

**Charity registration number 501935**

**Company registration number 01077517 (England and Wales)**

**THE DUKES PLAYHOUSE  
ANNUAL REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

# THE DUKES PLAYHOUSE

## LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Dr. A J Hatton-Yeo MBE (Resigned as Chair 19 July 2022) N J Townsend R Gauld (Appointed Chair 19 July 2022) T J Booker Dr. A P Odon C B Tyrer D Rigby
<b>Secretary</b>	Ms K O'Neill
<b>Charity number</b>	501935
<b>Company number</b>	01077517
<b>Principal address</b>	The Dukes Moor Lane Lancaster United Kingdom LA1 1QE
<b>Registered office</b>	The Dukes Moor Lane Lancaster United Kingdom LA1 1QE
<b>Auditor</b>	Azets Audit Services Fleet House New Road Lancaster United Kingdom LA1 1EZ
<b>Bankers</b>	NatWest Bank 68 Church Street Lancaster United Kingdom LA1 1LN
<b>Solicitors</b>	Holdens 2 Castle Hill Lancaster United Kingdom LA1 1YR

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# THE DUKES PLAYHOUSE

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# THE DUKES PLAYHOUSE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

### FOR THE YEAR ENDED 31 MARCH 2022

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The committee of management, who are directors of the company and trustees of the charity, present their annual report on the affairs of the charity, together with the financial statements and auditors' report for the year ended 31 March 2022. This report has been prepared in accordance with the provisions applicable to small companies entitled to the small companies' exemption.

#### **Structure, governance, and management**

The Dukes Playhouse Ltd is a company limited by guarantee incorporated under the Companies Act under company no. 01077517 and is governed by the Memorandum and Articles of Association dated 19<sup>th</sup> October 1972 as amended dated 21 January 1999, 6 September 2005, 7<sup>th</sup> November 2017, and 18<sup>th</sup> October 2018.

The company is also a registered charity, charity no.501935 and operates on a not-for-profit basis.

Its registered office is The Dukes Playhouse Ltd, Moor Lane, Lancaster, LA1 1QE. Its principal operating address is The Dukes, Moor Lane, Lancaster, LA1 1QE.

The company is governed by the Board of Trustees ("Board") as Directors of the company. Board members are appointed by the committee by simple majority. There are a maximum of 12 Trustees who may serve a maximum term of 4 years and then reappointment for 4 years. All are independently appointed members. Representatives of the major funders are invited to attend Board meetings.

The regular cycle of six formal meetings was maintained with an additional six subcommittee meetings to oversee Finance.

The Board is responsible for the overall policy and scrutiny of the financial performance of the organisation. The Board ensures the accountability to key funders and stakeholders and the appointment of the Director and pay and remuneration of the Director.

The day-to-day management of the company is delegated by the Board to the Director overseeing the senior management team of Finance Manager, Marketing and Communications Manager, Creative Communities Manager, Film Programme Manager, Technical and Premises Manager and Front of House Manager.

#### **Review of the Year**

##### **Vision**

##### **The Dukes' Mission**

To bring the best in live performance and cinema to the communities of Lancashire in our venue and other spaces.

To create and actively support the opportunities for communities, individuals, and artists to develop their own creative work and its delivery.

##### **The Dukes' Vision**

The Dukes creates and presents a diverse collection of storytelling through a range of art forms that delivers excellence, inspiration, and challenge.

The Dukes is a catalyst for communities, individuals, and artists to develop their own creativity and practice.

The Dukes is a place of cultural leadership and imaginative conversation.

# THE DUKES PLAYHOUSE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

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#### Artistic and Audience Development

2021/22 has been a year in which the Dukes has begun to build back after the impact of the COVID lockdowns and limitations, continuing to place audiences and artists at the heart of all it does.

The Dukes took the decision to reopen the building and return with performances from May 21 with a remount of the 2020 planned Christmas production *Sleeping Beauty* that was cancelled due to a lockdown from Nov 21. This production was a great start to welcome back audiences in a social distanced way, support local artists who had invest time and effort in the original production and begin the Dukes 50<sup>th</sup> Anniversary year.

The 50th Anniversary Year from May 21 to August 22 celebrated with new work, events, artist commissions and community events. The Dukes want to use this anniversary to highlight all the work it does and celebrate creativity in our area. Some of the highlights were:

