Charity Registration Number: 1059720

Company Registration Number: 03998370

CASCADE THEATRE COMPANY

UNAUDITED TRUSTEES' REPORT AND ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

CASCADE THEATRE COMPANY

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CASCADE THEATRE COMPANY

TRUSTEES' REPORT FOR THE YEAR ENDED 31 DECEMBER 2025

The Trustees present their report and accounts for the year ended 31 December 2025.

Legal and Administrative Information

This is detailed on page 5.

Objectives

Cascade Theatre Company, a Cornish charity, is an educational theatre and training company which aims to inspire and motivate individuals and communities to take action to achieve their aspirations and goals. Established in 1995, the formal objectives were to advance the education of people of all ages by promoting plays, dramas, and other dramatic works of educative value. During the twenty-ninth year of our charitable status our fundamental aim and principles remain the same. The company uses educational techniques and facilitated workshops to meet social concerns and health issues across Cornwall, predominantly working in areas with high social and economic deprivation.

Responding to requests from any organisation or group that will benefit from the work, Cascade continues to involve people in a process which is stimulating, challenging and fosters a sense of pride and achievement in a community. Our work helps people develop emotional and communication skills which enhance and change their lives. We constantly research and develop the use of theatre and training techniques, designing each play or series of workshops to meet the particular characteristics, needs and concerns of the target group. Bringing a unique blend of drama, psychology and sheer, big-hearted fun, our work can be delivered via workshops, plays, films, sketches, training programmes ... it can involve anyone and everyone ... from Social Services and conferences to private companies; from the homeless to captains of industry and business clubs; from the NHS to school children and County Councils.

The principal players in the company are Carol Brooking, Executive Director and Kit Maher, Artistic Director. We continue to employ sessional workers for particular performances and workshops, with experienced facilitators specialising in reminiscence and a regular team of ten highly skilled arts practitioners.

Charitable Activities Undertaken and Main Achievements

2025: A Year of Renewal, Reach and Creative Growth

2025 was a significant and energising year for Cascade Theatre Company, made especially meaningful by the fact that we were entering our 30th year, having formed in 1995. Following the consolidation and planning done in 2024, the company entered this milestone year with renewed momentum, delivering a broad programme of creative, therapeutic, educational and professional work across Cornwall and beyond.

The year began with a successful tour of "*Four Seasons*", bringing warmth, music, humour and reminiscence to older people in care homes and memory cafés during the winter months. Alongside this, *"An-Drama"* restarted with great enthusiasm from participants and continued to grow. *"Emotional First Aid"* expanded its reach in the Bodmin and Liskeard areas, supporting a broader range of people experiencing mental health challenges, while *"Insight to Impact"* continued to deliver high-quality professional training to social care and dental professionals.

A major milestone for the company was securing for the first time in Cascade's thirty-year history, a grant from Arts Council England. This enabled the development of *"Decades"*, a new interactive performance for older people, created through workshops, research and the involvement of older people themselves. The project toured widely across Cornwall and demonstrated the continuing need for joyful, accessible and emotionally meaningful creative work for older people and people living with dementia.

Across the year, Cascade continued to use theatre, humour, psychology and participation to reach people who may otherwise have limited access to creative opportunities. As we marked three decades of work, the company's purpose remained as clear as ever: to create connection, build confidence, support wellbeing, and uphold the belief that everyone has the right to be seen, heard and included.

Four Seasons

Cascade began 2025 with a successful tour of "*Four Seasons"*, our much-loved performance created for older people, people living with dementia and those who support them. Taking place in January, the tour brought a welcome burst of warmth, colour and energy during what can often be a quiet and isolating time of year.

The first week of the tour was performed by Liane Jose and Jenny Beare, which helped retain the spirit and familiarity of the original production. We were also delighted to welcome a new actress, Jessica Layton, (Jenny had other commitments). who joined the project and brought her own sensitivity, warmth and freshness to the role. Her involvement enabled the tour to continue with confidence and helped ensure the production could reach more people across Cornwall.

The response was extremely positive. Audiences engaged warmly with the music, humour, movement and seasonal memories woven through the performance. For many participants, the show offered not only entertainment but also a chance to reminisce, connect with others and experience a shared moment of joy.

