

**COMPANY REGISTRATION NUMBER: NI071673**  
**CHARITY REGISTRATION NUMBER: NIC105810**

**Theatre and Dance NI**  
**Company Limited by Guarantee**  
**Unaudited Financial Statements**  
**31 March 2025**

Finegan Gibson Ltd  
Chartered accountants  
Causeway Tower  
9 James Street South  
Belfast  
BT2 8DN

**Theatre and Dance NI**  
**Company Limited by Guarantee**  
**Financial Statements**  
**Year ended 31 March 2025**

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# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report)

#### Year ended 31 March 2025

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The directors, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2025.

#### **Chair's report**

On behalf of Theatre and Dance NI, it is my privilege to present the Annual Report for 2024/25. As Chair, I am delighted to reflect on a year marked by resilience, innovation, and significant progress across our organisation. Throughout 24/25, TDNI has continued to uphold its commitment to excellence, adapting to new challenges and seizing opportunities for growth.

This year, our dedicated team and Board of Directors have worked collaboratively to deliver on our strategic objectives. We have seen the successful implementation of key projects, strengthened our stakeholder relationships, and made substantial advancements in our service delivery. The unwavering support from our partners and the enthusiasm of our staff have been instrumental in achieving these milestones.

We have taken considerable steps to ensure transparency and accountability in all areas of our operation. Our focus on innovation has enabled us to respond effectively to evolving needs, whilst maintaining the high standards our sector expects. The feedback and insights received from our stakeholders have been invaluable in guiding our direction and priorities.

Looking ahead, TDNI remains committed to building on the foundations laid this year. We will continue to foster an environment of collaboration, learning, and improvement. I am confident that with the continued dedication of our team and the support of our partners, we will achieve even greater success in the coming year.

I would like to extend my sincere thanks to my fellow Board Members for their support and guidance throughout 2024/25 and I look forward to working with you all in 2025/26 to further develop and strengthen the Board as we implement our new strategy. Particular thanks go to Linda Harley (LH) who stepped down as Treasurer during the year. It would also be remiss of me not to mention the absolute dedication and hard work of our Executive Director, Niamh Flanagan, and the entire staff team that have supported her through the year.

I would also like to acknowledge the support we receive from our principal funders the Arts Council of Northern Ireland and Belfast City Council as well as the British Council NI, Future Screens NI, Arts & Business NI through the Blueprint programme and key trusts and foundations, all of whom understand that a vibrant and risk-taking sector needs enduring support.

Finally, thanks to our members for your continued engagement and the work that you do.

Together, we will continue to make a lasting, positive impact.

Louise Rossington  
**Chair, Theatre and Dance NI**

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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##### Introduction by the Executive Director

It has been my privilege to lead Theatre and Dance NI (TDNI) and to share a year marked by meaningful activity, sector leadership and strategic development. 2024/25 has been a significant year of progress, partnership and ambition for us and this Annual Report reflects the collective achievements of our Board, our small but exceptionally mighty and dedicated team, and the many artists, organisations, partners and stakeholders who work with us and support us. Guided by TDNI's 2024–27 strategy, our core objectives- championing, supporting development, connecting, and advocating framed all activities.

TDNI continued to strengthen the foundations of our organisation, enhancing our governance and investing in staff development to improve our ability to support our members. The work on our governance and business planning has been generously supported through the Arts & Business NI Blueprint programme.

I am particularly proud of the Spotlight programme at the Edinburgh Festival Fringe and its expansion in 2024 to include an inaugural Belfast showcase weekend, delivered in partnership with Belfast International Arts Festival (BIAF), Culture Ireland, British Council NI, and Belfast City Council. Spotlight is significantly and clearly enhancing the visibility of Northern Irish artists, generating exciting touring opportunities, supporting artist and company development, and fostering valuable connections internationally and across these islands.

Alongside this, I am delighted that our deepening cross-border collaborations have secured plans to co-host *The Gathering* in Belfast with Performing Arts Forum (PAF) in 2026 at the Lyric Theatre-the first time the event will take place in the North since 2019.

Seeing our artists expand their confidence, ambition, and reach through our development programmes, especially INVEST and our Dance Intensives, has been incredibly inspiring. Their commitment, energy, and creativity motivate us every day.

Developing the Creating Safer Spaces initiative remained a key focus throughout the year. We continued to provide wellbeing support to our members and their families through our free Member Assistance Programme (MAP). I am also proud that we were invited to ensure Northern Ireland's voice for theatre and dance was represented in the formation of the new UK Standards authority, CIISA, and that we were able to facilitate our members' contributions to the development of the UK industry standards, launched by Baroness Helena Kennedy in February. It is especially pleasing that, through our INVEST programme, we supported a participant's journey to gain further intimacy coordination mentoring, expertise, and accreditation.

2024 was also a year of sustained advocacy and committed engagement as Secretariat for the All-Party Group on the Arts. Working collaboratively with sector partners, we ensured that theatre, dance, and the wider performing arts remained central within emerging policy frameworks. The need for this advocacy work will only intensify as the sector continues to face significant challenges, not least the urgent requirement for reinvestment and sustainable, multi-year support to enable our workforce to thrive and the wider ecosystem to realise its full potential.

The significant stress, burnout, and reduced wellbeing reported by workers - highlighted in recent research and at the World Café Day and APG in Stormont in February - remain deeply concerning and underscore the urgent need for action to safeguard the workforce and the industry. We remain deeply grateful to Sian Mulholland MLA, Chair of the APG, and all members of the Group for their leadership and ongoing commitment.

As ever, our achievements this year sit alongside those ongoing and long-term challenges outlined above. Yet, despite these pressures, our artists and organisations continue to create extraordinary

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# **Theatre and Dance NI**

## **Company Limited by Guarantee**

### **Directors' Annual Report (Incorporating the Director's Report) *(continued)***

#### **Year ended 31 March 2025**

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work, build communities, and tell the stories that shape who we are. It really is time for our government to act to secure the future of the arts in Northern Ireland.

None of TDNI's work would be possible without the investment, trust and collaboration of our funders and partners. Thanks to the Arts Council of Northern Ireland, Belfast City Council, British Council NI, Future Screens NI, AE Harvey, DWF Trust, Arts & Business NI, D'Oyly Carte and Garrick Charitable Trusts, Foyle Foundation, Idlewild and Halifax Foundation who have supported our work.

Thank you again to our members, to our fabulous staff team, Board, and especially our deeply committed Chair, Louise Rossington. All have stepped up to the plate and helped shape the organisation that is Theatre and Dance NI.

It remains an honour to lead TDNI through such a vital period of growth and change. Thank you.