- We commissioned 5 local Lancashire based artists to great a short piece of work exploring 50 or the Dukes over the course of 6 months with additional support of space and time with the Dukes team. The commissions were presented to a sold-out audience in Nov 21 and two have gone on to we awarded further funding to develop.
- The Park Show returned after a 3 year break due to COVID and other challenges. Working with new and established team of creatives this Park show was scaled back due to the limitations of COVID working but gave us the chance to look at new ways of working in the Park. The show 'Grimm Tales' ran for 5 weeks and was financially positive for the Dukes and helped to reestablish the Park Show on the local cultural calendar. The show employed 16 creative freelancers and artists.
- We commissioned and produced a new play 'Belle & Mary,' a live radio play that looked at the infamous Buck Ruxton case with a focus on the stories of the women involved including those women who testified in the case leading to Ruxton's murder conviction. This local real-life story explored with developments in forensic science with expert advice from Dame Prof Sue Black. The production also consulted with members of the community and local historians to ensure a factual portrayal of events. Presented on our Anniversary weekend in Nov, all performances sold out with universal positive reviews.
- In Autumn we also commissioned a new Christmas production of 'Beauty and the Beast' in the Round, with schools and Christmas audiences returning for the first time in 2 years. The production popular and through our audience development work we welcome more schools than ever before. As part of the review of the show we have now decided to move out of the Round and into the Rake theatre to better meet demand. The production employed 20 freelance creative and artists.

We also continued with two seasons of live performance and developed our R&D offer for local artists, we developed new partnerships with local creatives and continued to ensure culture was key to the post pandemic recovery. We welcomed companies such as Protein Dance, Le Navet Bete, Northern BroadSides and Seabright. Our Moorspace programme continued to grow as did our programme for children and families with shows such as Shlomo's Beat Box Adventure and Josephine.

In 21/22 through our new live performance programme, we welcomed 27,062 people to live performance. The Dukes hosted 194 performances. We supported over 100 artists and creative professionals to continue to create, develop and present work either digitally or live in 21/22.

# THE DUKES PLAYHOUSE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

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As a core northern based independent cinema, the Dukes has a strategic and important place the film ecology of the UK. In 21/22 the Dukes has been working on new ways to present cinema, we have partnered with Lancaster BID to create a new outdoor headset cinema experience, Sun Cinema, taking place in the centre of town for a limited number of audiences. These screenings have been part welcoming people back to the city centre after the lockdowns.

We have continued to present our cinema programme In 21/22 we held 767 screenings to 18,189 audience members.

The Dukes is an audience focused organisation, making the arts and creativity available and accessible to all members of our community, and developing a diverse and highly engaged audience base. The Dukes achieves this through by synergising the strategies of long term committed community engagement and strategic marketing/communications, creating access points to move from participation to attendance to creation through special events, offers, and support for developing artists. The Dukes invests in assets, data management, engagement strategies and creative output.

The Dukes has a strong outreach & engagement programme through funding partnerships with Wellcome Trust, Lancaster University & others supporting multi-year creative engagement opportunities for many in Lancashire. The Dukes is at the forefront of developing sector leading creative engagement for those living with dementia & has a highly attended youth theatre. In 21/22 we remained committed to our work within the community a combination of online sessions and in person programmes to ensure that creative activity continued to thrive.

Online we worked with Loyne School to deliver weekly classes for vulnerable participants, and we worked with Thickskin to bring their latest online work Petrichor to 6 schools in the area. For artists and students, we continued our WideScreen Programme hosting online live conversations about film with industry experts and introduced our new programme Good Creator an online series of workshops and talks from live performance artists and professionals for artists and students looking to develop careers or expand their knowledge of the creative sector. These sessions had over 200 attendances from across the world.

Our Youth Theatre returned to in person sessions with over 100 young people taking part and bursaries awarded to those in need of extra support. We also undertook a review of the Youth Theatre working with an independent consultant who interviewed participants, parents/guardians, and tutors to look at ways to improve the experience post COVID. As a result, we have made several changes including renaming the session Young Company.

We continued our work with the GRT community through an online autobiographical theatre creation programme with young girls and women from the community mentored by Bryony Kimmings and supported a local creative practitioner. The girls were able to share their work online with an invited audience telling their own stories about life in lockdown.

Working with Lancaster University we launched a new programme of creative careers development for young people working across different themes including working with schools, project management and delivery and skill development. This new MAKE programme will reach over 50 young people a year and provide practical training and work-related experiences.

We also started two new programmes one working with Young Carers in the Lancaster and Morecambe area in partnership with Barnardo's and a new weekly drop-in session for refugee parents and toddlers to develop language skills through music and play.

The films, workshops and blogs can all be found on our website at <https://dukeslancaster.org/get-involved/projects>

In 21/22 across all programmes the Dukes had 1114 participants resulting in 4608 participations with 170 new participants.

# THE DUKES PLAYHOUSE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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### **Organisational Development**

The Dukes has also worked extremely hard to maintain the organisation and ensure the future resilience of the Dukes after such a previous growth period of growth. The finance effects of COVID have been immense for the Dukes and their impact will continue for the next 12 months and the sector aims to return to with new ways of working in a COVID reality.

