

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 2024

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 2024**

Trustees	C M Sayers, Chairman M Allenby G Castle J Embley P J Gregory (resigned 8 February 2024) L Hetherington N Luke J Spence (resigned 27 July 2024) P M Stuckey R Styring
Company registered number	02567793
Charity registered number	1020404
Registered office	The Playhouse Bondgate Without Alnwick Northumberland NE66 1PQ
Independent auditors	Kinnair Associates Limited Chartered Accountants Registered Auditors Aston House Redburn Road Newcastle upon Tyne NE5 1NB
Bankers	HSBC Bank plc 1 New Market Morpeth Northumberland NE61 1PX
Artistic Director	D Cruden

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Wind In The Willows an immersive production in Alnwick Gardens July/August '23

The Trustees present their annual report together with the financial statements for the year ended 31 March 2024.

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 Directors' 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.

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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 (NCC) 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 an observer 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 planning is focussed on establishing a sustainable organisation that has a wide variety of financial "pillars". We are aware that the current uncertainty that 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.

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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, Alnwick Music Society, our local schools and a dance group for over 50's.

Significant Activities

The first quarter was extremely challenging. April was a good month with solid attendance and much positive feedback. We successfully completed a TUPE for the cafe bar and created a new menu and offer. In taking over the management of the cafe we took on three new part time members of staff.

In early May an issue arose regarding the lighting rig, which was the culmination of a series of "oversights" by rigging companies during and after the refurbishment. The reality was that the rig should not have been reinstated in the building in 2020 but should have been condemned. There were other deeper structural questions that arose leading to the need to redesign and install an appropriate/safe rig. This was frustrating and hit the organisation's income quite severely.

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We had to cancel much of our programme in the main house and alter the studio offer. Despite a constant marketing message to say we were still open many got the impression the building was closed. We managed to move some performances to Northumberland Hall and Duchess' High however inevitably we had to make refunds and lost potential sales for shows we could no longer accommodate and the loss of our cinema screen.

In the week of the 27th of June we were able to reopen with a temporary rig and resume our programme of work. Over 13 weeks we were operating under limited circumstances. A conservative estimate of loss of income is between £25k and £30k.

An offer of support to replace the rig was gratefully received. Further structural surveys of the roof ascertained that the load bearing limit would not be able to increase significantly to allow the replacement of the rig in its original flown form. It was decided to install a new rig that is partly floor standing and flown with lighter weight lanterns now all LED which has the added advantage of improving power consumption.

The auditorium is now functioning and the new rig has been designed and ordered for installation in the second half of 2024. The events of the first and second quarter no doubt impacted on our progressing the development of audiences, although we were delighted with the numbers who attended despite the issues with the rig.

The Playhouse continued to attract a wide range of participants whether in the community dance group that meets on a Friday, our choir and band who meet on a Monday evening, the lace makers, the mat makers, the Spanish language group, or the numerous volunteers who assist with the ushering front of house. We continue to offer work to a team of 23 people, and along with all our local groups that use the Playhouse we are increasingly becoming a vital Hub for the community. We continue to offer artists the opportunity to perform for the people of Alnwick and in doing so generate income for their work. We have offered placements to students this year taking one student on in a paid placement in the technical department.

Barclays Bank is using our White room as a space for face to face banking now the branch has closed. This has been a welcome source of income and it has also brought new people to the Playhouse.

During the first half of the year we were preparing our Summer co-production, Wind In The Willows, working with Alnwick Gardens and Queen's Hall Hexham. A major focus was on the creation of the new immersive theatre space in the Alnwick Gardens for the production. Along with the Gardens staff we created an outdoor performance space for an audience of 260; the co-production of Wind In The Willows for performance throughout the summer. Wind In The Willows was a successful project and although we did not achieve the audience numbers we had targeted, we will limit our losses to around £10k. We are having a review to discuss the project with those involved from all the organisations. The production was well received and we plan to revisit the idea of an outdoor project in partnership with Queen's Hall and the Gardens in future years. We are clear that there is potential for more outdoor events in the summer and that this offer could be valuable to the region both for residents and as a valuable offer to tourists visiting the county.

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The Autumn season delivered a full program of work in the building in addition to preparations for the Christmas period.

We presented two Christmas shows both partnerships, Snow White was a co-production with Queen's Hall Hexham and A Musical Christmas at the Playhouse was a co-production with Brewis Scott Productions. Both sold well and more than recouped their cost.



Snow White Christmas 2023

There have been a number of highlights and a broad range of work presented live and in the two cinemas. Notable are a wider program of streamed events, which Carrie Morrison has been working on, Madame Butterfly, Turandot, Don Quixote, Nureyev, Skylight. Live music gave us sell outs with Joe McElderry, Abba The Story for two nights, Take That Experience, Elio Pace and Project Smok folk band amongst others. Comedy has been busy too; Jason Byrne was a big hit as was Jo Caulfield. We have had a full program for children and young people, I believe In Unicorns, Dinosaur Adventure I Spy With My Little Eye, Dragon Project and There's A Monster In Your Show. Drama has had some great highlights with Enid Blyton, Mrs Roosevelt Flies to London, Reiver and Faith Healer.