The success of the tour reinforced Cascade's commitment to developing creative work for older people and people living with dementia, and to taking high-quality, accessible theatre directly into community and care settings.

The tour was part funded by a grant of £2,850 from the Souter Foundation and a private donation.

"This is easily the best thing we have ever had at the group. Thank you so much. It felt so engaging and entertaining. I felt so lifted by it especially after what is happening in the world at the moment. It made me realise that in many ways it is a 'wonderful world'. (N.B. the final song of the play is 'It's a Wonderful World')

Emotional First Aid (*"EFA"*)

"EFA" continued successfully throughout 2025, building on Cascade's long-standing experience of using creative, practical and psychologically informed approaches to support people facing mental health challenges.

This year, we extended the programme in the Bodmin and Liskeard area, increasing our reach and enabling more people in different parts of Cornwall to access the work. This expansion has been an important step in making *"EFA"* more widely available, particularly for people who may experience barriers to accessing more traditional forms of support.

While *"EFA"* has historically worked closely with people whose primary diagnosis is psychosis, in 2025 the programme successfully reached a broader client base. Participants included people experiencing addiction and recovery challenges, obsessive compulsive disorder, anxiety disorders, depression, trauma-related difficulties and social isolation.

This widening of access has demonstrated the flexibility and relevance of the *"EFA"* model across a range of emotional and psychological needs.

The sessions were originally planned as eight-week programmes. However, during delivery it became clear that the rate of positive change for some participants was significant. Several people began returning to work, entering education, or taking up new opportunities, which meant they were no longer able to attend the longer course. In response, Cascade adapted the programme and delivered the three series as six-week courses. This proved to be a better fit for participants and partners, while still allowing the work to have a strong and meaningful impact.

During the year, Cascade also began testing the *"EFA"* model online. This included experimenting with how best to deliver the work to a wider audience, potentially on a national scale. The team explored different software platforms, online facilitation methods and delivery processes, with the aim of understanding how *"EFA"* can retain its warmth, creativity and effectiveness beyond in-person settings.

"EFA" remains a vital part of Cascade's work. It offers participants practical tools, creative insight and a supportive environment in which to understand difficult feelings, build resilience and take positive steps forward in their lives.

The workshops were funded by the Voluntary, Community, and Social Enterprise Health Improvement Fund and a donation to the charity.

Decades

In 2025, Cascade achieved a significant milestone by securing, for the first time in Cascade's thirty-year history, a grant from Arts Council England. This funding supported the development of *"Decades",* a new interactive performance for older people, building on the success of Four Seasons while creating something fresh, ambitious and deeply rooted in the voices and experiences of older people themselves.

The project began with creative workshops involving older people, giving participants the opportunity to contribute memories, ideas, stories and reflections. These sessions became an important part of the development process, ensuring that the final piece was not simply made *for* older people but shaped *with* them. Gradually, the performance was pieced together through a combination of workshop material, research, reminiscence, music, humour and creative exploration.

Alongside the live performance, Cascade also created a video documenting the project. This captured elements of the play, the involvement of older people in its development, audience interaction, and interviews reflecting people's responses to the work. The video has enabled the project to reach beyond the live tour, extending awareness of the work and helping to demonstrate its impact to partners, funders and wider audiences.

Although exact figures are difficult to verify, we believe that the combined reach of the live performances, care home communities, family members, staff, partner networks and project video may have been in the region of 2,000 people.

The project visited thirty-three new venues, including care homes and memory cafés, and reached communities across the whole of Cornwall. This was a major achievement for Cascade, both artistically and organisationally and demonstrated the clear appetite for high-quality creative work for older people, particularly work that is accessible, engaging and emotionally uplifting.

The performance itself was highly interactive, with new ideas incorporated throughout to involve audiences as fully as possible. Music, memory, humour, conversation and participation were woven into the piece, encouraging people to respond, reminisce and connect. This level of interaction was central to the success of the project and helped create a lively, shared experience for residents, carers, staff and family members.

Feedback was extremely positive. Many people who had loved *"Four Seasons"* commented that *"Decades"* went even further, with some saying that while "*Four Seasons"* had been brilliant, "*Decades"* exceeded it. This response has been deeply encouraging and confirms the value of continuing to develop theatre that celebrates older people's lives, memories and cultural experiences.