The impact of COVID on the Dukes has challenging and the recovery post lockdowns continues to push the organisation. The Dukes business model is heavily weighted to earned income (80% of turnover) and over the last 12 months we have been working steadily to grow back that income generation as funding resources reduced. We have worked strategically on audience development with a focus on audience experience and marketing and comms to support a strong artistic programme reflecting the quality of the Dukes. The Dukes continues to actively source all resources of additional income and support whilst reviewing and restricting all expenditure to ensure the organisation is lean and adaptable. .

The Dukes delivered new business plan and budget for 21/22 and has developed outline plans until 2026 which have been approved by the Board and consulted with the staff team. This plan will be under constant review.

The Dukes team is an experienced team supported by the Director and Board at a senior level to adapt as needed. The Director has significant background in cultural leadership with previous experience of financial turnaround, commercial operations, fundraising & organisational development. The Board has a range of skills, from charity operations, financial expertise, HR, legal & creative engagement. The Dukes has a system of robust financial monitoring with detailed financial reports, business modelling, cost control measures, reported monthly to a Finance & Audit Committee led by the Treasurer who is the CEO of a large producing theatre. The Director oversees all aspects of the organisation's financial viability, resilience & sustainability.

The year-end saw the organisation deliver a surplus through strong financial management in this period and the support of government funding and ACE Cultural Recovery funding. This enabled the Dukes to further stabilise and has proven to be invaluable with the impact of COVID.

The successes of the last year could not have been delivered without the energy and drive of the whole staff team. The Trustees are grateful for the dedication and commitment that underpins a year of high achievements.

The Dukes continues to be grateful for the assistance of volunteers. This work is vital to the Dukes and our volunteers also act as ambassadors for the theatre. We must also record our appreciation for the dedication of the Board and the Members who provide clear governance, support, and advocate for the Dukes.

The Dukes continues to have a positive relationship with Lancaster City Council and Arts Council England. The Trustees recognise the importance of the generous support from these two key stakeholders.

The Trustees recognise the risk of future cutbacks and the impact of COVID 19. The Trustees are working alongside Lancaster City Council to secure a lease for the Dukes and a new Service Level agreement for 22/23 has been secured. ACE have confirmed the NPO period will be extend to March 2023 with a new NPO funding round from 23-26. The Trustees alongside the executive will continue to focus on ways to mitigate the impact of COVID 19 and increase earned and contributed income.

# THE DUKES PLAYHOUSE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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### **The Year Ahead**

The Dukes is looking forward to 22/23 with a renewed sense of focus and determination to move forward. The Dukes will continue to build upon the successes of the last few years and further embed its work within the local community and creative sector. The Dukes recognises that the next period will be challenging due to the impact of the COVID pandemic recovery and the cost-of-living crisis. The Dukes will be applying to the next ACE NPO funding round 23-26.

### **Trustee Induction and Training**

All Trustees are given a complete welcome pack including information on the Organisational Plan, information of the Trust's work and achievements, copies of the Articles of Association, key organisational policies, Charity Commission - The Essential Trustee- What You Need To Know and a skill and contact audit. All Trustees are invited to meet the Director and have a tour of the building.

### **Risk Management**

Board governance and decision-making is managed through several key documented processes which are reviewed by Board members and further scrutinised by the Finance and Audit Committee. These documents and processes including the Financial Authorities, Business Continuity Plan, Profit and Loss breakdown and bi monthly management accounts are tailored to the needs of the organisation and the risks it is exposed to. The Board adopted a full organisational risk assessment developed in house. This will be a live document that will be updated on 6 monthly basis. It should be noted that COVID has an individual risk register and monitoring process via the COVID Response Team. Additional ongoing process and actions to mitigate risk are detailed in the Organisational Plan. Monitoring and evaluation take place across the organisation to inform programme, project, and service development.

### **Investment powers**

The Trustees have wide powers of investment

### **Reserves policy**

The Trustees aspire to retain 12 weeks operating costs in reserve.

### **The trustees who served during the year and up to the date of signature of the financial statements were:**

Dr. A J Hatton-Yeo MBE (Resigned as Chair 19 July 2022)

N J Townsend

R Gauld (Appointed Chair 19 July 2022)

T J Booker

Dr. A P Odon

C B Tyrer

D Rigby

M C Whitehead

(Resigned 22 May 2022)

M Thwaite

(Resigned 21 September 2021)

# THE DUKES PLAYHOUSE

## TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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### Statement of trustees' responsibilities

The trustees, who are also the directors of The Dukes Playhouse for the purpose 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 which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

### Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.



R Gauld (Appointed Chair 19 July 2022)  
Chair

Date: .....21/11/22.....

# THE DUKES PLAYHOUSE

## INDEPENDENT AUDITOR'S REPORT

### TO THE TRUSTEES OF THE DUKES PLAYHOUSE

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#### Opinion

We have audited the financial statements of The Dukes Playhouse (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including 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 2022 and of its incoming resources and application of resources, 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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 charity'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.

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's 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.

