ALNWICK DISTRICT PLAYHOUSE TRUST

England & Wales · Charity number 1020404

Details

Status	Registered
Legal form	Charitable company
Company number	02567793
Registered	1993-04-29
Register	View on the Charity Commission register

Contact

Address	Alnwick Playhouse Bondgate Without Alnwick NE66 1PQ
Phone	01665510785
Email	info@alnwickplayhouse.co.uk
Website	www.alnwickplayhouse.co.uk

Activities

Objects: TO PROMOTE, MAINTAIN IMPROVE AND ADVANCE THE EDUCATION OF THE PUBLIC PARTICULARLY BY THE PRODUCTION OF PLAYS AND ENCOURAGEMENT OF THE ARTS INCUDING THE ARTS OF DRAMA, MIME, DANCE, FILM, MUSIC AND THE VISUAL ARTS

Activities: The charity's objects and its principal activity continues to be that of the promotion of all aspects of artistic activities throughout the district of Alnwick. This is achieved through a broad programme of theatre, dance, music, film and exhibitions at the Playhouse itself, and an outreach programme that seeks to reach all corners of the rural community.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** The General Public/mankind

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Geography

- Northumberland

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,842,944	£1,425,269	£2,568,319	27
2024-03-31	£1,402,392	£1,365,169	£2,150,644	26
2023-03-31	£1,332,503	£1,111,686	£2,113,421	15
2022-03-31	£590,209	£693,345	£1,892,604	11
2021-03-31	£437,843	£370,848	-	-

Trustees

Name	Role	Appointed
Christopher Sayers	Chair	2016-05-17
Barry Horsburgh		2025-02-03
Fiona McCusker		2025-02-03
Gordon Castle Mr		2020-04-01
Jane Embley		2020-02-04
Lilian Lydia Hetherington		2019-05-16
MARTIN ALLENBY		2013-02-06
NORMAN LUKE		
Philip Mark Stuckey		2019-07-25
Roger Styring		

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ALNWICK DISTRICT PLAYHOUSE TRUST

England & Wales - Charity number 1020404

Accounts

Docusign Envelope ID: 445D8460-D3D8-4BFE-AB9C-BE5A6814FE49

Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

CONSOLIDATED TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2025

Trustees	C M Sayers, Chairman M Allenby G Castle J Embley L Hetherington B Horsburgh (appointed 3 February 2025) N Luke F McCusker (appointed 3 February 2025) J Spence (resigned 27 July 2024) P M Stuckey R Styring
Company registered number	02567793
Charity registered number	1020404
Registered office	The Playhouse Bondgate Without Alnwick Northumberland NE66 1PQ
Independent auditors	Kinnair Associates Limited Chartered Accountants Registered Auditors Aston House Redburn Road Newcastle upon Tyne NE5 1NB
Bankers	HSBC Bank plc 1 New Market Morpeth Northumberland NE61 1PX
Artistic Director	D Cruden

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025



The Trustees present their annual report together with the financial statements for the year ended 31 March 2025.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

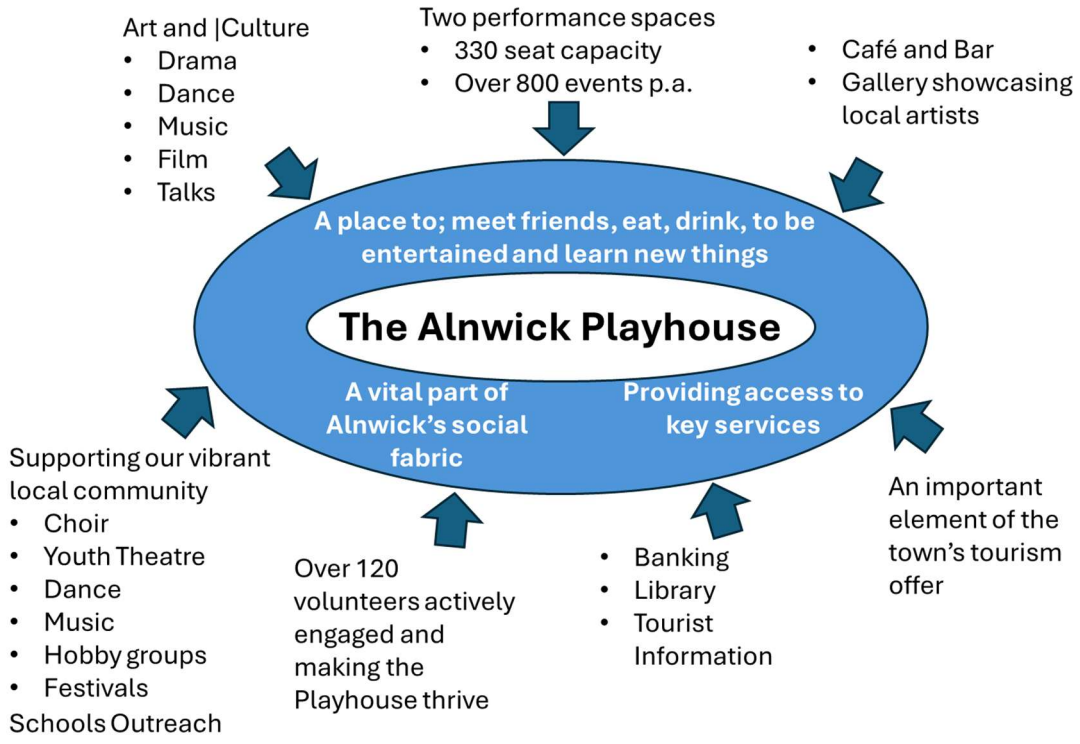
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