The final quarter was not without its challenges. January can be a tough month to engage with audiences. The first week of January had no performances, however we were able to catch up on some maintenance tasks including having the theatre blacks recoated with fire retardant and a good tidy of the technical areas and stores post-Christmas, plus a deep clean of the kitchen and bar areas.

The Winter season started with a full cinema program in both spaces and our Youth Theatre group were in rehearsal. Week Three brought us Alnwick Theatre Company's pantomime which as ever was a popular draw at the box office and involved a large number of the local community both on and backstage. The production ran over a two week period with film showings on their non-performance

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days. The Soldier's Arts Academy were in residence to develop an adaptation of Michael Morpurgo's Shadow. An increased number of hires has been a welcome addition to our range of activities. They bring a guaranteed level of income and another group of users. It can be difficult to include the participants in these events within our audience/user statistics as they often do not use our ticketing system.

We have had a strong year for cinema attendance on record. This was achieved through the cinema offer (Barbie and Oppenheimer) alongside a ticket offer of £5 for adults and £3 for children. The summer cinema offer was well received and we had a reasonable start to the autumn season with some busy live shows.

Dance for Fun, The Playhouse Band, The Playhouse Choir, The Mat Makers, The Lace Makers, Spanish Classes, several dance school festival events have made for a busy season thus far. Being engaged in such a wide range of activities is beneficial to physical and mental well-being. There are many other local groups that access the Playhouse for their activities, from the local musical society ASMS to the local flower arrangers who have a yearly talk and celebration of their activities in the main house. Many of these participants are taking the opportunity to engage with friends old and new and to be active in pursuits that engage them physically and mentally. The building is a hub of activity with many groups using the foyer for meetings and individuals to meet and have a coffee.

Despite the poor start to the year our audience figures have grown significantly with tickets sales rising from 40,629 in 2022/23 to 50,153 in 2023/24. Non ticketed and cafe users account for well over 15,000 visits each year. Our engagement of about 20,000 people per quarter is healthy and given that our work is also being shown in Hexham our contribution is wider still.

We continue to be aware of the resistance to price that the cost of living crisis has engendered.

Catering

We now have all our catering in-house. The advantage has been noticeable and the offer has greatly improved. We are once again offering platters for our evening audiences and have been able to develop an event catering offer. The catering staff have all been given new contracts with improved employment terms. We have been conservative in the pace of growth in this area as we are aware that developing the offer and ensuring that we have the resource to deliver will take time. There is a distinct lack of available staff for catering both front facing and in the kitchen. We offer a living wage and good sickness benefit that is on a par with all permanent staff.

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Playhouse cheese platter and our champagne and canapes offer

Youth Theatre

This was a hugely successful year for youth theatre, with groups filled to capacity (25 places per group) and a wide range of projects and productions for our Young People. With four groups running we have worked with more than 100 children across the year. We also did well with income from membership and audiences.

Act 1 & Act 2 7-11 years

Summer Term – Treasure Island Main Stage 30-minute musical production, Autumn Term- A 20-minute Version of 'A Christmas Carol', Spring Term – Devised plays created by the groups.

The children in our youngest groups have grown in confidence and increased their stage skills over this year. Parents have fed back a lot of praise for the group and what we do. So much so they are promoting the group to friends and family. We therefore increased the capacity from 20 to 25 children in the Autumn term in our Act 1 group.

We had extra helping hand join us, a member of the older group Vincent, talking on a volunteer leader role with us in the Spring term as part of his Duke of Edinburgh Award.

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Quote from a parent:

Just wanted to send you a quick email to say thank you for all your hard work, Alexandra has thoroughly enjoyed coming to the group and looks forward to the next sessions in September. It has really helped her come out of her shell and meet new people. I'm truly grateful.

Act 3 11-13 years

Summer Term – Chaos a National Theatre Connections Play performed 2x in the Studio, Autumn Term – A Christmas Carol - 2 performances in the Studio, Spring Term – Workshops term linked to Summer Term 24 Musical show.

This group's focus was on understanding and adapting theatre text for performance, so they focused on dramatic text. We had an expansion to the group in Autumn term due to a large number of children moving up from Year 6 to Year 7. So, we divided the group into two casts who then performed one night each in the Studio. Two very different versions of the same text were produced.

The group had been asking about a musical show so this was planned for Summer starting work with workshops in Spring.



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Parent Feedback

Once again I am writing to thank you for putting together such a superb production with the Act 3 group this year. I thought it was a brave and brilliant choice to put on Chaos, and I found it really inspiring and moving. Thank you so much for enriching these children's – and our! – lives in this way!

Young Company 14-19 years

This group does not work in 'terms' but have workshop sessions and projects/ productions to work on across the year. This term we worked with Elysium Theatre Company to create an original play based on the Reiver Stories. The group wrote, produced and self-directed the show through devising, culminating in a live performance in February 2024 and a film of the piece being created by Elysium in June.



The whole project is documented on their website: <https://elysiumtc.co.uk/2024/04/16/alnwick-playhouse-youth-theatre/>

This group is composed of children who are completing GCSE and A level examinations so there were only a few emails and 'meet ups' in the summer term.