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# THE DUKES PLAYHOUSE

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE DUKES PLAYHOUSE

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

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

In the light of the knowledge and understanding of the 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 the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of 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.

### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose 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 charity'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.

### **Auditor's 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 auditor's 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

# THE DUKES PLAYHOUSE

## INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE DUKES PLAYHOUSE

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### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

### **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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Azets Audit Services*

**Susanna Cassey (Senior Statutory Auditor)  
for and on behalf of Azets Audit Services**

*8 Dec '22*

**Chartered Accountants  
Statutory Auditor**

Fleet House  
New Road  
Lancaster  
United Kingdom  
LA1 1EZ

# THE DUKES PLAYHOUSE

## STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

### Current financial year

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
<b>Income and endowments from:</b>					
Donations and legacies	3	372,903	-	372,903	538,748
Charitable activities	4	882,722	11,575	894,297	333,717
Other trading activities	5	119,773	-	119,773	2,548
Investments	6	80	-	80	95
Other income	7	83,999	-	83,999	161,149
<b>Total income</b>		<b>1,459,477</b>	<b>11,575</b>	<b>1,471,052</b>	<b>1,036,257</b>
<b>Expenditure on:</b>					
Raising funds	8	101,334	-	101,334	89,068
Charitable activities	9	1,178,341	15,411	1,193,752	728,504
Other expenditure	13	59,024	11,025	70,049	6,316
<b>Total expenditure</b>		<b>1,338,699</b>	<b>26,436</b>	<b>1,365,135</b>	<b>823,888</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>120,778</b>	<b>(14,861)</b>	<b>105,917</b>	<b>212,369</b>
Gross transfers between funds		47,738	(47,738)	-	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>168,516</b>	<b>(62,599)</b>	<b>105,917</b>	<b>212,369</b>
Fund balances at 1 April 2021		465,225	62,991	528,216	315,847
<b>Fund balances at 31 March 2022</b>		<b>633,741</b>	<b>392</b>	<b>634,133</b>	<b>528,216</b>

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# THE DUKES PLAYHOUSE

## STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	538,748	-	538,748
Charitable activities	4	311,250	22,467	333,717
Other trading activities	5	2,548	-	2,548
Investments	6	95	-	95
Other income	7	161,149	-	161,149
<b>Total income</b>		<b>1,013,790</b>	<b>22,467</b>	<b>1,036,257</b>
<b><u>Expenditure on:</u></b>				
Raising funds	8	89,068	-	89,068
Charitable activities	9	657,559	70,945	728,504
Other expenditure	13	6,316	-	6,316
<b>Total expenditure</b>		<b>752,943</b>	<b>70,945</b>	<b>823,888</b>
<b>Net incoming/(outgoing) resources before transfers</b>		<b>260,847</b>	<b>(48,478)</b>	<b>212,369</b>
Gross transfers between funds		14,007	(14,007)	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>274,854</b>	<b>(62,485)</b>	<b>212,369</b>
Fund balances at 1 April 2020		190,371	125,476	315,847
<b>Fund balances at 31 March 2021</b>		<b>465,225</b>	<b>62,991</b>	<b>528,216</b>

# THE DUKES PLAYHOUSE

## BALANCE SHEET

AS AT 31 MARCH 2022

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		56,351		47,971
<b>Current assets</b>					
Stocks	15	2,295		670	
Debtors	16	107,198		189,303	
Cash at bank and in hand		930,591		442,989	
		<u>1,040,084</u>		<u>632,962</u>	
<b>Creditors: amounts falling due within one year</b>	17	<u>(258,135)</u>		<u>(152,717)</u>	
Net current assets			781,949		480,245
<b>Total assets less current liabilities</b>			838,300		528,216
<b>Creditors: amounts falling due after more than one year</b>	18		(204,167)		-
<b>Net assets</b>			<u>634,133</u>		<u>528,216</u>
<b>Income funds</b>					
Restricted funds	21		392		62,991
<u>Unrestricted funds</u>					
Designated funds:					
Operating reserve		200,000		200,000	
Other designated funds		150,000		150,000	
		<u>350,000</u>		<u>350,000</u>	
General unrestricted funds	22	283,741		115,225	
			633,741		465,225
			<u>634,133</u>		<u>528,216</u>

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

The financial statements were approved by the Trustees on ... 21/4/22



Mr Roderick Gauld

Company Registration No. 01077517

# THE DUKES PLAYHOUSE

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2022

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	Notes	2022 £	£	2021 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	26		285,016		191,968
<b>Investing activities</b>					
Purchase of tangible fixed assets		(47,494)		-	
Investment income received		80		95	
		<u>          </u>		<u>          </u>	
<b>Net cash (used in)/generated from investing activities</b>			(47,414)		95
<b>Financing activities</b>					
Proceeds of new bank loans		250,000		-	
		<u>          </u>		<u>          </u>	
<b>Net cash generated from/(used in) financing activities</b>			250,000		-
			<u>          </u>		<u>          </u>
<b>Net increase in cash and cash equivalents</b>			487,602		192,063
Cash and cash equivalents at beginning of year			442,989		250,926
			<u>          </u>		<u>          </u>
<b>Cash and cash equivalents at end of year</b>			930,591		442,989
			<u>          </u>		<u>          </u>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2022

---

#### 1 Accounting policies

##### Charity information

The Dukes Playhouse Limited is a private charitable company limited by guarantee and is incorporated and domiciled in England and Wales. The address of the registered office is The Dukes, Moor Lane, Lancaster, LA1 1QE.