Funding is now being sought to tour *"Decades"* again in early 2026. Demand is already strong, with requests for the play coming in from care homes, memory cafés and community settings. Cascade is keen to build on the momentum of this successful first phase and ensure that more older people across Cornwall can experience the joy, connection and stimulation that *"Decades"* provides.

"The lady who was in the front row there was a nationally recognised chemist. Sadly she hasn't spoken coherently for at least nine months now. However she was joining in with the singing and doing her times tables along with everyone else. That's simply incredible."
Jackie, Care Manager at a Care Home in Mid Cornwall

The funding from this project was gratefully received from the Arts Council and The Garfield Weston Foundation

Insight to Impact

Cascade's professional training programme, *"Insight to Impact"* continued successfully in 2025, combining established training sessions with new areas of development.

Early in the year, Cascade delivered training for Cornwall Social Services, focusing on conflict resolution, difficult conversations and having a better understanding of clients and team. These sessions used Cascade's distinctive blend of theatre, psychology, humour and practical insight to explore how people communicate under pressure, how misunderstandings arise, and how professionals can respond with greater confidence, clarity and empathy.

Attendance was reported as higher than average for this type of training, and feedback from participants was extremely positive. Many commented that the sessions were not only informative and relevant to their work, but

also unusually enjoyable and engaging. One participant described the training as *"almost better than a day off"*, reflecting the lively, accessible and memorable nature of the day.

During the year, Cascade also developed a new strand of work for overseas dentists, introducing participants to some of the particular expectations, subtleties and cultural quirks of communication with patients in the UK. This training explored how British communication can sometimes be indirect, understated or context-dependent, and helped participants better understand professional expectations around patient interaction, teamwork, tone, listening and rapport.

Cascade's established national training tour for newly graduated 'Foundation' Dentists 'Of Art The Communication' also continued in 2025, once again receiving excellent feedback. These sessions remain an important part of our professional work, supporting newly graduated dentists to develop confidence, empathy and effective communication skills in clinical settings.

However, the scale and intensity of the end-of-year national tour continues to place considerable pressure on the company leaders who deliver it. While the work remains highly valued and impactful, Cascade is now reflecting on how this strand of training might be streamlined, reshaped or delivered differently in 2026 to ensure it remains sustainable for the organisation.

"I'm a practical hands-on person. I don't enjoy days like this usually. These sessions are normally all very vague and nothing to do with being a good dentist. But you guys have made me rethink how I interact with my patients. I want to do good and make money and your workshop actually gave me insights into how to do both. It was better than any communication training I had at five years of dental school."
A J Mahmood. Recently graduated Dentist.

Looking Forward to 2026

Looking ahead to 2026, Cascade aims to build on the success and momentum of the past year. Funding is currently being sought to tour "Decades" again, following strong responses from audiences and a growing number of requests from care homes, memory cafés and community settings.

We will continue to develop and sustain *"An-Drama"*, ensuring that the group remains a safe, inclusive and creative space for adults with learning disabilities. As the group grows, we will continue to manage new membership carefully so that participants can be welcomed at a pace that supports confidence, trust and belonging.

"Emotional First Aid" will remain a key part of Cascade's work. We hope to continue extending its reach across Cornwall, while also exploring how the model might be adapted for online or wider delivery. The testing undertaken in 2025 has opened up important questions about how this work could potentially support people beyond our immediate geographical area.

Our professional training programme, *"Insight to Impact"*, will also continue. However, we will be reviewing the structure of the national dental training tour to ensure that it remains both impactful and sustainable for the small core team delivering it.

As ever, Cascade will continue to seek project and core funding to support existing programmes, develop new creative ideas, and respond to the needs of communities across Cornwall.

Funding News

Funding remained highly competitive in 2025 and securing grant support continued to require significant time, persistence and careful rewriting of applications. During the year, Cascade applied to a range of trusts, foundations and public funders to support its programme of work.

We were delighted to be awarded grants from National Lottery Awards for All, Garfield Weston Foundation and the Arts Council support marked a particularly important milestone for the company and enabled the development of *"Decades"*, our new interactive performance for older people.