Development

Over the next year we will build on the solid foundation. There are more children wanting to participate in drama in the Act 3 age group. We are currently evaluating and gathering survey information to rearrange the groups slightly to accommodate the growing demand.

We are sad to lose Carrie as the support worker for Youth Theatre following her promotion. She has been invaluable.

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Carrie is still helping with the administration, but we are replacing her for delivery of sessions and productions. We have therefore welcomed a new Drama Facilitator to our team, Bethan Amber, a freelancer who joined us in Spring to work with the Act 3 group. We are currently recruiting for Act 1 and 2 support. So, Youth Theatre is a growing part of the business and we look forward to another exciting year.

Building capacity in the sector



Wind In The Willows in The Alnwick Gardens July/August 2023

Our co-production of Wind In The Willows with Queen's Hall Hexham and Alnwick Gardens opened in Alnwick Gardens in July 2023. The project had been 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 creation of an immersive performance space in the Alnwick Gardens was a huge task and involved a great deal of cooperative working between the Playhouse and Gardens teams. The cast of eight plus three children each performed throughout the summer months in the open air. Only one performance was moved inside due to adverse weather conditions.

We intend that the future programming of the external space in the Gardens will be of great value to the Playhouse and Alnwick Gardens.

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Playhouse Gallery



We have had a wonderful mix of exhibitions in 2023/24. David Southern's photographic show, Shorelines was popular and David was present for various meet the photographer sessions in the upper foyer. For What A Wonderful World Festival we had the Loving Earth exhibition which was a collection of textile works gathered by Friends Of The Earth from around the country. This was first shown at COP 26 in GlasgoW. In the Autumn of 2023 we had Story Box, an exhibition by Neil Murray which was a series of "mise en scene" that invited the viewer to create their own narratives for each piece. They were colourful and engaging pieces which fitted well in the environment of the Playhouse. Jane Murray's show finished the year with her beautiful paintings of plants and flowers.

Newsletter and audience communications

Developing Audiences

The Playhouse has continued to develop existing and new audiences. Audiences have grown in all areas with the number of tickets sold up 7.8% compared to last financial year. Continuing to work alongside organisations, such as Story Fest, What A Wonderful World, CAST Academy, Alnwick Theatre Club and Alnwick Stage Music Society has allowed us access to new potential audience. The development of schools audiences has continued, as we continue to proactively join in conversation with them as to how we can facilitate their cultural needs and inviting them to Playhouse productions.

The focus for audience development for 2023-24 has been on membership. A new membership scheme is under development and due to launch Summer 2024. The membership aims to engage

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with the community and encourage customer retention. Benefits will include 15% discount, one free monthly coffee and priority booking.

Newsletter

The mailing list receiving marketing communications has grown by 2,000 contacts, taking the total on the mailing list to almost 11,963. Engagement with The Playhouse newsletter has increased, as has the number of communications we send via email. The number of emails opened has increased by 13%, from 468,948 to 529,821 and 21,846 booking links were clicked compared to 17,351 the previous year. 2023-24 has seen the number of email communications maintained after increasing the quantity of emails sent out by more than three times in 2022-23. Over the next year we will continue this work and we will be pushing for new sign-ups to the mailing list, of which a recruitment drive to the mailing list has not been done in 4-5 years.

Website

The Playhouse website launched in October 2023. The website has a fresh new professional look and has improved 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. Website development is continuing with a focus on facilitating tourist audiences and those looking to make last minute plans to visit.

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. Facebook remains our most popular social media channel achieving a reach of 362,900 up from 267,951 last year. Instagram engagement has also improved with a reach of 13,200 this year, compared with 9,503 the year previous. We have explored using TikTok but have not yet made the leap to using the platform, due to the time commitment that would be required to produce regular content.

Staff Resource

The Marketing team has expanded with an additional 7.5 hours, giving our Marketing Assistant Katie a full time position. This additional resource has allowed us to increase our marketing activity and dedicate time to projects outside of the events programme, including developing the Playhouse membership scheme.

Staff and freelancers

Recruitment has been focused on adding support to the Cafe and Bar this year with several new hires across the department.

- In November 2023 we added Ashleigh, Alona & Kathy to the Cafe & Bar team to extend our offer to include more food options ahead of evening shows.
- In November 2023 following the departure of Andrew Mounsey, Rob Paul took on the management of the film programme including the technical aspects of projection alongside his box office role.
- Following the departure of Jo Scott in February 2024 the Ops and Administration role was redistributed amongst staff with Carrie Morrison taking on administration in addition to her Box Office Manager duties and Andy Hunt adding building operations to his Technical Manager role.

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- In March 2024 Gina Prince was made a full time member of staff adding Box Office duties to her finance role in order to allow Carrie to reduce on counter hours and focus on the management and administration.
- Benedict Cassels was offered the opportunity to extend a work experience placement and take on a paid trainee technician role to gain experience in the industry before undertaking his university degree.

Volunteering

From a Front of House (FOH) point-of-view, when speaking to audiences over various shows and events this year, it has been great to see the Playhouse is successfully attracting a good cross-section of audiences/attendees. These include many new to the venue and those who haven't been for years, whether that's not since before the refurb, or even not for several decades – i.e. since being a child, back in its cinema days – and they're always keen to pass on their (great) feedback: for example, what a great venue, what a welcome, and/or the show they've been to see. This is something FOH also gets from companies too. A testament to the team!