The nature of the its operations and its principle activities are detailed in the trustees report attached to these financial statements.

##### 1.1 Accounting convention

The charity is a Public Benefit Entity as defined by FRS 102. 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) issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

##### 1.2 Going concern

These financial statements show net unrestricted income of £134,186 and unrestricted funds at the year end of £647,149. The trustees have prepared financial forecasts and budgets which incorporate the ACE funding to March 2026 and new service level agreement with Lancaster City Council and incorporate the COVID-19 considerations discussed in the trustees report which demonstrate the future viability of the charitable company and its ability to meet its debts as they fall due.

Therefore at the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

##### 1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

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

##### 1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Income in respect of productions is recognised in the period in which the production occurs.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

---

### 1 Accounting policies

(Continued)

Income from Government and other grants, whether capital grants or revenue grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be reliably measured.

Income received in advance of a theatrical performance or provision of other specified service is deferred until the criteria for income recognition are met.

Other trading income is recognised on a receivable basis.

Investment income is recognised in the SoFA in the year in which it is receivable.

#### 1.5 Expenditure

Expenditure is recognised once there is a constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be reliably measured. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

Costs of raising funds comprise the costs of trading of the bar and catering facilities.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services. It includes both costs that can be allocated directly to those activities and those of an indirect nature necessary to support them.

Other costs represent those items not falling into the categories above.

Support costs relate to those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the Charity's programmes and activities. These costs have been allocated between costs of raising funds and expenditure on charitable activities. Support costs are apportioned on an appropriate basis eg floor area, per capita or estimated usage.

#### 1.6 Tangible fixed assets

Tangible fixed assets costing more than £1,000 are initially measured at cost and subsequently measured at cost, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	term of lease
Fixtures and fittings	4-10 years

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

#### 1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

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### 1 Accounting policies

(Continued)

#### 1.8 Stocks

Stocks are stated at the lower of cost and estimated selling. Cost is based on the cost of the purchase on a first in first out basis.

#### 1.9 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.10 Financial Instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### 1.11 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes.

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

### 1 Accounting policies

(Continued)

#### 1.12 Employee benefits

When employees have rendered services to the charity, short term employee benefits to which the employee is entitled are recognised at the amount expected to be paid for that service.

The charity operates a defined contribution pension plan for the benefit of its employees. Contributions are expensed as they become payable.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.13 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

### 2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Donations and legacies

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Donations and gifts	64,896	88,483
Arts Council England	308,007	450,265
	<u>372,903</u>	<u>538,748</u>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities	Theatre		Independent cinema		Creative learning		Total 2022		Theatre		Independent cinema		Creative learning		Total 2021	
	2022	£	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£	2021	£
Income from charitable activities	424,933		101,081		-		526,014		3,133		16,966		-		20,099	
Performance related grants	280,344		9,930		1,645		291,919		216,213		11,195		7,167		249,875	
Other income	45,345		-		31,019		76,364		2,419		-		61,324		63,743	
	<u>750,622</u>		<u>111,011</u>		<u>32,664</u>		<u>894,297</u>		<u>221,765</u>		<u>28,161</u>		<u>68,491</u>		<u>333,717</u>	
Analysis by fund																
Unrestricted funds	750,622		101,081		31,019		882,722		221,765		28,161		61,324		311,250	
Restricted funds	-		9,930		1,645		11,575		-		-		7,167		22,467	
	<u>750,622</u>		<u>111,011</u>		<u>32,664</u>		<u>894,297</u>		<u>221,765</u>		<u>28,161</u>		<u>68,491</u>		<u>333,717</u>	

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 5 Other trading activities

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2022</b>	2021
	£	£
Fundraising events	56,410	-
Trading activity income: Bar and Catering	63,363	2,548
	<u>          </u>	<u>          </u>
Other trading activities	119,773	2,548
	<u>          </u>	<u>          </u>

### 6 Investments

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2022</b>	2021
	£	£
Interest receivable	80	95
	<u>          </u>	<u>          </u>