Not all applications were successful, and during the year we were unsuccessful with applications to The Andor Charitable Trust, The Emerton-Christie Charity, The Joyce Fletcher Charitable Trust, Marsh Charitable Trust, Barchester's Charitable Foundation, The D'Oyly Carte Charitable Trust, The February Foundation and The

Morrisons Foundation amongst other smaller trusts and foundations. However, the process helped us continue to clarify our project aims, strengthen our case for support and build relationships with potential future funders.

We are grateful to all funders, donors and partners who supported Cascade's work during 2025, including:

- National Lottery Awards for All — £12,391 towards *"An-Drama"*
- Garfield Weston Foundation — £15,000 funding
- Arts Council England — £25,000 towards *"Decades"*
- Other donations — £1,500

This support enabled Cascade to continue delivering creative, inclusive and wellbeing-focused work across Cornwall, reaching older people, people living with dementia, adults with learning disabilities and people experiencing mental health challenges.

Financial review

During the year the charity continued to develop its services. It generated an overall deficit of £33,065. Of this a net deficit of £9,417 relates to unrestricted funds and £23,648 relates to restricted funds. Overall, both unrestricted and restricted funds remain in surplus.

As the cost of development of workshops and performances cannot always be met by clients we continue to apply for support to local, regional and national grant making bodies whose interests match those of our clients.

Cascade is a registered charity and was incorporated as a company limited by guarantee on 22nd May 2000.

The majority of the other income is from fees charged for performances and workshops where no grant funding is involved.

Almost all of Cascade's income goes on production and support costs. Cascade is not required to register for VAT because most of the activities contributing to its income are outside the scope of VAT, bringing the amount of income within the scope of VAT well below the threshold for registration.

Level of Reserves

The trustees have considered the reserves of the charity. The policy is to hold six months of costs in cash at any time. The purpose of holding such a reserve is to ensure that debts can be met as they fall due. Budgeted costs for six months are estimated to be £50,000 and unrestricted cash reserves at the year-end were £11,287. The charity continues to work towards building its reserves.

Public Benefit

The charity's objective is the advancement of education of people of all ages by promoting plays, drama and other dramatic works of educative value with the aim of improving the health and wellbeing of the general public.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing the Charity's aims and objectives and in planning future activities and projects.

Legal and Administrative Information

Name

The charity changed its name to Cascade Theatre Company in 2002 and by some clients it is still known by its familiar name of Cascade Theatre in Education Company.

Registration Number

The charity's Registration Number is 1059720.

Governing Instrument

The charity is governed by its Memorandum and Articles of Association.

The charity's directors/trustees during the year were:
Robert Warner
Hilary Guthrie
Bridget Prideaux (from 21st August 2025)

Management Committee

The members of the committee during the year were:
Robert Warner - Chair
Eloise Renner – Secretary
Carol Austin-Smith
Hilary Guthrie
Soozie Tinn
Bredget Prideaux

The address of the charity is:
PO BOX 70
Truro
TR4 9YF

Incorporation

Cascade Theatre in Education Company was incorporated as a Company Limited by Guarantee on 22nd May 2000 and having changed its name by special resolution was incorporated under the name of Cascade Theatre Company on 17th September 2002.

Company Number

The Company Number for Cascade Theatre Company Limited is 3998370.

Registered office
The address of the Registered Office of the company is
30-32 Trebarwith Crescent
Newquay
TR7 1DX

Bankers
CAF Bank Limited
25 Kings Hill Avenue
Kings Hill
West Malling, ME19 4JQ

Related parties and co-operation with other organisations

None of our trustees receive remuneration or other benefit from their work with the charity other than as disclosed in note 5 to the accounts.

Any connections between a trustee and a related party must be disclosed to the full board of trustees.

Risk Management

The trustees have a risk management strategy which comprises:

- An annual review of the principal risks and uncertainties that the charity faces
- The establishment of policies, systems and procedures to mitigate those risks identified in the annual review;
- The implementation of procedures designed to minimise or manage any potential impact on the charity should those risks materialise.