We have continued to have a great response / level of interest in becoming a volunteer – both FOH and Technical. The level of loyalty and willingness to support the Playhouse, amongst the core volunteers especially, cannot be overestimated – their willingness to assist in any way they can has been demonstrated time-and-time again. Their belief in the importance of the Playhouse within the community is echoed by our audience/customers, from classes and workshop attendees; café users; community groups; to film fans and live performance regulars alike. With new customers, such as tourists/visitors who pop in to see what we offer, commenting on what a great venue the Playhouse is, what it offers in terms of events, to the spaces included: such as the café/bar, library and gallery, all being open to the public.

Health and safety

In this year, Health and Safety has been taken on as a Trustees responsibility. As a venue, we report to the Trustees on all Health and Safety issues during board meetings regularly and are able to give feedback regarding any accidents or near misses by giving any new accident report forms to them. As a standard, we create solutions where needed, when an accident occurs and act on that or report to the Artistic Director to request the ability to act on as and when we need to.

Two major incidents recently have been a young female dancer misplacing her foot down a trap (Cable hole) side of stage, which although marked up and pointed out, gave her severe damage to her ankle. This was the first time in 11 years I have known of this to happen despite the holes being there all that time. However, now an accident has occurred, we have already created a short term solution so there are now no holes, we will be looking into getting a joiner in to create a longer term solution which works for us logistically and the safety of our acts/performers.

The second major incident of the year has been the issue surrounding the rig and it not being safe in the way it was hung/constructed. This has now been rectified with a five phase plan of which we are nearing our final phase. Distributing weight to different areas of the roof space and floor, rather than concentrating all the weight in one area of the roof. As well as this using new lighting equipment and altering our drapes to lose a lot of the weight we previously hung in the space. All of the previously mentioned alterations have set us on a path to being compliant with strong connections externally within the industry who will help us continue to be compliant.

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Looking ahead

The next five years are critical in developing a sustainable model for the Trust. We are currently negotiating a new funding and tenancy agreement with NCC. This is so far a very positive process that will bring a much more realistic fiscal relationship into being. Having purchased 32 Bondgate Without we have been seeking more funding to ensure that the renovation of the building is to the highest standard and that its green credentials are exceptional. We are developing our business plan which centres on 10 pillars of financial support. We have identified 10 pillars of income:

1. 32 Bondgate project new.
Current £0 24/25 £14k 25/26 £87k
2. Membership relaunch with new offer
Current £10k 24/25 11k 25/26 £16k
3. Individual giving new
Current £4k 24/25 £7k 25/26 £31k
4. Cafe Bar grow existing
Current £252k 24/25 £313k 25/26 £323k
5. Ticket sales grow existing
Current £437k 24/25 £600k 25/26 £618k
6. Room hire grow existing
Current £37k 24/25 £58k 25/26 £39k
7. Grant support maintain/grow (dependant on NCC negotiations)
Current £72k 24/25 £72k 25/26 £120k
8. Trusts and foundations maintain/grow
Current £242k 24/25 £58k 25/26 £58k
9. Productions and projects new
Current £99k 24/25 £35k 25/26 ?
10. Functions not yet started concept to be developed
Current £0.

The financial modelling is still under development and all the above figures are under review, however alongside the changing picture regarding our NCC negotiations we are confident that sustainability is within reach. The key is to focus on our core activities and that all additional activities are delivered from within existing resources or with minimal extra staffing.

By the end of the financial year we had redesigned the rig in the main house and planned the timetable for the refit. This will include better lanterns and improved masking. The lantern stock for the main house will be entirely LED which will reduce our power consumption considerably. Another vital step towards sustainability. The offer of a grant for £100k from NCC to facilitate this work has been gratefully received.

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Fundraising

This year, we concentrated on restoring regular core funding income to the Trust, with a new multi-year core funding commitment from the Sir James Knott Trust amongst our regular funders. We are extremely grateful for regular funding grants from Alnwick Town Council and Northumberland County Council.

We received funding for new project 'Playhouse Storytime' from the Percy Family Fund at Community Foundation Tyne & Wear and Northumberland. This partnership project between Alnwick Library and Alnwick Playhouse aimed to bring children from local rural primary schools into the building for a free introductory session to both organisations. Children enjoyed storytelling activity in the Playhouse Studio, and visited the library to learn how to join, look for books, and enjoy more stories and literacy games. Funding was aimed at paying for transport to make the visits possible.

This year, we were left a gift in the will of a regular attender and long-term supporter of the Playhouse. His support was greatly appreciated, it makes it possible for us to move forward with special projects which we would never normally be able to afford.

We are very grateful to the following for their support in this year;

Northumberland County Council (NCC)

Alnwick Town Council

The Barbour Foundation

The Hedley Denton Charitable Trust

The Butler Ember Charity

Film Hub North

The Joseph Strong Frazer Trust

The Hadrian Trust

The WA Handley Charitable Trust

The Sir James Knott Trust

Percy Family Fund at Community Foundation Tyne & Wear and Northumberland

Friends and Front Row

We had over 220 Friends and Front Row members supporting the Playhouse this year with attendance remaining high at events and also good uptake of cafe/bar encouraged by their discounts. Members booked over 3,000 tickets this year spending approximately £35,000 and over 1,260 purchases at the cafe and bar since our new till system was installed in October 2023 (data on this will become more accurate with further use and launch of the new membership scheme).