EXECUTIVE SUMMARY

The Alnwick playhouse is a delightful and prospering arts and community centre that is right at the heart of the region, providing a rich programme of events that continue to prove hugely popular, for local residents, tourists and increasingly with those travelling from outside the region to enjoy the Playhouse offer.

This year we have sold over 72,000 tickets for paid for events, and when added to the number of people who come to the playhouse for a myriad of other activities, we are confident that we are having well over 100,000 visitors to the playhouse every year – not bad for a town with a population of 8,000.

Part of the reason behind this is the charm of the place, and the warm welcome that the staff and volunteers give. But it is also the range and quality of the performances that is unmatched in any other part of Northumberland and the huge support for community activities with either highly subsidised or free use of our facilities. Community is absolutely at the heart of everything that we do. The Playhouse is so much more than just a theatre or a cinema and touches the lives of so many local people in many different ways.



We are delighted that the Playhouse is thriving and that, following the depressing years of lock down, visitor numbers have not just bounced back but are now at a record high. We commend this report to you as a record of the activities, challenges and performance for last year, and we thank you for your continued support for our fantastic Playhouse.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association, as amended on 29th July 2009.

Recruitment and appointment of new Trustees
The maximum number of Trustees, as stated by the Articles of Association, is twelve, and the minimum is six. This can be changed by the charity in a general meeting. The Articles of Association were altered on 29th July 2009 due to changes in local authority government.

The Trustees can appoint Trustees as long as the number of Trustees does not exceed the maximum number.

Trustees are appointed to serve for a minimum of one year, and a maximum of four years, at the discretion of the appointing body. At the end of their term, they shall be eligible for reappointment.

Induction and training of new Trustees
New Trustees undergo an induction period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes and the recent financial performance of the charity. The Trustees meet key employees and other Trustees during this period.

Organisational Structure
The Board of Trustees meet regularly to review the organisation and its results and to discuss any relevant action required for the future.

Related parties
The entire Playhouse building was purchased in February 2018 by Northumberland County Council. There is a covenant on the building which ensures that it is used for Arts Cultural and community activities and events only and the Board has appointed a NCC councillor as a board member.

Alnwick Town Council have generously continued to commit financial funding to the charity and now have an observer from the Town Council at board meetings.

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

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wide variety of financial "pillars". We are aware that the current economic uncertainty requires a "not all eggs in one basket approach".

Objectives and Activities

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

Our mission is:-

- to continuously innovate to provide a rich & balanced mix of high-quality professional touring drama, music, dance and film that is informed by our rural demographic

- to establish a wide programme of participative activities reflected through the arts forms we present, following the ethos which drives our work "If you can experience it, you can do it".

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

The £3.2m capital re-development of the Playhouse building renovated and improved the whole building, roof and internal spaces, and led to an expansion of our facilities, gaining full time use of the Playhouse Studio, making a new creative space in the Old Wardrobe, extending our bar and café and incorporating Alnwick Library and Tourist Information Centre**.** Since reopening after Covid, we have sought to maximise the use of this excellent facility that is now a cornerstone of the cultural life in Alnwick.

Our programme aims to:-

- Promote all aspects of artistic activity to the Alnwick community and surrounding areas.

- Present a high quality & diverse programme of live & digital artistic performances, including theatre, music, film, dance, community and young peoples' activities, and live streaming

- Present a gallery programme of professional art

- Use the studio theatre space to programme and test a range of work for children and young people, collaborating with professional artists

- Respond to community needs, providing a creative space for community activities including performance, rehearsals, meeting space and storage. We host Playhouse Youth Theatre (3 weekly groups), Alnwick Theatre Club, Alnwick Stage Musical Society, Playhouse Community Choir,

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

SIGNIFICANT ACTIVITIES

This year's audience figures have been exceptional, the final six months of the year have had the best sales figures in the organisation's history and took our cumulative total for the year to 72,336 attendees, 11,000 more than the total for last year. With a total theatre engagement well in excess of 80,000 we are delighted with the accelerated rise in activity here at the Playhouse. The program continues to be varied across all the presented art forms.