### 7 Other income

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2022</b>	2021
	£	£
Other income	16,211	-
Theatre tax credit	36,968	7,131
Coronavirus job retention scheme grant	30,820	154,018
	<u>          </u>	<u>          </u>
	83,999	161,149
	<u>          </u>	<u>          </u>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

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### 8 Raising funds

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Trading costs		
Other trading activities	27,493	2,002
Staff costs	40,666	63,182
Depreciation and impairment	558	558
Support costs	32,617	23,326
	<hr/>	<hr/>
Trading costs	101,334	89,068
	<hr/>	<hr/>
	101,334	89,068
	<hr/> <hr/>	<hr/> <hr/>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

9 Charitable activities	Theatre		Independent cinema		Creative learning		Total 2022		Theatre		Independent cinema		Creative learning		Total 2021	
	2022	£	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£	2021	£
Staff costs	171,510		61,838		47,342		280,690		110,412		17,573		26,755		154,740	
Depreciation and impairment	25,320		832		4,643		30,795		14,756		1,812		4,643		21,211	
Production costs	67,948		-		-		67,948		22,879		-		-		22,879	
Film hire and carriage	-		46,817		-		46,817		-		7,571		-		7,571	
Other cinema costs	-		-		-		-		-		1,958		-		1,958	
Marketing	29,360		10,802		-		40,162		27,620		2,272		-		29,892	
Creative learning	-		-		53,464		53,464		-		-		30,615		30,615	
Incoming tours	112,512		-		-		112,512		1,376		-		-		1,376	
Other projects - Bring me Laughter	-		-		-		-		-		-		-		48,913	
SRO Box Office costs	23,540		-		-		23,540		15,250		-		-		15,250	
Other projects - Sunset screenings	-		-		-		-		-		-		-		6,787	
Other	711		-		-		711		20,579		-		-		20,579	
	430,901		120,289		105,449		656,639		212,872		31,186		62,013		361,771	
Share of support costs (see note 10)	337,044		130,469		43,490		511,003		236,225		89,243		30,394		355,862	
Share of governance costs (see note 10)	26,110		-		-		26,110		10,871		-		-		10,871	
	794,055		250,758		148,939		1,193,752		459,968		120,429		92,407		728,504	
<b>Analysis by fund</b>																
Unrestricted funds	789,824		240,828		147,689		1,178,341		451,043		120,429		79,300		657,559	
Restricted funds	4,231		9,930		1,250		15,411		8,925		-		13,107		70,945	
	794,055		250,758		148,939		1,193,752		459,968		120,429		92,407		728,504	

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

10 Support costs	Support Governance costs		2022 Support costs		Governance costs		2021		Basis of allocation
	£	£	£	£	£	£	£	£	
Staff costs	371,843	-	371,843	250,966	-	250,966	250,966	Staff time	
Rent and rates	26,373	-	26,373	24,744	-	24,744	24,744	Usage	
Heat and light	36,460	-	36,460	22,753	-	22,753	22,753	Usage	
Cleaning	8,197	-	8,197	3,788	-	3,788	3,788	Staff time	
Repairs and maintenance	11,081	-	11,081	10,964	-	10,964	10,964	Usage	
Telephone	3,783	-	3,783	4,366	-	4,366	4,366	Usage	
Insurance	15,654	-	15,654	17,533	-	17,533	17,533	Floor area	
Stationery and computer	21,501	-	21,501	16,379	-	16,379	16,379	Usage	
Licences and subscriptions	8,606	-	8,606	6,066	-	6,066	6,066	Usage	
Staff recruitment and training	3,004	-	3,004	6,893	-	6,893	6,893	Usage	
Office & sundry expenditure	37,118	-	37,118	14,736	-	14,736	14,736	Usage	
Audit fees	-	8,050	8,050	-	7,963	7,963	7,963	Governance	
Governance costs	-	18,060	18,060	-	2,908	2,908	2,908	Governance	
	<u>543,620</u>	<u>26,110</u>	<u>569,730</u>	<u>379,188</u>	<u>10,871</u>	<u>390,059</u>	<u>390,059</u>		
Analysed between									
Trading	32,617	-	32,617	23,326	-	23,326	23,326		
Charitable activities	511,003	26,110	537,113	355,862	10,871	366,733	366,733		
	<u>543,620</u>	<u>26,110</u>	<u>569,730</u>	<u>379,188</u>	<u>10,871</u>	<u>390,059</u>	<u>390,059</u>		

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or expenses from the charity during the year.

All trustees can receive two free tickets for the guest night performance of a Dukes theatre production.

#### 12 Employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
Technical - Full time	5	3
Front of house - Full time	2	3
Front of house - Part time	14	13
Administrative - Full time	6	5
Administrative - Part time	4	3
Creative communities - Full time	1	1
Creative communities - Part time	1	-
<b>Total</b>	<b>33</b>	<b>28</b>

  

	2022 £	2021 £
<b>Employment costs</b>		
Wages and salaries	646,643	418,411
Social security costs	29,967	24,548
Other pension costs	16,589	25,929
	<b>693,199</b>	<b>468,888</b>

The average number of full time equivalent employees is 24 (2021: 20). This is calculated using half the number of part time staff.