**Niamh Flanagan**  
**Executive Director, Theatre and Dance NI**  
**November 2025**

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2025

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#### Reference and administrative details

**Registered charity name** Theatre and Dance NI  
**Charity registration number** NIC105810  
**Company registration number** NI071673  
**Principal office and registered office** The Crescent Arts Centre  
2-4 University Road  
Belfast  
Co Antrim  
BT7 1NH  
Northern Ireland

#### The directors

L Harley	(Resigned 2 December 2024)
K Jeffrey	
A Jones	(Appointed 21 May 2024)
F Mellor	
C Murray	(Resigned 9 April 2025)
L Rossington	
E Conway	(Appointed 31 July 2025)
L Lamberton	(Appointed 31 July 2025)
M Keane	(Appointed 31 July 2025)
<b>Secretary</b>	
Niamh Flanagan	(Resigned 21 May 2024)
	(Appointed 31 July 2025)
Gail McGarvey	(Served from 21 May 2024 to 31 July 2025)
<b>Independent examiner</b>	
Paul Dolan FCA	

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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#### Structure, governance and management

##### Principal Activity

The principal activity of the Company, for the year ended 31 March 2025, was connecting the sector, supporting development, and advocating for theatre and dance in Northern Ireland. Theatre and Dance NI (TDNI) is the sole membership body and resource organisation for theatre and dance with the aim to help create a vibrant and healthy theatre and dance sector through supporting members' development, participation, connections and collaborations, leading and advocating with them. Members work across a range of contexts and disciplines. 273 individuals and organisations were members in 2024-25.

##### Legal Structure

Theatre & Dance NI is a Company Limited by Guarantee and does not have share capital. Theatre NI (TNI) was originally set up in 2009 as the 'Ulster Association of Youth Drama' (UAYD). The Company changed its name from UAYD to Theatre NI (TNI) on 20 April 2015 following a merger with the Northern Ireland Theatre Association (NITA). Theatre NI was recognised as a Charity by the Charity Commission for Northern Ireland on 2 March 2017 - Reference Number NIC105810.

Dance Resource Base was merged with TNI on 24th April 2020 to form Theatre & Dance NI.

##### Governance & Management

Theatre & Dance NI is governed by a Board of Directors. Directors are responsible for the Company's assets and liabilities, setting policies and strategic plans, and for overseeing and ensuring the appropriate implementation and monitoring of the Company's policies, aims and objectives. The day-to-day running of the Company is delegated to the Executive Director.

##### Staff & Team

Niamh Flanagan, Executive Director  
Gail McGarvey, Deputy Director  
Molly Rose Street, Project Development Officer  
Sarah English, Communications and Engagement Officer

##### Associate Staff team

Hayley McBride, Finance Officer  
Anita Murphy QUB Intern

##### Recruitment and Appointment of Directors

The following information relates to the recruitment and appointment of Directors for the organisation in the year ended 31 March 2025.

Following the merger between Theatre NI and Dance Resource Base, the Members ensured that 50% of the Board Members would have previously been involved with both DRB & Theatre NI. Unless otherwise determined by ordinary resolution, the number of Directors should not be more than 12 nor less than 3. At the first Annual General Meeting of the Company, and at every subsequent one, one-third of the Directors should retire from office, or if their number is not three or a multiple of three, then the number nearest one-third shall retire.

A director who has served three consecutive years shall retire from office. A director who retires in accordance with this Article, if willing to act, shall be eligible for reappointment at the annual general meeting for a further term of three years, subject to Article 41 and an internal review process. The maximum period a director can serve is six consecutive years.

The Memorandum and Articles of Association provided Directors with the power to co-opt new Directors for a period of up to 24 months. A co-opted director shall be eligible to be co-opted again,

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# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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subject to a recommendation from the directors on each occasion but shall not serve for a period of more than 24 months consecutively.

#### **Induction & Training of New Directors**

New Directors receive information outlining their roles & responsibilities, the Strategic Plan, Minutes from the last 3 meetings of the Directors, and the most recent accounting report.

During 2024/5, the Directors monitored the progress of the Company's activities against its aims and objectives, timescale, and budget.

Sub-committees meet as required to further individual areas of work. Sub committees report back their findings and recommendations to the full board.

During 2024/2025 the Directors met on the following dates:

#### **Board Meetings**

21<sup>st</sup> May 2024

13<sup>th</sup> August 2024

15<sup>th</sup> October 2024

2<sup>nd</sup> December 2024

6<sup>th</sup> February 2025

Board Review Strategy Review February 2025

Board Development Day 19<sup>th</sup> March 2025

#### **Finance and Funding Sub Committee**

21<sup>st</sup> May 2024

6<sup>th</sup> August 2024

15<sup>th</sup> October 2024

26<sup>th</sup> November 2024

22<sup>nd</sup> January 2025

#### **Policy/HR/Risk Sub Committee Meeting**

7<sup>th</sup> May 2024

1<sup>st</sup> August 2024

1<sup>st</sup> October 2024

19<sup>th</sup> November 2024

30<sup>th</sup> January 2025

The AGM of Theatre and Dance was held on 2<sup>nd</sup> December 2024.

#### **Risk Management**

The Directors are committed to meeting the highest standards of governance and best practice throughout the work of the Company. During the year risk, organisational, governance and HR policies were discussed in 'Sub-Committees' and under 'Governance' at board meetings, ensuring existing policies were still relevant and up to date and to establish whether the introduction of any new policies was required.

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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#### Objectives and activities

##### Objectives, Activities, Achievements and Performance

The mission and Vision of the Company are as follows:

##### Mission

To Champion, support and be the voice of Northern Irish theatre and dance in Northern Ireland and abroad.

##### Vision

Our vision is of a healthy, animated society, where people want to live, work and visit, thriving with excellent theatre and dance opportunities for all to participate in and experience, delivered professionally by artists and arts workers who are valued and supported to develop.

##### Summary of Activities

Theatre & Dance NI strategic objectives focus on supporting development, connecting, and advocating for the Northern Ireland theatre, dance and performing arts sector. TDNI achieves its aims through the delivery of information services, events and networking, professional skills development, training, and bursary programmes.

TDNI deliver major sector initiatives including INVEST (a professional development training, bursary & mentoring programme for individual artists) and the Spotlight on Theatre and Dance programme at the Edinburgh Festival Fringe and Belfast International Arts Festival (since 2024). At our core is dedicated support for our members through our Membership Assistance Programme, which provides essential confidential counselling and wellbeing support services.

##### Governance

- Build an excellent organisation which is effectively governed and delivers all aspects of its work to the highest standard.

TDNI continued to strengthen governance through robust board engagement, succession planning, policy development and staff training.

The Board and team reviewed the new strategy in February 2025 and a comprehensive succession plan (ongoing), was implemented with the support of B & G Partners LLP through the Blueprint programme (A&BNI). Induction materials for new members were updated and finalised, and additional governance training, board and staff development opportunities were provided through Achates, Arts & Business NI, NICVA and other training providers.

Our sub-committees met regularly to oversee policy, HR, risk, and finance, completing an extensive review of key policies and initiating updates to the Risk Register. The AGM in December approved annual accounts and reaffirmed commitments to strategic review and income diversification, and to ensure that TDNI remains transparent and accountable.

This year marked a significant step forward in strengthening staff development. With the support of VIABLE, our professional HR partner, we made steady progress across contract reviews, job descriptions, performance development frameworks, and the ongoing renewal of our policy suite. A refreshed Staff Handbook was presented in February 2025, consolidating updated organisational policies and procedures. Work continues job description alignment across roles.

Our commitment to continuous learning was demonstrated through a comprehensive programme of staff development and training, which included safeguarding, social value, strategic planning, finance and fundraising as well as sponsorship, leadership and business planning, and communications.

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# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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We were also pleased to support a staff member through the University College Dublin Diploma in PR, Communications & Marketing, and delighted to welcome an MA Cultural Management student (QUB), for an 18-week placement to support our advocacy work.