The review identified that financial sustainability is the major financial risk for the charity. A key element in the management of financial risk is a regular review of available funds to settle debts as they fall due.

The annual report was approved by the trustees of the charity on 11th June 2026 and signed on its behalf by:

R.L.A. Warner
Robert Warner, Trustee

11/06/2026
Date

CASCADE THEATRE COMPANY

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

CASCADE THEATRE COMPANY
INDEPENDENT EXAMINERS' REPORT
TO THE TRUSTEES OF CASCADE THEATRE COMPANY

I report on the accounts of the company for the year ended 31st December 2025, which are set out on pages 9 to 17.

Respective responsibilities of trustees and examiner
The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the Charities Act;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiners' report
My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiners' statement
In connection with my examination, no matter has come to my attention to indicate that:

- accounting records have not been kept in accordance with section 386 of the Companies Act 2006;

- the accounts do not accord with such records:

- where accounts are prepared on an accruals basis, whether they fail to comply with relevant accounting requirements under section 396 of the Companies Act 2006, or are not consistent with the Charities SORP (FRS 102)

- any matter which the examiner believes should be drawn to the attention of the reader to gain a proper understanding of the accounts.



Mr N Hallam FCCA
Crane & Johnston
Chartered Certified Accountants

11 Alverton Terrace
Penzance, Cornwall
TR18 4JH

Date: 17th June 2026

CASCADE THEATRE COMPANY

STATEMENT OF FINANCIAL ACTIVITIES (income and expenditure account)

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2025	Total 2024
		£	£	£	£	£
Income						
Voluntary income						
Donations		**1,531**	**-**	**-**	**1,531**	70,227
Activities for generating funds:						
Interest receivable		**130**	**-**	**-**	**130**	126
Income from charitable activities:						
Performance & workshop		**37,904**	**-**	**-**	**37,904**	29,252
Other income		**7,657**	**-**	**258**	**7,915**	5,901
Grants & contracts	**6**	**-**	**-**	**52,391**	**52,391**	20,400
Total income		**47,222**	**-**	**52,649**	**99,871**	125,906
Expenditure						
Expenditure on charitable activities	**7**	**56,639**	**-**	**76,297**	**132,936**	108,685
Total expenditure		**56,639**	**-**	**76,297**	**132,936**	108,685
Net (expenditure)/income for the year		**(9,417)**	**-**	**(23,648)**	**(33,065)**	17,221
Transfers between funds		**19,895**	**(20,000)**	**105**	**-**	-
Net movement in funds		**10,478**	**(20,000)**	**(23,543)**	**(33,065)**	17,221
Reconciliation of funds						
Total funds brought forward		**809**	**20,000**	**64,862**	**85,671**	68,450
Total funds carried forward	**13**	**11,287**	**-**	**41,319**	**52,606**	85,671

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

CASCADE THEATRE COMPANY

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	£	2024 £	£
Fixed Assets					
Tangible Assets	**10**		**7,702**		10,269
Current Assets					
Debtors	**11**	**13,090**		8,974	
Cash at Bank and in Hand		**34,485**		69,653	
		47,575		78,627	
Creditors: amounts falling due within one year	**12**	**(2,671)**		(3,225)	
Net current assets			**44,904**		75,402
Net assets			**52,606**		85,671
The funds of the charity:					
Restricted funds			**41,319**		64,862
Unrestricted funds:					
Designated funds			**-**		20,000
General funds			**11,287**		809
Total charity funds	**13**		**52,606**		85,671

For the financial year ending 31 December 2025 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

The members have not required the charitable company to obtain and audit of its financial statements for the year in question in accordance with section 476; and

The directors 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 special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements were approved by the board of trustees and authorised for issue on 11th June 2026 and signed on their behalf by:

R Warner

.....

Robert Warner, Trustee

Company number 03998370

CASCADE THEATRE COMPANY

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies

1.1 Basis of preparation

The financial statements have been prepared in accordance with 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 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Cascade Theatre Company 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 note.

1.2 Income

Activities for generating funds relates to income receivable by the charity for services provided.

Donations, legacies and other forms of voluntary income are recognised as incoming resources when receivable, except insofar as they are incapable of financial measurement.