There were no employees whose annual remuneration was more than £60,000.

#### 13 Other expenditure

	Unrestricted funds £ 2022	Restricted funds £ 2022	Total £ 2022	Unrestricted funds £ 2021
Net loss on disposal of tangible fixed assets	7,762	11,025	18,787	-
Financing costs	13,759	-	13,759	6,316
Other expenditure	37,503	-	37,503	-
	<b>59,024</b>	<b>11,025</b>	<b>70,049</b>	<b>6,316</b>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 14 Tangible fixed assets

	Leasehold Improvements	Fixtures and fittings	Total
	£	£	£
<b>Cost</b>			
At 1 April 2021	730,701	539,610	1,270,311
Additions	-	47,494	47,494
Disposals	-	(38,818)	(38,818)
At 31 March 2022	<u>730,701</u>	<u>548,286</u>	<u>1,278,987</u>
<b>Depreciation and impairment</b>			
At 1 April 2021	723,470	498,870	1,222,340
Depreciation charged in the year	7,231	24,121	31,352
Eliminated in respect of disposals	-	(31,056)	(31,056)
At 31 March 2022	<u>730,701</u>	<u>491,935</u>	<u>1,222,636</u>
<b>Carrying amount</b>			
At 31 March 2022	<u>-</u>	<u>56,351</u>	<u>56,351</u>
At 31 March 2021	<u>7,231</u>	<u>40,740</u>	<u>47,971</u>

Included in leasehold property improvements is conversion work carried out on a derelict church to create a Youth Arts Centre (DT3). The net book value of DT3 The Creative Learning Centre at the year end was £nil. The work originally undertaken amounted to £280,750 and was funded by a National Lottery grant of £194,750 from Arts Council England and a grant of £86,000 from Lancaster City Council. The Dukes Playhouse Limited, as part of its charitable aims, supports DT3 The Creative Learning Centre in its work in providing participation activities for local young people.

Included in leasehold property improvements is refurbishment work to the 'round' theatre. The net book value of the studio refurbishment at the year end was £nil. The work originally undertaken amounted to £380,583 and was funded by a grant of £260,383 from North West Development Agency and a grant of £99,100 from Arts Council England.

#### 15 Stocks

	2022	2021
	£	£
Goods for sale and consumables	<u>2,295</u>	<u>670</u>

#### 16 Debtors

	2022	2021
	£	£
<b>Amounts falling due within one year:</b>		
Trade debtors	19,463	56,594
Other debtors	67,578	71,193
Prepayments	20,157	61,516
	<u>107,198</u>	<u>189,303</u>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 17 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	19	45,833	-
Other taxation and social security		7,342	5,660
Deferred income	20	57,883	40,785
Trade creditors		45,140	35,991
Other creditors		27,040	44,000
Accruals		74,897	26,281
		<u>258,135</u>	<u>152,717</u>

### 18 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	19	<u>204,167</u>	<u>-</u>

After the year end date The Duke's Playhouse fully repaid the bank loan before any interest became due.

### 19 Loans and overdrafts

	2022 £	2021 £
Bank loans	<u>250,000</u>	<u>-</u>
Payable within one year	45,833	-
Payable after one year	<u>204,167</u>	<u>-</u>
Amounts included above which fall due after five years:		
Payable by instalments	<u>4,166</u>	<u>-</u>

### 20 Deferred income

	2022 £	2021 £
Arising from government grants	15,005	5,958
Relating to post year end productions	<u>42,878</u>	<u>34,827</u>
	<u>57,883</u>	<u>40,785</u>

The income in the above note has been deferred as it relates to box office productions which occurred after 31 March 2022 or grants with unfulfilled conditions at the year end.

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 21 Restricted funds

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

	Balance at 1 April 2020		Movement in funds		Balance at 1 April 2021		Movement in funds		Balance at 31 March 2022	
	£	£	Incoming resources	Resources expended	Transfers	£	Incoming resources	Resources expended	Transfers	£
Tamasha	-	8,280	-	-	(8,280)	-	-	-	-	-
Bring me Laughter	53,557	-	-	(48,913)	(4,644)	-	-	-	-	-
Creative learning	-	7,167	-	(6,087)	(1,080)	-	-	-	-	-
Park equipment funding	58,763	-	-	-	-	58,763	-	(11,025)	(47,738)	-
Fixed asset restricted funds	13,156	-	-	(8,925)	-	4,231	-	(4,231)	-	-
Welcome Trust	-	7,020	-	(7,020)	-	-	-	-	-	-
Young Carers	-	-	-	-	-	-	1,645	(1,250)	-	395
Film Exhibition Fund	-	-	-	-	-	-	9,930	(9,930)	-	-
Rounding	-	-	-	-	(3)	(3)	-	-	-	(3)
	<u>125,476</u>	<u>22,467</u>	<u>22,467</u>	<u>(70,945)</u>	<u>(14,007)</u>	<u>62,991</u>	<u>11,575</u>	<u>(26,436)</u>	<u>(47,738)</u>	<u>392</u>

Tamasha represents grants received and expenditure made in respect of a joint project to deliver the Sustained Theatre Programme. The transfer from unrestricted funds was to close the fund on completion of the project.