Response to the announcement of a new membership scheme has been very positive with many current members eager to move to the new scheme when available. Current members will be offered the chance to trial the new scheme in 2024 with Front Row moving to 'Benefactors' and Friends moving to 'Playhouse Members'.

The new scheme will see the introduction of the ability to auto renew memberships, allowing for a smoother renewal process and the options to spread the cost across the year for those who wish.

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Financial Review

After taking account of once-off receipts of £185K in 2023/24 (insurance claim for lost income during covid lockdowns + interest) and £500K in 2022/23 (legacy), our income increased by £385K in 2023/24, mainly due to:-

Catering	£192K	First year of inhouse operation of coffee shop, first full year of bar
Ticket sales growth	£42K	Continuation of recovery of activity after covid years
NCC grants	£91K	Grant for renewal of lighting rig offset by reduction in annual cultural grant
Theatre Tax Relief	£64K	Increase in number of inhouse-produced shows

As a result of the growth in commercial income, our gross profit (excluding staff cost) on those activities increased from £150K in 2022/23 to £322K in 2023/24, an increase of 114%.

The increase in activity has brought about an increase in support costs of £53K, mainly in staff costs (£65K), due to the full year effects of staff changes in 2022/23, partially offset by savings from leavers in 2023/24. Premises costs reduced by £38K, due in the main to a £18K credit for the 2022/23 year and an anticipated credit of £64K for NCC billing errors over the last 4 years. Repairs showed an increase of £24K, due to expenditure on the lighting rig, which was covered by a grant from NCC.

Overall, reserves rose by £37K in 2023/24, reflecting an increase of £74K in restricted reserves (due to the grant for the lighting rig) and a decrease of £37K in unrestricted reserves, despite the increase in commercial income and gross profit.

Going Concern

The Trustees are happy with the growth in charitable and trading activities, but are also looking at several areas of further significant growth in the future:-

- Reviewing catering activities to increase income and reduce costs of the various offerings;
- New membership scheme, due to be fully implemented in the second half of 2024/25;
- Increased hire and accommodation fees from 32 Bondgate Without, due to open by December 2024; and
- Continuous review of the mix of events, to generate larger audiences and increased gross margins.

The Trustees have reviewed the financial forecasts, shared with NCC, which indicate that, even with the significant increases in income above, the Playhouse will struggle to survive financially in the future, unless it can count on more support from NCC, either in continued reduced recharges for premises costs or increased grant funding, or a combination of both. NCC have agreed to waive the recharges for premises costs in 2024/25, to enable a viable support package to be agreed for future years.

Discussions with NCC around future support have so far been positive but are still ongoing. We have proposed a combination of increased grant and a ceiling on recharged costs, to apply both historically and in future years. This would ensure our survival and mean that we can once again achieve our free reserves target for the foreseeable future.

Should the assumption about ongoing support from NCC 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. Given the positive nature of the above discussions, the opinion of the Trustees

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024**

is that the going concern basis remains appropriate, and the financial statements have been approved on that basis.

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 of charitable activities and the physical 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 consider it would be appropriate to hold the equivalent of three months' overhead costs, which would equate to £172K in free reserves. The Trustees keep the reserves policy under continuous review and will revise as and when circumstances dictate.

At 31 March 2024, free reserves stood at £132K, a shortfall of £40K against the target figure. Although below target, we are working hard to profitably increase our income in future years, in order to grow our free reserves back to target levels.

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.

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 15 November 2024 and signed on their behalf by:

Signed by:

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C M Sayers

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 MARCH 2024

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 year. 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 15 November 2024 and signed on its behalf by:

Signed by:

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C M Sayers

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 2024 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 2024 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.

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.

DocuSigned by:

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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

11 December 2024

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	102,000	106,147	208,147	651,861
Charitable activities	4	-	698,186	698,186	616,292
Other trading activities	5	-	195,606	195,606	18,724
Investments	6	-	27,728	27,728	3,138
Other income	7	-	272,725	272,725	42,488
Total income		102,000	1,300,392	1,402,392	1,332,503
Expenditure on:					
Raising funds	8	-	180,704	180,704	12,548
Charitable activities	9	27,703	1,156,762	1,184,465	1,099,138
Total expenditure		27,703	1,337,466	1,365,169	1,111,686
Net income/(expenditure)		74,297	(37,074)	37,223	220,817
Transfers between funds	20	(681,469)	681,469	-	-
Net movement in funds		(607,172)	644,395	37,223	220,817
Reconciliation of funds:					
Total funds brought forward		683,969	1,429,452	2,113,421	1,892,604
Net movement in funds		(607,172)	644,395	37,223	220,817
Total funds carried forward		76,797	2,073,847	2,150,644	2,113,421

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

The notes on pages 28 to 50 form part of these financial statements.

