comprise:

	2023	2022
	£	£
Wages and salaries	236,998	209,507
Social security costs	15,133	11,775
Pension costs	6,251	2,997
	<u>258,382</u>	<u>224,279</u>

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

	2023	2022
	Number	Number
Marketing staff	2	-
Administrative staff	6	4
Technical staff	3	3
Theatre management staff	1	1
Arts development	-	3
Catering staff	3	-
	<u>15</u>	<u>11</u>

The aggregate remuneration of the key management in the year amounted to £44,533 (2022 - £43,696).

No employee received remuneration of more than £60,000 during the year (2022 - Nil).

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

14. Tangible fixed assets

	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2022	1,686,635	472,634	2,159,269
Additions	4,006	87,658	91,664
Disposals	-	(400)	(400)
At 31 March 2023	<u>1,690,641</u>	<u>559,892</u>	<u>2,250,533</u>
Depreciation			
At 1 April 2022	460,141	217,333	677,474
Charge for the year	26,697	42,916	69,613
On disposals	-	(86)	(86)
At 31 March 2023	<u>486,838</u>	<u>260,163</u>	<u>747,001</u>
Net book value			
At 31 March 2023	<u><u>1,203,803</u></u>	<u><u>299,729</u></u>	<u><u>1,503,532</u></u>
At 31 March 2022	<u><u>1,226,494</u></u>	<u><u>255,301</u></u>	<u><u>1,481,795</u></u>

15. Stocks

	2023 £	2022 £
Bar and cafe stock	<u><u>4,006</u></u>	<u><u>491</u></u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

16. Debtors

	2023	<i>2022</i>
	£	£
Due within one year		
Trade debtors	30,366	7,329
Other debtors	11	97
Prepayments and accrued income	51,631	5,531
	82,008	12,957

17. Creditors: Amounts falling due within one year

	2023	<i>2022</i>
	£	£
Other loans	6,726	12,703
Trade creditors	259,890	58,110
Other taxation and social security	10,367	2,534
Obligations under finance lease and hire purchase contracts	-	6,726
Other creditors	29,762	12,749
Accruals and deferred income	136,834	238,437
	443,579	331,259

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

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

	2023	<i>2022</i>
	£	£
Other loans	14,213	22,247

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

19. Financial instruments

	2023	2022
	£	£
Financial assets		
Financial assets measured at fair value through income and expenditure	981,667	750,867

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

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
Designated funds					
Refurbishment	103,000	-	-	(103,000)	-
Property purchase	-	-	-	500,000	500,000
	<u>103,000</u>	<u>-</u>	<u>-</u>	<u>397,000</u>	<u>500,000</u>
General funds					
General funds	1,034,489	1,309,596	(1,017,633)	(397,000)	929,452
	<u>1,137,489</u>	<u>1,309,596</u>	<u>(1,017,633)</u>	<u>-</u>	<u>1,429,452</u>
Restricted funds					
Community Foundation	-	2,500	-	-	2,500
Refurb 18-19	726,463	-	(44,994)	-	681,469
ACE Christmas Production	28,652	7,407	(36,059)	-	-
Film Hub North	-	13,000	(13,000)	-	-
	<u>755,115</u>	<u>22,907</u>	<u>(94,053)</u>	<u>-</u>	<u>683,969</u>
Total of funds	<u><u>1,892,604</u></u>	<u><u>1,332,503</u></u>	<u><u>(1,111,686)</u></u>	<u><u>-</u></u>	<u><u>2,113,421</u></u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

20. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2022</i>
	£	£	£	£
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

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

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.

Film Hub North - Funding of £10k was received to fund the development of a film hub in Alnwick which covered areas such as programming, audience growth and the establishment of an Alnwick film group. A further £3k was received to fund the training of an inhouse film programmer.

Designated funds:

£103,000 previously designated for refurbishment costs has now been transferred back to the general fund as the project is now complete.

The £500,000 legacy received in the year has been designated to fund the purchase of a property which is to be developed into artists' accommodation, creating meeting space and office space for rental.

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Designated funds	103,000	-	-	397,000	500,000
General funds	1,034,489	1,309,596	(1,017,633)	(397,000)	929,452
Restricted funds	755,115	22,907	(94,053)	-	683,969
	<u>1,892,604</u>	<u>1,332,503</u>	<u>(1,111,686)</u>	<u>-</u>	<u>2,113,421</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

21. Summary of funds (continued)

Summary of funds - prior year

	<i>Balance at 1 April 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2022</i>
	£	£	£	£
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>

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023	Unrestricted funds 2023	Total funds 2023
	£	£	£
Tangible fixed assets	681,469	822,063	1,503,532
Current assets	2,500	1,065,181	1,067,681
Creditors due within one year	-	(443,579)	(443,579)
Creditors due in more than one year	-	(14,213)	(14,213)
Total	<u>683,969</u>	<u>1,429,452</u>	<u>2,113,421</u>

Analysis of net assets between funds - prior year

	<i>Restricted funds 2022</i>	<i>Unrestricted funds 2022</i>	<i>Total funds 2022</i>
	£	£	£
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	<u>755,115</u>	<u>1,137,489</u>	<u>1,892,604</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

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

	2023	2022
	£	£
Net income/expenditure for the year (as per Statement of Financial Activities)	220,817	<i>(103,136)</i>
Adjustments for:		
Depreciation charges	69,613	71,730
Dividends, interests and rents from investments	(3,138)	(366)
Loss on the sale of fixed assets	64	-
Decrease/(increase) in stocks	(3,515)	2,499
Increase in debtors	(69,051)	(1,659)
Increase in creditors	125,023	33,324
Net cash provided by operating activities	339,813	2,392

24. Analysis of cash and cash equivalents

	2023	2022
	£	£
Cash in hand	981,667	750,867
Total cash and cash equivalents	981,667	750,867

25. Analysis of changes in net debt

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	750,867	230,800	981,667
Debt due within 1 year	(12,703)	5,977	(6,726)
Debt due after 1 year	(22,247)	8,034	(14,213)
Finance leases	(6,726)	6,726	-
	709,191	251,537	960,728

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

26. Contingent liabilities

The charitable company has a lease with Northumberland County Council to occupy part of the Playhouse building in Alnwick up until 2068. The lease contains a requirement that at the end of the lease the property must be decorated and repaired in accordance with and in the state and condition required by the lease. Additionally there is a requirement to reinstate the property to its layout and condition prior to any alterations or additions having been made. The Trustees have no plans to vacate the property and no costs are recognised within the financial statements.

27. Operating lease commitments

At 31 March 2023 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	<u>1,250</u>	<u>14,873</u>

The charitable 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 six month's rent payments are disclosed.

The following lease payments have been recognised as an expense in the Statement of financial activities:

	2023	2022
	£	£
Operating lease rentals	(10,312)	12,500
Changes in lease payments arising from COVID-19 related rent concessions	<u>-</u>	<u>-</u>

28. Related party transactions

During the year, Alnwick District Playhouse Trust received Front Row membership fees of £500 (2022 - £500) from two (2022 - two) trustees and Friends membership fees of £50 (2022: £50) from two (2022: two) trustees on a normal commercial basis.

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FOR THE YEAR ENDED 31 MARCH 2023

29. Post balance sheet events

Following the year end the charitable company received an offer of settlement arising from an insurance claim for loss of income because of the closure of the theatre due to the pandemic. An amount of £185,000 will be recognised in the 2023/24 financial statements.

Prior to the year end the Trustees approved the purchase of a neighbouring property to provide additional accommodation. The purchase was completed in April 2023 and so, at the year end, the charitable company had a capital commitment of £236,416.