#### **INFORMATION SERVICES**

Theatre & Dance NI provides a comprehensive and proactive information service to the theatre and dance sector in Northern Ireland offering members and stakeholders timely, accurate, and relevant information on industry news, funding, job and other opportunities, policy updates, training, and sector events. Through our website, regular e-zines, social media updates, targeted communications, and one-to-one support, (face to face, email and by phone) TDNI ensures that artists, companies, venues, and organisations remain well-informed, and connected.

Our website attracted 17,905 users with 45,493 page views. The number of e-zines opens during this period was 10,577. Audience growth increased by 9.4% on Instagram.

#### **Accessibility & Inclusion in the Arts**

TDNI continued its provision of discounted captioning equipment hire, supporting members to deliver more inclusive performances and workshops for d/Deaf and hard of hearing audiences, as well as for people with English as a second language. This initiative enables organisations to embed accessible practice in their programmes and reach wider and more diverse audiences.

A new programme of captioning training (scheduled for delivery in 2025/26), was developed in partnership with Digital 4, to strengthen sector skills and reduce barriers to accessing live arts and culture.

Delivery of captioning using our equipment was provided for:

- 35 events, attended by 8,542 people.

#### **CONNECT**

- Goal 1.1 Lead and support a well-connected, collaborative theatre, dance and performing arts sector.
- Goal 1.2 Support the development of collaborations and partnerships through networking opportunities.
- Goal 1.3 Nurture and lead strong partnerships within the theatre and dance sector, with other national and international dance development agencies and across different agencies of all levels of government.
- Goal 1.4 Champion diverse means of engagement for all, whether as creators, participants, or audience members.

Throughout 2024/25, TDNI strengthened its role as a key connector within the theatre and dance sector, networking across Northern Ireland and expanding engagement beyond Belfast, across borders, and across the island. This work continues to strengthen collaboration locally, nationally and internationally.

Our staff and Board represented TDNI at key sector/member events, performances and festivals ensuring strong visibility, support and advocacy for theatre and dance in Northern Ireland. We also demonstrated our commitment to members by attending performances, celebrations and community gatherings throughout the year, including at festivals such as Belfast 2024, Incubate, Féile an Phobail, East Side Arts, Outburst, Pride, Belfast Trad and Bounce.

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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**Throughout 24/25, TDNI staff attended over 60 sector events.**

Our presence, and engagement at other key festivals including Belfast International Arts Festival, Dublin Theatre Festival, Dublin Fringe Festival and Edinburgh Festival Fringe, remained a key priority to ensure that Northern Irish artists and organisations were supported, platformed and represented at leading national and international events.

Direct member engagement remained at the heart of our work. Across the year, we delivered 25 events attracting over 1000 participants, provided over 250 1:1 member support sessions, and conducted sustained targeted outreach, resulting in increased membership and renewed engagement.

TDNI also contributed to sector development through presentations and capacity-building sessions with Ulster University, Queen's University, Bruiser Theatre Company Academy, and Maiden Voyage's GRAD lab, supporting the next generation of artists.

Deepened engagements with stakeholders including Culture Ireland, Theatre Green Book, Green Arts NI, UK Nations and International Showcase working groups, and British Councils broadened our collaborative reach, strengthened our environmental sustainability efforts, and laid foundations for further partnerships and collaborations for TDNI and our members.

Our work in partnership with Derry City & Strabane District Council, included strategic engagement and facilitation with the re-established Creative Arts Network and the "Theatre Making in the North West" roundtables and events, reinforced TDNI's commitment to regional connectivity, sector support and relationship building outside of Belfast.

Sectoral accessibility and inclusion were further improved through ongoing collaboration with University of Atypical, Open Arts, and participation in Equity Northern Ireland initiatives, including *EquityFest* (Derry), *Wear Red Day*, *Action on Access* with Equity Northern Ireland Deaf and Disabled Committee (DDMC).

Participation in these events continues to enhance our members' work and build valuable professional connections. Our sustained presence across industry festivals, policy and advocacy events at Stormont, sector celebrations, training sessions, and performances ensures Northern Ireland's theatre and dance ecosystem remains visible, connected, and inclusive.

#### **Cross Border Connectivity**

TDNI maintained strong cooperation with key organisations, partners and stakeholders in the Republic of Ireland, including British Council Ireland, Culture Ireland, Performing Arts Forum, Dance Ireland, Dublin Fringe and Dance Festivals and Irish Theatre Institute.

We co-delivered a new initiative, *PAF Connects*, during Belfast Children's Festival (March) and provided support for our INVEST participants and TDNI staff to attend the all-island conference - *The Gathering* in Sligo (May 24). Our ongoing collaboration with Performing Arts Forum has resulted in confirmation and planning for TDNI to co-host *The Gathering* in Belfast at the Lyric Theatre in 2026 - the first time this event will be held in the North since 2019. *The Gathering* is a key event in the island's performing arts calendar, strengthening networks and creating opportunities for our members to thrive.

Other activities to strengthen all-island and international connections, designed to create new opportunities for members, included hosting sessions between Northern Irish companies presenting at Dublin Fringe Festival and TDNI Fringe bursary participants with Culture Ireland, facilitating further and more extensive dialogue during the BIAF Showcase weekend, and convening the *Meet the South* event at *The Gathering* for our INVEST participants.

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## Theatre and Dance NI

### Company Limited by Guarantee

#### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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These efforts reinforce TDNI's commitment to nurturing opportunity, connectivity, and collaboration across the island, recognising the interdependent nature of its theatre and dance ecology and addressing the increasing challenges of cross-border working for our members.

#### **Creating Safer Spaces**

Since 2017, TDNI has championed a culture of safety, respect and support for health and wellbeing across the theatre and dance sector through our Creating Safer Spaces programme. This initiative drives sector-wide change, supports professional and sectoral development, and continues to be a cornerstone of our strategic priorities.

In 2024/5, our close partnership with Irish Theatre Institute's (ITI) *Safe to Create* project continued, including their support for our staff, members, and participants to engage in their training. Building on this work, the Executive Director collaborated with a consultant and trainer on *Safe to Create*, to resource and develop a pilot training, and education programme aimed at supporting those studying, accessing, and working in theatre and dance in Northern Ireland. The programme (to be rolled out in 2025/26) will empower young people aged 18–25 to play a leading role in advancing this agenda and strengthening their skills and capacity to drive meaningful change. Initial development in 2024/25 was supported by AE Harvey and the DWF Foundation.

We will continue to engage proactively and strategically with *Safe to Create* to develop a more shared-island approach to addressing systemic issues in our sector.

#### **Creative Industries Independent Standards Authority (CIISA)**

TDNI's Executive Director (ED) contributed significantly to UK-wide efforts led by the Creative Industries Independent Standards Authority (CIISA) including ongoing engagement with the CIISA leadership team and UK sector partners; participation in governance workstreams; and involvement in accreditation and licensing discussions and professional standards roundtables.

We were delighted to welcome CIISA CEO, Jen Smith to Belfast in September and later, publicly support UK theatre bodies in calling for the sector to unite behind CIISA's development. TDNI also facilitated wider external engagement, enabling our members to contribute to the creation of the CIISA Standards - a framework establishing minimum standards of behaviour across the UK's creative industries.

TDNI ED attended the launch of the Standards in February 2025 by CIISA's newly appointed Chair, Baroness Helena Kennedy, an internationally recognised advocate for gender equality and law reform, and a leading authority on violence against women and children.