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

BALANCE SHEET
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	14	1,700,908	1,503,532
		<u>1,700,908</u>	<u>1,503,532</u>
Current assets			
Stocks	15	5,162	4,006
Debtors	16	304,017	82,008
Cash at bank and in hand		880,123	981,667
		<u>1,189,302</u>	<u>1,067,681</u>
Creditors: amounts falling due within one year	17	(732,341)	(443,579)
Net current assets		<u>456,961</u>	<u>624,102</u>
Total assets less current liabilities		<u>2,157,869</u>	<u>2,127,634</u>
Creditors: amounts falling due after more than one year	18	(7,225)	(14,213)
Net assets excluding pension asset		<u>2,150,644</u>	<u>2,113,421</u>
Total net assets		<u><u>2,150,644</u></u>	<u><u>2,113,421</u></u>

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

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Charity funds			
Restricted funds	20	76,797	683,969
Unrestricted funds	20	2,073,847	1,429,452
Total funds		<u>2,150,644</u>	<u>2,113,421</u>

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 15 November 2024 and signed on their behalf by:

Signed by:

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C M Sayers

The notes on pages 28 to 50 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 2024

	2024 £	2023 £
Cash flows from operating activities		
Net cash used in operating activities	147,363	339,813
Cash flows from investing activities		
Dividends, interests and rents from investments	27,728	3,138
Proceeds from the sale of tangible fixed assets	-	250
Purchase of tangible fixed assets	(269,909)	(91,664)
Net cash used in investing activities	(242,181)	(88,276)
Cash flows from financing activities		
Repayments of borrowing	(6,726)	(20,737)
Net cash used in financing activities	(6,726)	(20,737)
Change in cash and cash equivalents in the year	(101,544)	230,800
Cash and cash equivalents at the beginning of the year	981,667	750,867
Cash and cash equivalents at the end of the year	880,123	981,667

The notes on pages 28 to 50 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 2024

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.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.2 Going concern

The Trustees are happy with the growth in charitable and trading activities, but are also looking at several areas of further significant growth in the future:-

- Reviewing catering activities to increase income and reduce costs of the various offerings;
- New membership scheme, due to be fully implemented in the second half of 2024/25;
- Increased hire and accommodation fees from 32 Bondgate Without, due to open by December 2024; and
- Continuous review of the mix of events, to generate larger audiences and increased gross margins.

The Trustees have reviewed the financial forecasts, shared with NCC, which indicate that, even with the significant increases in income above, the Playhouse will struggle to survive financially in the future, unless it can count on more support from NCC, either in continued reduced recharges for premises costs or increased grant funding, or a combination of both. NCC have agreed to waive the recharges for premises costs in 2024/25, to enable a viable support package to be agreed for future years.

Discussions with NCC around future support have so far been positive but are still ongoing. We have proposed a combination of increased grant and a ceiling on recharged costs, to apply both historically and in future years. This would ensure our survival and mean that we can once again achieve our free reserves target for the foreseeable future.

Should the assumption about ongoing support from NCC 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. Given the positive nature of the above discussions, the opinion of the Trustees is that the going concern basis remains appropriate, and the financial statements have been approved on that basis.

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.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

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
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

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. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

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:

Freehold property	- 2% straight line on completion of project
Long-term 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
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

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 and provisions

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 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.

3. Income from donations and legacies

Restricted funds	Unrestricted funds	Total funds
2024	2024	2024
£	£	£

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

3. Income from donations and legacies (continued)

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Donations - individuals and small groups	-	23,705	23,705
Grants	100,000	59,692	159,692
Charity foundations and other charities	2,000	22,750	24,750
	<u>102,000</u>	<u>106,147</u>	<u>208,147</u>
	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Donations - 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>

Grants income above includes £159,692 (2023 £68,325) from Local Authorities.

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £
Income from charitable activities - Professional events and activities	497,270	497,270
Income from charitable activities - Community events and activities	156,777	156,777
Sundry other income	44,139	44,139
	<u>698,186</u>	<u>698,186</u>

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

4. Income from charitable activities (continued)

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

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2024 £	Total funds 2024 £
Friends of the Playhouse subscriptions	5,258	5,258
Front row scheme	4,752	4,752
Youth theatre subscriptions	11,404	11,404
Choir subscriptions	4,213	4,213
	<u>25,627</u>	<u>25,627</u>

	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
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>

ALNWICK DISTRICT PLAYHOUSE TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

5. Fundraising income (continued)

Income from non charitable trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Trading income - Coffee shop	169,979	169,979	-

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £
Bank interest receivable	10,989	10,989
Interest received on insurance proceeds	16,739	16,739
	<u>27,728</u>	<u>27,728</u>

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

7. Other incoming resources

	Unrestricted funds 2024 £	Total funds 2024 £
Theatre tax relief	104,696	104,696
Insurance proceeds	168,029	168,029
	<u>272,725</u>	<u>272,725</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

7. Other incoming resources (continued)

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

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2024 £	Total funds 2024 £
Fundraising	12,385	12,385
	12,385	12,385

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

8. Expenditure on raising funds (continued)

Costs of raising voluntary income (continued)

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

Other trading expenses

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Trading expenses - Coffee shop	56,284	56,284	-
Coffee shop - staff costs	112,035	112,035	-
	168,319	168,319	-

9. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total 2024 £
Professional events and activities	27,703	815,015	842,718
Community events and activities	-	341,747	341,747
	27,703	1,156,762	1,184,465

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

9. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total 2023 £</i>
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>

10. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Professional events and activities	430,887	411,831	842,718
Community events and activities	67,193	274,554	341,747
	<u>498,080</u>	<u>686,385</u>	<u>1,184,465</u>

	<i>Activities undertaken directly 2023 £</i>	<i>Support costs 2023 £</i>	<i>Total funds 2023 £</i>
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>

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NOTES TO THE FINANCIAL STATEMENTS
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10. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Professional events 2024 £	Community events 2024 £	Total funds 2024 £
Bar and cafe purchases	22,686	15,124	37,810
Artistes fees	370,346	43,821	414,167
Theatre technicians	12,373	8,248	20,621
Film hire and programming	53,490	-	53,490
Partners' allocation of shared production income and expenditure	(28,008)	-	(28,008)
	<u>430,887</u>	<u>67,193</u>	<u>498,080</u>
	<u><u>430,887</u></u>	<u><u>67,193</u></u>	<u><u>498,080</u></u>
	<i>Professional events 2023 £</i>	<i>Community events 2023 £</i>	<i>Total funds 2023 £</i>
Bar and 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>
	<u><u>398,724</u></u>	<u><u>67,393</u></u>	<u><u>466,117</u></u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Professional events 2024 £	Community events 2024 £	Total funds 2024 £
Depreciation	43,520	29,013	72,533
Staff costs	184,696	123,130	307,826
Premises expenses	62,900	41,933	104,833
Legal and professional	6,874	4,583	11,457
Finance costs	20,530	13,686	34,216
Repairs	19,844	13,230	33,074
Insurance	9,781	6,520	16,301
Advertising	5,963	3,976	9,939
Staff training	866	578	1,444
Sundry	5,249	3,499	8,748
Governance costs	21,489	14,327	35,816
Irrecoverable VAT	12,848	8,565	21,413
Spektrix	17,271	11,514	28,785
	<u>411,831</u>	<u>274,554</u>	<u>686,385</u>

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NOTES TO THE FINANCIAL STATEMENTS
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10. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	<i>Professional events 2023 £</i>	<i>Community events 2023 £</i>	<i>Total funds 2023 £</i>
Depreciation	41,767	27,845	69,612
Staff costs	145,228	96,819	242,047
Premises expenses	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	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>

Governance costs included above comprise:

	2024 £	2023 £
Accountancy fees	1,575	1,500
Audit fee	4,425	4,000
Salaries and wages	29,816	16,335
Bookkeeping fees	-	20,170
	<u>35,816</u>	<u>42,005</u>

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NOTES TO THE FINANCIAL STATEMENTS
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11. Auditors' remuneration

	2024 £	2023 £
Fees payable to the Company's auditor for the audit of the Company's annual accounts	4,425	4,000
Fees payable to the Company's auditor in respect of: All non-audit services not included above	2,175	2,000
	4,600	6,000

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £NIL).

13. Staff costs and remuneration

	2024 £	2023 £
Wages and salaries	412,977	236,998
Social security costs	26,032	15,133
Pension costs	10,668	6,251
	449,677	258,382

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

	2024 Number	2023 Number
Marketing staff	2	2
Administrative staff	9	6
Technical staff	3	3
Theatre management staff	1	1
Catering staff	11	3
	26	15

The aggregate remuneration of the key management in the year amounted to £47,520 (2023 - £44,533).

No employee received remuneration of more than £60,000 during the year (2023 - Nil).

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FOR THE YEAR ENDED 31 MARCH 2024

14. Tangible fixed assets

	Freehold property £	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2023	-	1,690,641	559,892	2,250,533
Additions	251,243	952	17,714	269,909
At 31 March 2024	<u>251,243</u>	<u>1,691,593</u>	<u>577,606</u>	<u>2,520,442</u>
Depreciation				
At 1 April 2023	-	486,838	260,163	747,001
Charge for the year	-	26,771	45,762	72,533
At 31 March 2024	<u>-</u>	<u>513,609</u>	<u>305,925</u>	<u>819,534</u>
Net book value				
At 31 March 2024	<u>251,243</u>	<u>1,177,984</u>	<u>271,681</u>	<u>1,700,908</u>
<i>At 31 March 2023</i>	<u>-</u>	<u>1,203,803</u>	<u>299,729</u>	<u>1,503,532</u>

The freehold property was being refurbished at the year end and consequently no depreciation has been charged during the year.