Grants, including grants for the purchase of fixed assets, are recognised in full in the Statement of Financial Activities in the year in which they are receivable.

When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.

Investment income is included when receivable.

1.3 Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered.

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

Other expenditure represents those items not falling into any other heading.

All costs are allocated between the expenditure categories of the Statement of Financial Activity on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, e.g. estimated wages as set out in note 7.

1.4 Tangible fixed assets and depreciation

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

Individual fixed assets costing £250 or more are capitalised at cost

Computer equipment	33% per annum on cost/25% per annum on reducing balance
Fixtures, fittings and equipment	25% per annum on reducing balance
Motor vehicles	25% per annum on reducing balance

1.5 Financial instruments

The charity 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.

1.6 Fund accounting

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Designated funds is a provision made for redundancy costs and represents transfers from unrestricted funds as agreed by the Trustees.

Restricted funds are subject to specific conditions by donors and grant making bodies as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the accounts.

1.7 Pensions
The charitable company operates a defined contribution pension scheme. Contributions are charged to the Statement of financial activities as they become payable in accordance with the rules of the scheme.

2 Legal status
The charity is a company limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charitable company was incorporated in the UK and is registered in Cornwall. The principal place of business is PO Box 70, Truro, Cornwall, TR4 9YF.

3 Investment income
All of the charity's investment income arises from an interest bearing deposit account.

4 Taxation
The charitable company is exempt from corporation tax on its charitable activities.

5 Trustees
None of the trustees (or any persons connected with them) received any remuneration or were reimbursed expenses during the year.

One trustee provided services to the charity in the year amounting to £2,966. No amount was outstanding at year-end.

6 Income from charitable activities
A summary of the financial activities undertaken by the charity is set out below:

	2025	2024
	£	£
National Lottery Project Grant	**25,000**	-
National Lottery Community Fund (An Drama)	**12,391**	-
Garfield Weston Foundation	**15,000**	
VCSE Health Improvement Fund for Emotional First Aid	**-**	9,000
The Baily Thomas Charitable Fund	**-**	3,000
The Clare Milne Trust	**-**	5,000
Cornwall Council Community Chest Fund	**-**	150
Feast	**-**	100
Lions Club of Truro for An-Drama	**-**	300
Souter Charitable Trust	**-**	2,850
	52,391	20,400

CASCADE THEATRE COMPANY

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

7 Analysis of expenditure on charitable activities

	Travel, Motor & subsistence costs	Governance costs	Staff & related costs	Support costs	Depreciation & loss on disposal	Performance fees/materials	Total allocation 2025	Total allocation 2024
	£	£	£	£	£	£	£	£
General unrestricted fund	8,812	2,598	32,920	11,341	139	829	**56,639**	55,549
Emotional First Aid	-	-	-	-	-	-	**-**	11,754
Garfield Weston Foundation (Various)	-	-	11,182	-	-	-	**11,182**	**-**
Clare Milne Trust	57	-	-	-	-	3,503	**3,560**	**-**
Cascade An-Drama	30	-	5,485	-	-	4,024	**9,539**	4,696
Arts Council England ("Decades")	126	-	9,843	-	-	15,175	**25,144**	**-**
Anonymous Donation	-	-	21,676	-	2,428	2,768	**26,872**	36,686
	9,025	**2,598**	**81,106**	**11,341**	**2,567**	**26,299**	**132,936**	108,685
Basis of apportionment	**direct**	**direct**	**staff time**	**direct**	**usage**	**direct**		

8 Analysis of governance costs

	2025	2024
	£	£
Accountancy and bank charges analysed between funds:		
General unrestricted fund	**2,598**	2,250
	2,598	2,250

9 Analysis of staff costs

	2025	2024
	£	£
Wages and salaries	**77,908**	73,761
National insurance	**1,935**	1,999
Pension costs	**1,263**	1,313
	81,106	77,073

There were no employees whose emoluments were £60,000 or more

Number of employees:	2025	2024
	Number	Number
Executive Director and Artistic Director	**2**	2
Average number of employees during the period	**2**	2