We remain a principal supporter of CIISA and continue to collaborate with its leadership team and sector partners to explore training, accreditation pathways, and resources aligned with the industry-endorsed Standards Framework. TDNI's ED also now sits on the CIISA Council chaired by Dr Kienda Hoji.

#### **INVEST - Creating Safer Spaces**

A key achievement this year was supporting a dance/movement professional through our INVEST programme to pursue accreditation as an Intimacy Coordinator. With mentoring, signposting, and an INVEST bursary, the participant secured a place on the highly competitive Postgraduate Intimacy Coordination for TV & Film course at the National Film and Television School (NFTS), Leeds. Upon completion in November 2025, they will become a qualified, accredited, and BECTU-registered Intimacy Coordinator, addressing a critical skills gap in Northern Ireland and advancing TDNI's Creating Safer Spaces agenda.

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# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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##### **Health & Wellbeing**

TDNI's Member Assistance Programme (MAP) continues to provide essential professional support (through Spectrum Life) to individual members, smaller organisations, and their families. The programme, offers professional counselling both online and in person, ensuring confidential and accessible care. Members have free access to a 24-hour telephone support line, an online chat service, and up to six one-hour, face-to-face counselling sessions, tailored to their needs.

During 2024/5:

- 50 members accessed the service
- Issues for which help was sought included anxiety, low mood, stress and worry, relationship issues, complicated grief, and bullying and harassment.

The continued use of MAP by our members and their families demonstrates a clear need for accessible wellbeing and mental-health support for our members and the arts sector, particularly among freelancers, small organisations and those working in high-pressure, low-security and precarious roles. The uptake of this TDNI service highlights the value of having confidential, sector-appropriate support available, and reinforces the importance of TDNI's role in addressing wellbeing inequalities across the creative workforce.

##### **Green Arts NI**

Supporting environmental sustainability continued to be a priority, with TDNI taking a leadership role in driving sector-wide action. We worked closely with Theatre Green Book (TGB) team, Paddy Dillon (Renew Culture) and Green Arts Northern Ireland, to advance the dissemination of revised sustainability TGB guidelines. A key milestone in this work is the planning of a Spring 2025/26 TGB event in Belfast, bringing together government representatives, local authorities, and sector stakeholders. These initiatives underscore TDNI's commitment to promoting and embedding sustainable practice across theatre and dance in Northern Ireland and beyond

TDNI have included a commitment to supporting the development of Green Arts since 2019 including co-sponsoring the development of the Theatre Green Book. We remain a principal supporter of the TGB and will continue to connect our members to this free resource and guidance for sustainable theatre.

TDNI remained a member of the steering committee of Green Arts NI forum (arts sustainability network - 100 individuals and 50 cultural and creative organisations), established by Belfast City Council in 2023/24 who are working collectively to reduce our sectors environmental impact.

##### **SUPPORTING DEVELOPMENT**

- Develop professional standards and foster excellence by identifying and addressing the needs of the theatre, dance and performing arts sector.
- Nurture, encourage, support, and inspire those within the sector to strive for excellence.

TDNI delivered a series of training and professional development opportunities for artists and organisations which included delivery of a bursary and Business to the Arts programme; planning for an international Dance Intensive and delivery of our major development programmes INVEST & Spotlight on Theatre & Dance at the Edinburgh Fringe Festival. A significant expansion in this year was the addition of the Spotlight programme as part of the Belfast International Arts Festival.

Continued attention and a key element of the TDNI approach is to include and embed additional mental health and wellbeing support throughout our major development programmes recognising the heightened risks faced by performing arts workers due to precarious work, low pay, and challenging conditions.

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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Key outputs in 2024/5:

- 1,023 artists and organisations attended TDNI training and workshop events
- 16 artists/facilitators were employed to deliver this training

#### **Training/Information sessions delivered:**

- Theatre Tax Relief Training (April 24)
- Dublin Fringe Feedback Session (April 24)
- INVEST Residential (May 2024)
- Edinburgh Festival Fringe Information Session (July 24)
- INVEST Final Sharing (July 24)
- TDNI Information Session for Bruiser Summer School (July 24)
- Four Nations Event during Edinburgh Festival Fringe (August 24)
- Spotlight on Theatre and Dance from Northern Ireland at the Edinburgh Festival Fringe (August 24)
- Dublin Fringe Information Session with David Francis Moore (Festival Director) (September 24)
- TDNI Information Sessions for Ulster University (Derry Campus) (September 24)
- Theatre Making in the Northwest (September 24)
- INVEST Induction (October 24)
- INVEST Residential (October 24)
- Spotlight on Theatre and Dance from Northern Ireland at the Belfast International Arts Festival - Artist Pitch and Meet the Delegates Event (November 2024)
- TDNI Information Session for Maiden Voyage Gradlab (January 2025)
- Business to the Arts programme (January 25)
- CIISA Standards Consultation (January 25)
- Edinburgh Festival Fringe Information Session to support artists intending to take work in 2025 (February 25)
- PAF Connects and Meet the Delegates at the Belfast Children's Festival (March 25)

#### **Bursaries Awarded**

TDNI award small bursaries to enable our members to engage in training, research, networking and to 'go see' other national and international work. These exchanges support our artists' development through the sharing of expertise and knowledge as well as building connections and collaborations for future work.

- 5\* Spotlight Artist bursaries for Edinburgh Festival Fringe
- 4\* Fellowship Artist bursaries for Edinburgh Festival Fringe
- 3\* Dublin Fringe Festival
- 2\* Dublin Theatre Festival
- 3\* Belfast International Arts Festival
- 5\* INVEST Artist bursaries
- 2\* INVEST Fellowship artist bursaries
- 1\* Youth Theatre Ireland Symposium Bursary

TDNI bursaries in 2024/2025 totalled £37,197.70

#### **INVEST Cohort 2 & 3**

In 2024/25, TDNI's INVEST programme, supported by Belfast City Council, continued to provide holistic professional development for early- to mid-career artists. Combining bursary support, training, 1:1 mentoring from industry experts, guidance from TDNI's Project Development Officer and INVEST Project Consultant, industry trainers and peer mentors, INVEST equips participants with skills and knowledge in policy, leadership, career planning, business, production, audience engagement, and national and international networking. Participants from both cohorts also took part in a specialist

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## Theatre and Dance NI

### Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

### Year ended 31 March 2025

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mental health and wellbeing intensive, to support building resilience and personal wellbeing.

INVEST continued its strong upward trajectory with participants, both past and present, contributing to significant sector initiatives, including Belfast 2024 projects such as Little Amal and ROOTS. Many have gone on to collaborate and produce new touring work together, while others secured freelance and full-time permanent positions within the cultural sector including appointments such as Executive Director of The Barn Theatre in Cirencester.

#### Cohort 2

Eight participants completed INVEST in July:

Natalie Murphy, Matthew Sharpe, Christopher Grant, Colm McCreedy, Sean O'Neill, Caoimhe McGee, Ruaidhri Maguire, and Soso Ní Cheallaigh. Industry mentors included Adura Onashile (Actor/Writer/Director), Mikel Murfi (Actor/Director/Producer, *Loco* and *Restless*), Bec Martin (Artistic Director, New Diorama Theatre/Former Programmer, VAULTS Festival), Tom Jackson Greeves (Movement/Associate Director, Theatre Royal Plymouth), Sharon Clark (Dramaturg, Akram Khan Company), Teunike Van Der Sluijs (Head of Artistic Development, Young Vic).