15. Stocks

	2024 £	2023 £
Bar and cafe stock	<u>5,162</u>	<u>4,006</u>

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16. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	21,864	30,366
Other debtors	62,776	11
Prepayments and accrued income	219,377	51,631
	<u>304,017</u>	<u>82,008</u>

17. Creditors: Amounts falling due within one year

	2024 £	2023 £
Other loans	6,988	6,726
Trade creditors	459,253	259,890
Other taxation and social security	51,212	10,367
Other creditors	37,316	29,762
Accruals and deferred income	177,572	136,834
	<u>732,341</u>	<u>443,579</u>

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

	2024 £	2023 £
Other loans	<u>7,225</u>	<u>14,213</u>

19. Financial instruments

	2024 £	2023 £
Financial assets		
Financial assets measured at fair value through income and expenditure	<u>880,123</u>	<u>981,667</u>

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 2024

20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
Designated funds					
Property purchase	500,000	-	-	-	500,000
General funds					
General funds	929,452	1,300,392	(1,337,466)	681,469	1,573,847
Total Unrestricted funds	1,429,452	1,300,392	(1,337,466)	681,469	2,073,847
Restricted funds					
Community Foundation	2,500	-	(2,500)	-	-
Refurb 18-19	681,469	-	-	(681,469)	-
CF Playhouse Storytime	-	2,000	-	-	2,000
Northumberland County Council - lighting rig	-	100,000	(25,203)	-	74,797
	683,969	102,000	(27,703)	(681,469)	76,797
Total of funds	2,113,421	1,402,392	(1,365,169)	-	2,150,644

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

20. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2023</i>
	£	£	£	£	£
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>
	<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 2024

20. Statement of funds (continued)

Restricted funds:

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

Refurb18-19 represents donations given in respect of the renovation and redevelopment of the Playhouse. The refurbishment project is now complete and therefore the funds have been transferred from restricted to unrestricted.

CF Playhouse Storytime - funding for transport costs for schools and provision of books for storytime sessions at Alnwick Library

Northumberland County Council - funding for the temporary repair and long term renewal of lighting rig in main auditorium

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:

The £500,000 legacy received in the year ended 31 March 2023 was designated to fund the purchase of a property which is to be developed into artists' accommodation, creating meeting space and office space for rental. £251,243 was spent on the purchase of the property during the year ended 31 March 2024. The remaining £248,757 will be spent on refurbishment costs in the year to 31 March 2024.

21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023	Income	Expenditure	Transfers in/out	Balance at 31 March 2024
	£	£	£	£	£
Designated funds	500,000	-	-	-	500,000
General funds	929,452	1,300,392	(1,337,466)	681,469	1,573,847
Restricted funds	683,969	102,000	(27,703)	(681,469)	76,797
	<u>2,113,421</u>	<u>1,402,392</u>	<u>(1,365,169)</u>	<u>-</u>	<u>2,150,644</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

21. Summary of funds (continued)

Summary of funds - prior year

	<i>Balance at 1 April 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2023</i>
	£	£	£	£	£
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>

22. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024	Unrestricted funds 2024	Total funds 2024
	£	£	£
Tangible fixed assets	7,562	1,693,346	1,700,908
Current assets	69,235	1,120,067	1,189,302
Creditors due within one year	-	(732,341)	(732,341)
Creditors due in more than one year	-	(7,225)	(7,225)
Total	<u>76,797</u>	<u>2,073,847</u>	<u>2,150,644</u>

Analysis of net assets between funds - prior period

	<i>Restricted funds 2023</i>	<i>Unrestricted funds 2023</i>	<i>Total funds 2023</i>
	£	£	£
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>

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

	2024	2023
	£	£
Net income for the period (as per Statement of Financial Activities)	37,223	220,817
Adjustments for:		
Depreciation charges	72,533	69,613
Dividends, interests and rents from investments	(27,728)	(3,138)
Loss on the sale of fixed assets	-	64
Increase in stocks	(1,156)	(3,515)
Increase in debtors	(222,009)	(69,051)
Increase in creditors	288,500	125,023
Net cash provided by operating activities	147,363	339,813

24. Analysis of cash and cash equivalents

	2024	2023
	£	£
Cash in hand	880,123	981,667
Total cash and cash equivalents	880,123	981,667

25. Analysis of changes in net debt

	At 1 April	Cash flows	At 31 March
	2023	£	2024
	£		£
Cash at bank and in hand	981,667	(101,544)	880,123
Debt due within 1 year	(6,726)	(262)	(6,988)
Debt due after 1 year	(14,213)	6,988	(7,225)
	960,728	(94,818)	865,910

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NOTES TO THE FINANCIAL STATEMENTS
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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. Capital commitments

	2024	2023
	£	£
Contracted for but not provided in these financial statements		
Acquisition of tangible fixed assets	130,192	-
	<u>130,192</u>	<u>-</u>

28. Operating lease commitments

At 31 March 2024 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Not later than 1 year	1,250	1,250
	<u>1,250</u>	<u>1,250</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:

	2024	2023
	£	£
Operating lease rentals	2,500	(10,312)
	<u>2,500</u>	<u>(10,312)</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

29. Related party transactions

During the year, Alnwick District Playhouse Trust received Front Row membership fees of £500 (2023 - £500) from two (2023 - two) Trustees and Friends membership fees of £25 (2023: £45) from one (2023: one) Trustee on a normal commercial basis.

During the year the Charity paid £150 (2023: £800) for actor's accommodation to a business operated by the wife of one of the Trustees.

30. Post balance sheet events

Prior to the year end, the charitable company was notified that they had been awarded a legacy from the estate of the late James Askew. No provision has been made in the accounts for this income as the amount payable to the charitable company could not be estimated.