CASCADE THEATRE COMPANY

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

10 Tangible fixed assets

	Motor vehicles £	Fixtures, fittings & equpment £	Total £
Cost			
At 1 January 2025	12,950	11,399	**24,349**
Additions	-	-	**-**
Disposals	-	-	**-**
At 31 December 2025	12,950	11,399	**24,349**
Depreciation			
At 1 January 2025	3,237	10,843	**14,080**
Charge for year	2,428	139	**2,567**
On disposals	-	-	**-**
At 31 December 2025	5,665	10,982	**16,647**
Net book value			
At 31 December 2025	**7,285**	**417**	**7,702**
At 1 January 2025	9,713	556	10,269

11 Debtors

	2025 £	2024 £
Debtors	**12,465**	8,296
Prepayments	**625**	678
	13,090	8,974

12 Creditors: amounts falling due within one year

	2025 £	2024 £
Accruals and deferred income	**2,671**	3,225
	2,671	3,225

CASCADE THEATRE COMPANY

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

13 Movement in Funds

The income funds of the charity include restricted funds comprising the following balances of donations and grants held on trust specific purposes:

		Movement in funds			
	Balance 1 January 2025	Incoming resources	Expenditure	Transferred from/(to) Unrestricted	Balance at 31 December 2025
	£	£	£	£	£
Restricted funds:					
Arts	-	25,000	25,144	144	**-**
An-Drama - National Lottery Community Fund (Awards for All)	-	12,391	6,389	-	**6,002**
Garfield Weston Foundation	-	15,000	11,182		**3,818**
Cascade An-Drama	6,605	-	6,710	105	**-**
Anonymous Donation	58,257	258	26,872	(144)	**31,499**
	64,862	52,649	76,297	105	**41,319**
Designated funds:					
Provision for redundancy costs	20,000	-	-	(20,000)	**-**
Unrestricted funds:					
General Funds	809	47,222	56,639	19,895	**11,287**
Total funds:	**85,671**	**99,871**	**132,936**	**-**	**52,606**

Transfers betweens funds:

The transfers between unrestricted and restricted funds represents the under or overspend on each project.

On 31st December 2025 the trustees approved the undesignation of funds for redundancy costs, given the low likelihood of the fund being required.

Arts

National Lottery Project Grant for co-creation work, working with people experiencing dementia.

An-Drama - National Lottery Community Fund

Providing creative sessions for adults with learning disabilities.

Garfield Weston Foundation

Funding to develop partnerships, receive additional support and training and to extend the reach and benefit of the charity's work.

Cascade An-Drama

Funding was received from various sources towards the cost of a drama club for people with additional needs based in Cornwall.

Anonymous Donation

Donation received in previous years to fund charity activities, including £20,000 provided for a new vehicle for the charity. Included within the carried forward figure is a capital asset with a net book value of £7,285.

14 Analysis of net assets between funds

	Unrestricted funds	Designated funds	Restricted funds	Total funds 2025	Total funds 2024
	£	£	£	£	£
Fixed assets	417	-	7,285	**7,702**	10,269
Current assets	13,541	-	34,034	**47,575**	78,627
Current liabilities	(2,671)	-	-	**(2,671)**	(3,225)
Net assets	11,287	-	41,319	**52,606**	85,671

15 Prior year Statement of Financial Activities

	Unrestricted Funds	Designated Funds	Restricted Funds	Total 2024
	£	£	£	£
Income				
Voluntary income				
Donations	227	-	70,000	**70,227**
Activities for generating funds:				
Interest receivable	126	-	-	**126**
Income from charitable activities:				
Performance & workshop	29,252	-	-	**29,252**
Other income	5,901	-	-	**5,901**
Grants & contracts	-	-	20,400	**20,400**
Total income	**35,506**	**-**	**90,400**	**125,906**
Expenditure				
Expenditure on charitable activities	55,549	-	53,136	**108,685**
Total expenditure	**55,549**	**-**	**53,136**	**108,685**
Net (expenditure)/income	**(20,043)**	**-**	**37,264**	**17,221**
Transfers between funds	(210)	-	210	**-**
Net movement in funds	**(20,253)**	**-**	**37,474**	**17,221**
Reconciliation of funds				
Total funds brought forward	21,062	20,000	27,388	68,450
Total funds carried forward	**809**	**20,000**	**64,862**	**85,671**