Further development sessions included:

- Two-day residential and attendance at The Gathering in Sligo (May 2024)
- How to be an Ambassador for the Arts with TDNI
- Feel the Fear and Do It Anyway (Seón Simpson, SkelpieLimmer)
- Meet the South with Dance Ireland and Performing Arts Forum

#### Cohort 3

Cohort 3 (Sept 2024 concluding in July 25):

Five INVEST participants, Paula O'Reilly, Kate Guelke, Emma Copeland, Emily Foran, Karis Kelly, and two fellowship participants, Carley Magee and Nathan Martin, joined the programme. Industry mentors included Lucy Hind, (Movement Director, Choreographer and Intimacy Director with credits at Donmar Warehouse, Royal Court, Almeida Theatre, The Old Vic & National Theatre), Katie Mitchell, OBE, (Award winning Opera/Theatre Director), Erica Whyman, (former Deputy Artistic Director and Acting Artistic Director, Royal Shakespeare Company), Tom Creed, (Director, ROI), Pamela McQueen, (Creator and Dramaturg, Smock Alley) and Imogen Brodie, (Head of Creative Development, Sonia Friedman Productions).

- Additional Training Highlights
- *Identifying Your Goals and How to Achieve Them* - Liam McMullen, Soso Ní Cheallaigh & Steven Atkinson
- *Somatic Movement Workshop* - Sandy Cuthbert
- *How to get the best out of your mentor* - Sean O'Neill and Steven Atkinson
- *Building a Digital Portfolio* - Tierna Byrne Marketing
- *Alternative Models of Producing; Supporting Collaborative and Independent Production* - Cahal Clarke & Steven Atkinson
- *The Art of the Pitch* - Brona Whitaker, Arts & Business NI
- *Income Generation and Sponsorship* - Brona Whitaker, Arts & Business NI
- *Knowing Your Audience* - Fiona Bell, Thrive

#### Dance Intensive

Through our continued partnership with the MAC and investment from the D'Oyly Carte Charitable Trust, TDNI worked towards the delivery of a five-day dance intensive with the internationally renowned Irish choreographers, Michael Keegan Dolan (MKD) and Oona Doherty in April 2025. TDNI dance intensives provide a unique platform for our emerging and established artists to connect,

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# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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collaborate, develop, and hone their skills and contribute to the ongoing development of the vibrant contemporary dance sector.

#### Spotlight Programme 2024/25

In 2024, TDNI significantly expanded its Spotlight programme, to include Belfast International Arts Festival as well as the Edinburgh Fringe. The programme supports artists and companies presenting work through mentoring, tailored networking, industry introductions, and group support, helping develop sustainable touring and collaboration opportunities across national and global markets.

A core focus remained TDNI's leadership at the Edinburgh Festival Fringe, delivered with strategic support from the Arts Council of Northern Ireland, British Council NI, and British Council UK. More than 100 international delegates attended the dedicated Edinburgh Spotlight showcase, which featured six Northern Ireland companies and four Fellowship artists, with contributions from speakers including Siobhán Molloy (ACNI) and guest Ian McElhinney. British Council UK enabled the participation of 30 international delegates across the UK Nations showcases.

Work profiled through Spotlight at Edinburgh Fringe included:

- **Ante Beckett** - Joel Smith, directed by John Carty & Paddy McEaney (Exit Does Theatre)
- **The Daughters of Róisín** - Aoibh Johnson, directed by Cahal Clarke (Wee Yarn Productions)
- **Float** - Kirby Thompson & Orla Graham, directed by Kirby Thompson & Caoimhe McGee (Crybaby Productions)
- **Lies Where It Falls** - Ruairi Conaghan, directed by Patrick O'Kane
- **Dean and the Devil** - Philip Orr, directed by Chris Darcy (Bright Umbrella Theatre Company)
- **A Farther Shore** - David Campton, directed by Trevor Gill (Bright Umbrella Theatre Company)

The Fellowship strand at the fringe continued to deliver tailored support for artists exploring future participation, offering mentoring, financial assistance, and access to high-level networking opportunities. This structured support enables artists to evaluate whether performing at Edinburgh aligns with their artistic ambitions and professional growth, mitigating financial and logistical risks while enabling informed decision-making.

Fellowship participants received personalised schedules that recommended key events, performances, and industry activities to attend, ensuring they could make the most of their time at the festival. They were invited to exclusive networking events, took part in one-to-one meetings with industry leaders, and engaged in peer-learning sessions. Participants were also supported to 'go see' other work across the festival to broaden their artistic and sector awareness.

In addition, they had the opportunity to pitch their work to international delegates as part of the Spotlight event, further enhancing their professional visibility and potential for future touring and commissioning opportunities.

Artists supported under the Fellowship programme in 2024/25 included:

- Itch - Chris McAuley (Circus)
- Bird About Town - Amanda Doherty (Theatre Maker, created with Jessie Doyle)
- An Féileacán agus an Rí - Clara Kerr (Choreographer, Seen Dance Company)
- GUTTER - Eileen McClory (Choreographer)

TDN's collaboration with Belfast International Arts Festival (BIAF) to deliver an inaugural Belfast showcase weekend from 31st October to 2nd November, supported by Culture Ireland, Belfast City Council, and British Council NI was exceptional. The programme included an informal Meet the Delegates networking event at the Lyric Theatre and welcomed visitors from across the UK, Ireland, North America, Asia, Latin America, and the Middle East. TDNI and Culture Ireland worked closely

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## Theatre and Dance NI

### Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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with presenting artists to prepare their work for presentation.

Artists featured included:

- *This Sh\*t Happens All the Time* - Amanda Verlaque, directed by Rhiann Jeffrey
- *Ham Sandwiches and Discipline* - Choreographer Nóra Ní Anluain Fay
- *Dublin Jack* - Conor Mitchell, presented by The Belfast Ensemble
- *The Scorched Earth Trilogy* - Brian Irvine & Dumbworld, with Music Director Fergus Sheil, Irish National Opera
- *Anthem for Dissatisfaction* - Gina Donnelly, directed by Tony Devlin and Gina Donnelly
- *How to Bury a Dead Mule* - Richard Clements, directed by Matthew McElhinney

Spotlight's programme in 2024/25 also included five bursaries for TDNI members to engage with Dublin Fringe and Theatre Festivals, further strengthening cross-border engagement and professional development.

The Spotlight programme provides Northern Irish artists with international visibility, industry connections, and onward touring opportunities, strengthening the region's cultural presence and enabling informed, sustainable approaches to global market engagement. Several artists supported through the programme in the past have toured internationally, including to Colombia, Australia and the USA as well as closer to home in the Dublin Theatre, Dance & Fringe festivals, building networks that sustain ongoing opportunities and further extending the reach and impact of Northern Irish theatre and dance on the national and global stages.

The initiative is supported by a working group comprising representatives from Arts Council of Northern Ireland, British Council NI, and Belfast International Arts Festival.

#### ADVOCATE

- Goal 3.1 Be the voice for the membership and wider sector to promote their value and impact.
- Goal 3.2 Increase awareness of the benefits of theatre, dance and performing arts to policymakers and funders.