Bring Me Laughter represents grants received in respect of a project to give hundreds of people with dementia a better quality of life.

Creative Learning represents grants received in respect of the Centre for Creative Learning.

Park Equipment Funding represents grants received in respect of the upgrading of the equipment used for the park shows.

The fixed asset note to the accounts describes the purpose of the fixed asset restricted fund.

Young Carers represents grants received to operate an arts festival to benefit young carers.

The Film Exhibition Fund represents grants received to hold exhibitions of films including relevant speakers and presentations.

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2022

#### 22 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Transfers 31 March 2021	Balance at 1 April 2021	Movement in funds Movements to 31 March 2022	Balance at 31 March 2022
	£	£	£	£
Operating reserve	200,000	200,000	-	200,000
Capital programme	80,000	80,000	-	80,000
Artistic Programme Investment	30,000	30,000	-	30,000
Audience Development	20,000	20,000	-	20,000
Capacity Building	20,000	20,000	-	20,000
	<u>350,000</u>	<u>350,000</u>	<u>-</u>	<u>350,000</u>

#### Operating Reserves - £200,000

Removed from the general cash flow and designated as an operating reserve for use when approved by the Board. This is equal to 12 weeks of the Dukes pre COVID turnover.

#### Capital Programme - £80,000

In light of the Dukes ongoing capital needs and also its future ambitions that this reserve is established and the funds used only for major capital emergency needs (including purchasing of equipment vital to operation) and as match funding for any other major capital bids (including pre bid requirements).

#### Artistic Programme Investment - £30,000

This fund would be used for investment in artistic programme in the future that would return a level of financial capital back to the organisation. Examples could be further investment in digital programming, match funding for co-productions or to support the growth of the Dukes Home-grown productions.

#### Audience Development - £20,000

The Dukes faces an uncertain future with regards to audiences. This fund would be used to support audience development and marketing programmes outside the normal marketing budget with clear goals and milestones of delivery. These programmes would be focused on increasing audiences and investing in new marketing practices or training.

#### Capacity Building - £20,000

The Dukes capacity within the staff team is an ongoing challenge which would benefit at times from additional capacity on a short term basis however budgeting for this support is challenging within the current budget model. This fund would be used to fund additional capacity on short term basis particularly in areas of development such as fundraising, marketing and financial management.

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

### 23 Analysis of net assets between funds

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Tangible assets	56,351	-	56,351	43,740	4,231	47,971
Current assets/(liabilities)	781,557	392	781,949	414,465	65,780	480,245
Long term liabilities	(204,167)	-	(204,167)	-	-	-
	<u>633,741</u>	<u>392</u>	<u>634,133</u>	<u>458,205</u>	<u>70,011</u>	<u>528,216</u>

### 24 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022	2021
	£	£
Within one year	22,797	18,797
Between two and five years	574	2,871
	<u>23,371</u>	<u>21,668</u>

### 25 Related party transactions

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	<u>55,428</u>	<u>48,500</u>

# THE DUKES PLAYHOUSE

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

<b>26</b>	<b>Cash generated from operations</b>		<b>2022</b>	<b>2021</b>
			<b>£</b>	<b>£</b>
	Surplus for the year		105,917	212,369
	Adjustments for:			
	Investment income recognised in statement of financial activities		(80)	(95)
	Loss on disposal of tangible fixed assets		18,787	-
	Depreciation and impairment of tangible fixed assets		31,353	21,769
	Movements in working capital:			
	(Increase)/decrease in stocks		(1,625)	1,330
	Decrease/(increase) in debtors		71,080	(73,270)
	Increase in creditors		42,486	26,692
	Increase in deferred income		17,098	3,173
	<b>Cash generated from operations</b>		<b>285,016</b>	<b>191,968</b>
<b>27</b>	<b>Analysis of changes in net funds</b>			
		<b>At 1 April 2021</b>	<b>Cash flows</b>	<b>At 31 March 2022</b>
		<b>£</b>	<b>£</b>	<b>£</b>
	Cash at bank and in hand	442,989	487,602	930,591
	Loans falling due within one year	-	(45,833)	(45,833)
	Loans falling due after more than one year	-	(204,167)	(204,167)
		<b>442,989</b>	<b>237,602</b>	<b>680,591</b>