Advocacy remained a core priority for TDNI throughout 2024/25. As the sole membership organisation for theatre and dance in Northern Ireland, TDNI worked to ensure that the priorities and perspectives of our members continued to shape policy development, funding discussions, and strategic planning across government and arm's-length bodies.

Through this sustained advocacy, TDNI ensured that members' voices were embedded within strategic frameworks and heard consistently by policymakers. Regular engagement with the Department for Communities (DfC), the Arts Council of Northern Ireland (ACNI), and other public bodies strengthened relationships and reinforced the sector's position in policy conversations.

Building on previous contributions to the Investing in Creative Delivery report (2023), TDNI continued to meet departmental officials, provide written submissions, and coordinate sector input to support future cultural policy development.

In July 2024, the Minister for Communities announced the new Heritage, Culture and Creativity programme. TDNI disseminated this announcement to members and continued to engage closely with DfC and ACNI to ensure theatre and dance priorities inform the programme's development and implementation.

TDNI maintained strong sector representation at key policy forums and consultations, including:

- **ACNI Grant System Review (June):** TDNI contributed to a review of the ACNI grant system.
  - **Spotlight at Edinburgh (August):** attended by John Ball, Head of Culture, DfC
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## Theatre and Dance NI

### Company Limited by Guarantee

#### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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- **Mental Health Programme Networking (November):** supporting discussion on artist wellbeing.
- **Programme for Government Consultation (November):** TDNI submitted a formal response, now published on our website.
- **Direct DfC Engagement:** TDNI met with senior officials including Iain Greenaway (December) and follow-up staff meeting with Greenaway and John Ball (January).
- **ACNI Collaboration:** support for research on working and living conditions of artists; and selection of TDNI's Edinburgh programme for a Social Return on Investment case study in partnership with ACNI policy team, TFCC and Simerica Jacobs.

We hope through these engagements that government have a better understanding of the needs and potential of the sector and the need for sustainable investment and improved working conditions for our sector.

#### **All-Party Group on the Arts (APG)**

TDNI continued to serve as Secretariat for the All-Party Group on the Arts, enhancing the visibility of the sector within the Assembly and facilitating dialogue between MLAs, practitioners, and cultural stakeholders.

At the APG AGM in June, Sian Mulholland MLA was re-elected as Chair, reaffirming ongoing political commitment to the arts. Throughout the year:

- The APG Chair and members raised a series of Assembly questions on cultural policy, funding, and equality of access. These exchanges confirmed that the Investing in Creative Delivery Taskforce report will inform future arts policy development.
- Minister Lyons hosted a sector roundtable at the Lyric Theatre in September following APG engagement.

TDNI also worked closely with the APG to plan a major advocacy sector event following the Community Committee's World Café Day at Stormont (February 2025), which brought together approximately 80 sector representatives to engage with MLAs and policy makers at the heart of government in Northern Ireland.

#### **Ongoing Commitment to Sector Advocacy**

Across the year, TDNI amplified member concerns through:

- sharing Ministerial statements and policy updates
- contributing to ACNI policy development
- supporting campaigns on artist working conditions
- participating in national and cross-border cultural policy forums

This work strengthened the sector's collective voice and ensured that the value and needs of theatre and dance continue to be recognised at the highest levels. TDNI will continue to advocate for investment and funding, improved working conditions, and equality of access for our sector and continue our engagement with policy makers and ensure members remain informed and enabled to participate in policy discussions.

# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

#### Year ended 31 March 2025

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#### Strategic report

The following sections for achievements and performance and financial review form the strategic report of the charity.

#### Financial review

##### Financial Performance

The Financial performance was in line with the Board of Director's expectations. The charitable company remains in a sound financial position at the year end. The results for the year are set out in details on pages 21-35. Net income for the year was £38,605 (2024: Net Expenditure of £15,123). The transition from a net expenditure of £15,123 position in 2023/24 to a net income of £38,605 in the current year reflects the combined impact of diversified income streams, and careful cost management.

At 31 March 2025, the total funds of the charity amounted to £146,078 (2024: £107,473) comprising restricted funds of £45,378 (2024: £32,011), unrestricted fund of £100,700 (2024: £75,462) and designated funds of £nil (2024: £nil). The free unrestricted reserves are £94,729, within the reserves policy the Trustees aim to have 3-6 months overall expenditure held in unrestricted funds which for the year ended 31<sup>st</sup> March 2025 would be between £63,681 - £127,362.

Principle sources of funding and how this has supported the key of the charitable company are disclosed to the notes in the Financial Statements.

##### Reserves Policy

Reserves are needed to bridge the timing gap between spending and receiving of income and to cover unplanned temporary shortfalls in income should they arise. Holding adequate reserves safeguards the provision of our services in the event of unexpected significant financial pressures and bad times. The trustees consider that the ideal level of reserves would be three to six months overall expenditure plus total liabilities at year end.

Reserves play an important part in building resilience to cope with unexpected events, including sudden loss of funding or the unforeseen closure of the TDNI. Therefore, the reserve level should also include designated funds to cover redundancy costs, legal fees, running costs during the closure period etc.

Reserves should not be relied upon for the long-term sustainability of TDNI.

Reserves can also be used by Theatre and Dance NI to meet another programme's deficit.

It is the long-term aim of the Board to maintain a minimum level to be commensurate with three to six months' running costs for the organisation. The reserve policy is reviewed on an annual basis as the Directors note the continued difficult operating environment for arts organisations in NI.

TDNI may transfer up to 30% from unrestricted reserves to a designated fund in order to comply with its reserves policy. This will be reviewed on an annual basis.

##### Directors

The directors in the year are the same directors as listed on page 4.

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# Theatre and Dance NI

## Company Limited by Guarantee

### Directors' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2025

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#### Taxation status

The charitable company is recognised as a charity by HM Revenue & Customs. Accordingly, the charitable company has availed of the exemptions contained in chapter 3 part 11 Corporation Taxes Act 2010 and Section 256 taxation of Chargeable Gains Act 1992.

#### Statement of Directors' Responsibilities

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Company and of the surplus or deficit of the Company for that year. In preparing these financial statements the directors are required to:

- suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in operation.

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

Finegan Gibson was appointed in April 2024, for the years 2024 - 26 following an open tendering process.

The directors' annual report and the strategic report were approved on 1 December 2025 and signed on behalf of the board of trustees by:



L Rossington  
Chairperson

# Theatre and Dance NI

## Company Limited by Guarantee

### Independent Examiner's Report to the Directors of Theatre and Dance NI

#### Year ended 31 March 2025

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I report on the financial statements for the year ended 31 March 2025, which comprise the statement of financial activities (including income and expenditure account), statement of financial position and the related notes.

#### **Respective responsibilities of directors and examiner**

The charity's directors (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006. 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 65 of the Charities Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission for Northern Ireland under section 65(9)(b) of the Charities Act; and
- to state whether particular matters have come to my attention.

#### **Basis of independent examiner's report**

I have examined your charity accounts as required under section 65 of the Charities Act and my examination was carried out in accordance with the general Directions given by the Charity Commission for Northern Ireland under section 65(9)(b) of the Charities Act. The examination included a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also included consideration of any unusual items or disclosures in the accounts, and seeking explanations from the directors concerning any such matters.

My role is to state whether any material matters have come to my attention giving me cause to believe:

1. That accounting records were not kept in accordance with section 386 of the Companies Act 2006
2. That the accounts do not accord with those accounting records
3. That the accounts do not comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the 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.
4. That there is further information needed for a proper understanding of the accounts to be reached.

# Theatre and Dance NI

## Company Limited by Guarantee

### Independent Examiner's Report to the Directors of Theatre and Dance NI (continued)

Year ended 31 March 2025

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#### Independent examiner's statement

I have completed my examination and have no concerns in respect of the matters (1) to (4) listed above and, in connection with following the Directions of the Charity Commission for Northern Ireland, I have found no matters that require drawing to your attention.



Paul Dolan FCA  
Independent Examiner

9 James Street South  
Causeway Tower  
BT2 8DN

Date:  
1<sup>st</sup> December 2025

# Theatre and Dance NI

Company Limited by Guarantee

## Statement of Financial Activities (including income and expenditure account)

Year ended 31 March 2025

		Unrestricted funds	2025 Restricted funds	Total funds	2024 Total funds
	Note	£	£	£	£
<b>Income and endowments</b>					
Donations and legacies	5	14,000	259,603	273,603	236,062
Other trading activities	6	7,867	–	7,867	6,065
Investment income	7	66	–	66	62
Other income	8	11,794	–	11,794	8,176
<b>Total income</b>		<u>33,727</u>	<u>259,603</u>	<u>293,330</u>	<u>250,365</u>
<b>Expenditure</b>					
Expenditure on charitable activities	9,10	(47,363)	(207,362)	(254,725)	(265,488)
<b>Total expenditure</b>		<u>(47,363)</u>	<u>(207,362)</u>	<u>(254,725)</u>	<u>(265,488)</u>
<b>Net income/(expenditure)</b>		<u>(13,636)</u>	<u>52,241</u>	<u>38,605</u>	<u>(15,123)</u>
Transfers between funds		38,874	(38,874)	–	–
<b>Net movement in funds</b>		<u>25,238</u>	<u>13,367</u>	<u>38,605</u>	<u>(15,123)</u>
<b>Reconciliation of funds</b>					
Total funds brought forward		75,462	32,011	107,473	122,596
<b>Total funds carried forward</b>		<u>100,700</u>	<u>45,378</u>	<u>146,078</u>	<u>107,473</u>

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

The notes on pages 23 to 35 form part of these financial statements.

**Theatre and Dance NI**  
**Company Limited by Guarantee**  
**Statement of Financial Position**  
**31 March 2025**

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible fixed assets	17	5,971	5,404
<b>Current assets</b>			
Debtors	18	22,734	23,449
Cash at bank and in hand		<u>137,814</u>	<u>114,107</u>
		160,548	137,556
<b>Creditors: amounts falling due within one year</b>	19	<u>(20,441)</u>	<u>(35,487)</u>
<b>Net current assets</b>		<u>140,107</u>	<u>102,069</u>
<b>Total assets less current liabilities</b>		<u>146,078</u>	<u>107,473</u>
<b>Net assets</b>		<u>146,078</u>	<u>107,473</u>
<b>Funds of the charity</b>			
Restricted funds		45,378	32,011
Unrestricted funds		<u>100,700</u>	<u>75,462</u>
<b>Total charity funds</b>	22	<u>146,078</u>	<u>107,473</u>

For the year ending 31 March 2025 the charity 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 company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 1 December 2025, and are signed on behalf of the board by:



L Rossington  
Chairperson

The notes on pages 23 to 35 form part of these financial statements.

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements

Year ended 31 March 2025

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#### 1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in Northern Ireland and a registered charity in Northern Ireland. The address of the registered office is The Crescent Arts Centre, 2-4 University Road, Belfast, Co Antrim, BT7 1NH, Northern Ireland.

#### 2. Statement of compliance

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

#### 3. Accounting policies

##### Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

##### Going concern

There are no material uncertainties about the charity's ability to continue.

##### Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

##### Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the directors for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal and fall into one of two sub-classes: restricted income funds or endowment funds.

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 3. Accounting policies *(continued)*

##### Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

##### Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 3. Accounting policies *(continued)*

##### Intangible assets

Intangible assets are initially recorded at cost and are subsequently stated at cost less any accumulated amortisation and impairment losses. Any intangible assets carried at revalued amounts, are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and subsequent accumulated impairment losses.

Intangible assets acquired as part of a business combination are only recognised separately from goodwill when they arise from contractual or other legal rights, are separable, the expected future economic benefits are probable, and the cost or value can be measured reliably.

##### Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Software - 20% straight line

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

##### Tangible assets

Tangible assets are initially recorded at cost and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

##### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

IT Equipment - 20% straight line

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 3. Accounting policies *(continued)*

##### Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

##### Financial instruments

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Where investments in shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 3. Accounting policies *(continued)*

##### Financial instruments *(continued)*

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

##### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

#### 4. Limited by guarantee

Theatre and Dance NI is a company limited by guarantee governed by its Memorandum and Articles of Association dated. Theatre and Dance NI is a registered charity with the Charity Commission for Northern Ireland.

#### 5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
<b>Donations</b>			
Donations	13,000	–	13,000
Donations in Kind	1,000	–	1,000

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

#### 5. Donations and legacies *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
<b>Grants</b>			
Arts Council NI - AFP Funding	–	136,388	136,388
Arts Council NI - Capital Award	–	3,682	3,682
Arts Council NI - Other grants	–	3,000	3,000
Future Screens	–	21,038	21,038
Halifax Foundation	–	20,000	20,000
British Council	–	31,000	31,000
Belfast City Council INVEST	–	30,000	30,000
Belfast City Council Small grants	–	2,995	2,995
Idlewild Trust Foundation	–	–	–
D'Oyly Carte	–	4,000	4,000
Garrick Trust Foundation	–	4,500	4,500
DWF	–	3,000	3,000
	<u>14,000</u>	<u>259,603</u>	<u>273,603</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
<b>Donations</b>			
Donations	–	–	–
Donations in Kind	6,160	–	6,160
<b>Grants</b>			
Arts Council NI - AFP Funding	–	143,063	143,063
Arts Council NI - Capital Award	–	1,176	1,176
Arts Council NI - Other grants	–	4,391	4,391
Future Screens	–	21,272	21,272
Halifax Foundation	–	–	–
British Council	–	25,000	25,000
Belfast City Council INVEST	–	30,000	30,000
Belfast City Council Small grants	–	–	–
Idlewild Trust Foundation	–	5,000	5,000
D'Oyly Carte	–	–	–
Garrick Trust Foundation	–	–	–
DWF	–	–	–
	<u>6,160</u>	<u>229,902</u>	<u>236,062</u>

#### 6. Other trading activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Membership Fees	<u>7,867</u>	<u>7,867</u>	<u>6,065</u>	<u>6,065</u>

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

Year ended 31 March 2025

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#### 7. Investment income

	Unrestricted Funds	Total Funds 2025	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Bank interest Received	66	66	62	62

#### 8. Other income

	Unrestricted Funds	Total Funds 2025	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Earned income	11,794	11,794	8,176	8,176

#### 9. Expenditure on charitable activities by fund type

	Unrestricted Funds	Restricted Funds	Total Funds 2025
	£	£	£
Charitable Activity	33,302	189,481	222,783
Support costs	14,061	17,881	31,942
	<u>47,363</u>	<u>207,362</u>	<u>254,725</u>

  

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Charitable Activity	40,854	194,079	234,933
Support costs	13,297	17,258	30,555
	<u>54,151</u>	<u>211,337</u>	<u>265,488</u>

#### 10. Expenditure on charitable activities by activity type

	Activities undertaken directly	Support costs	Total funds 2025	Total fund 2024
	£	£	£	£
Charitable Activity	222,783	29,355	252,138	261,944
Governance costs	–	2,587	2,587	3,544
	<u>222,783</u>	<u>31,942</u>	<u>254,725</u>	<u>265,488</u>

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# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 11. Analysis of support costs

	Analysis of support costs	Total 2025	Total 2024
	£	£	£
Staff costs	11,488	11,488	10,763
Premises	358	358	340
Communications and IT	4,860	4,860	2,168
General office	1,007	1,007	1,537
Finance costs	11,642	11,642	12,203
Governance costs	2,587	2,587	3,544
	<u>31,942</u>	<u>31,942</u>	<u>30,555</u>

#### 12. Net income/(expenditure)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation of tangible fixed assets	<u>2,672</u>	<u>6,649</u>

#### 13. Independent examination fees

	2025	2024
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	<u>1,838</u>	<u>1,750</u>

#### 14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025	2024
	£	£
Wages and salaries	132,174	124,359
Social security costs	8,219	7,184
Employer contributions to pension plans	3,197	2,984
	<u>143,590</u>	<u>134,527</u>

The average head count of employees during the year was 4 (2024: 4).

No employee received employee benefits of more than £60,000 during the year (2024: Nil).

#### Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £93,116 (2024: £88,638).

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 15. Trustee remuneration and expenses

The Trustees received nor waived any remuneration or any other benefits during the year, expenses of £548(2024: £741) were reimbursed to Trustees.

#### 16. Intangible assets

	<b>Software £</b>
<b>Cost</b>	
At 1 April 2024 and 31 March 2025	6,376
<b>Amortisation</b>	
At 1 April 2024 and 31 March 2025	6,376
<b>Carrying amount</b>	
At 31 March 2025	—
At 31 March 2024	—

#### 17. Tangible fixed assets

	<b>Equipment £</b>
<b>Cost</b>	
At 1 April 2024	33,939
Additions	3,239
<b>At 31 March 2025</b>	<b>37,178</b>
<b>Depreciation</b>	
At 1 April 2024	28,535
Charge for the year	2,672
<b>At 31 March 2025</b>	<b>31,207</b>
<b>Carrying amount</b>	
At 31 March 2025	5,971
At 31 March 2024	5,404

#### 18. Debtors

	<b>2025 £</b>	<b>2024 £</b>
Trade debtors	22,734	23,449

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# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 19. Creditors: amounts falling due within one year

	<b>2025</b>	2024
	£	£
Trade creditors	15,757	20,805
Accruals and deferred income	1,838	11,750
Social security and other taxes	2,846	2,932
	<u>20,441</u>	<u>35,487</u>

#### 20. Deferred income

	<b>2025</b>	2024
	£	£
At 1 April 2024	10,000	–
Amount released to income	(10,000)	–
Amount deferred in year	–	10,000
<b>At 31 March 2025</b>	<u>–</u>	<u>10,000</u>

#### 21. Pensions and other post-retirement benefits

##### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £3,197 (2024: £2,984).

#### 22. Analysis of charitable funds

##### Unrestricted funds

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
General funds	75,462	33,727	(47,363)	38,874	100,700
Designated Fund	–	–	–	–	–
	<u>75,462</u>	<u>33,727</u>	<u>(47,363)</u>	<u>38,874</u>	<u>100,700</u>

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
General funds	23,703	20,463	(54,151)	85,447	75,462
Designated Fund	35,000	–	–	(35,000)	–
	<u>58,703</u>	<u>20,463</u>	<u>(54,151)</u>	<u>50,447</u>	<u>75,462</u>

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# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 22. Analysis of charitable funds *(continued)*

##### Restricted funds

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
Arts Council NI	–	136,388	(105,089)	(31,299)	–
Arts Council NI - Equipment	–	3,682	(443)	(3,239)	–
Arts Council NI - Other	–	3,000	–	–	3,000
Belfast City Council - Equipment	–	–	–	–	–
Belfast City Council - INVEST	–	30,000	(30,000)	–	–
Belfast City Council - Other	–	2,995	(2,995)	–	–
Arts and Business	16,254	–	(6,218)	(8,631)	1,405
British Council	–	31,000	(34,295)	4,295	1,000
Foyle Foundation	–	–	–	–	–
Future Screens	15,757	21,038	(23,822)	–	12,973
Halifax Foundation	–	20,000	–	–	20,000
Idlewild Trust	–	–	–	–	–
DWF	–	3,000	–	–	3,000
Garrick Trust Foundation	–	4,500	(4,500)	–	–
D'Oyly Carte	–	4,000	–	–	4,000
	<u>32,011</u>	<u>259,603</u>	<u>(207,362)</u>	<u>(38,874)</u>	<u>45,378</u>

## Theatre and Dance NI

### Company Limited by Guarantee

#### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

#### 22. Analysis of charitable funds *(continued)*

	At 1 April 2023	Income	Expenditure	Transfers	At 31 March 2024
	£	£	£	£	£
Arts Council NI	–	143,062	(113,875)	(29,187)	–
Arts Council NI - Equipment	6,300	5,567	(4,768)	(7,099)	–
Arts Council NI - Other	–	–	–	–	–
Belfast City Council - Equipment	6,036	–	–	(6,036)	–
Belfast City Council - INVEST	–	30,000	(30,000)	–	–
Belfast City Council - Other	–	–	–	–	–
Arts and Business British Council	21,745	–	(5,220)	(271)	16,254
Foyle Foundation	–	25,000	(17,146)	(7,854)	–
Future Screens	14,518	–	(14,518)	–	–
Halifax Foundation	15,294	21,273	(20,810)	–	15,757
Idlewild Trust	–	–	–	–	–
DWF	–	5,000	(5,000)	–	–
Garrick Trust Foundation	–	–	–	–	–
D'Oyly Carte	–	–	–	–	–
	<u>63,893</u>	<u>229,902</u>	<u>(211,337)</u>	<u>(50,447)</u>	<u>32,011</u>

A Transfer has also taken place in the year to reclassify management fee income to Unrestricted Funds as the funds are available for any use, no restrictions are in place for the usage of this income.

# Theatre and Dance NI

## Company Limited by Guarantee

### Notes to the Financial Statements *(continued)*

#### Year ended 31 March 2025

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#### 23. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Tangible fixed assets	5,971	–	5,971
Current assets	115,170	45,378	160,548
Creditors less than 1 year	(20,441)	–	(20,441)
<b>Net assets</b>	<u>100,700</u>	<u>45,378</u>	<u>146,078</u>

  

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Tangible fixed assets	5,404	–	5,404
Current assets	95,545	42,011	137,556
Creditors less than 1 year	(35,487)	–	(35,487)
<b>Net assets</b>	<u>65,462</u>	<u>42,011</u>	<u>107,473</u>

#### 24. Contingent liabilities

A contingent liability exists to repay grants received should certain conditions not be fulfilled by the charity. In the opinion of the Trustees, the terms of the Letters of Offer have been, or will be, complied with and no liability is expected.

#### 25. Corporation taxation

The Company is a registered charity, and as such is entitled to tax exemptions on income and profits in furtherance of the charity's primary objectives.