The Gallery had an exhibition by Trina Dalziel and Anthea Wood called **Room With A View.** This was a very popular show with one piece being sold on the opening afternoon and several others across the exhibition. In contrast, Gavin Penn presented an exhibition of **AI generated art**. This was a much debated project that drew in many people keen to engage with the conversation as to whether this was art or not. A third exhibition was by Linda Gaskell who is well known for her pen and ink drawings of local buildings. She ran 3 workshops for people interested in drawing architecture which were well attended and received and later on John Shiel's exhibition From **The Source To The Sea** (The Aln) was also hugely successful with great sales of his work.

Our music program has been busy with many sell out shows including, **Elio Pace**, **The Bay City Rollers, The Bootleg Eagles, The Watch plays Genesis, The Reinegan Sisters, The Melsons. Joe McElderry, Fairport Convention and The Fureys.**

Eliot Smith Dance rehearsed and opened their critically acclaimed work **Pitmen** which then went out on a limited tour. The expectation is that the production will receive further investment to enable a national tour in 2026.

This year's **Alnwick Story Fest** was the biggest yet and had some fantastic speakers, including Adele Parks, Sir Alexander McCall Smith and Oliver Burkman. The festival is now very much a part of the Alnwick cultural calendar. This project is a great achievement as the festival is run almost entirely by volunteers from the community.

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In the studio we had a sell-out show called **Previously Loved** which was a three hander by local artist Cheryl Stewart. Chapterhouse Theatre presented **A Christmas Carol** on the 30th of November, again playing to a near full house. Our own Christmas production **Little Red Riding Hood (The Trial)** in collaboration with Berwick upon Tweed based company Tortive and directed by Damian Cruden, played in the main house here and then at The Straw yard in Berwick. This has been a successful collaboration.

The Playhouse concert band presented their 30th anniversary concert **Northumberland Movies a Celebration**, which was a fun collection of music from films made in Northumberland. This was a fantastic evening that truly celebrated the ethos of the Playhouse. A big thanks to Norman Luke for taking on the role of MC for the evening.

In a similar vein Duchess' High School presented their drama production, **Flint Street Nativity** to packed houses. Alnwick Music Society hosted The Northern Symphonia amongst other events and Alnwick Stage Musical Society presented **Kiss Me Kate** in March '25. Local theatre company Elysium presented **Othello** which attracted a student audience and our "as live" theatre screenings have featured musicals, dance and drama such as **Miss Saigon** , Matthew Bourne's **Edward Scissorhands** and the national's **Prima Facie**. A live theatre performance, **Facing The Waves,** celebrated NLI's 200th anniversary.

Tutti Frutti were in residence for 2 weeks to tech, dress and open their new children's show **The Glass Slipper** which then went on a national tour. Cinema has again been popular with titles showing closer to release, **Lee, Paddington in Peru, Gladiator 2, Conclave and Wicked** have all proved very successful.

The overall message is that a diverse and full program seems to be connecting with audiences.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Our new membership scheme has been launched and now has 731 members (as at 31st August 2025), 242 of whom are young members. This has been a good start and whilst take up is encouraging, we seek to grow the membership base significantly over the coming years. The cafe/bar remains busy and is very popular, and the building is also increasingly being used by individuals as a place to work from. Barclays bank has brought many people through our doors who might otherwise never find their way to our building.

A major development of the past year has been the purchase and refurbishment of the neighbouring building, 32 Bondgate. This project is complete and we now offer office space for November Club (our regional NPO theatre company) and accommodation for visiting artists and participants in cultural activity. This has been completed with key support from NCC.

In No.32, the events/meeting room is now a temporary banking Hub. This brings an useful additional income stream for a minimum of 6 months and compliments the agreement we have with Barclays for the use of the White Room. This agreement gives us a good financial start to the building's life as other revenue generating opportunities ramp up. No.32 has created 2 new full-time posts, and it will be a major contributor to the future financial stability of the Playhouse.



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Catering



We have been developing, broadening and improving our catering offering – We have started offering platters for pre-show meals, using a variety of cheeses from local supplier Doddington Dairy, and we have developed a new evening menu.



In addition to our café-based service, we have now started providing catering for special events, and we now offer an extensive range of canapes alongside an offer of champagne. We have provided catering to high profile occasions such as the Curlew Action charity event, the Red King film Screening, and the Lyst Gallery exhibition opening event, We are currently looking for ways to extend our catering offer for the year ahead.

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Youth Theatre

It has been a fully packed year for the Youth Theatre, giving children and young adults from age 7 – 19 the opportunity to benefit from professional help in developing and performing a wide range of shows.



Act 1 & Act 2 : 7-11 years

This year the two younger groups went from strength to strength with successful productions in each term. They continued to enjoy and engage in all aspects of youth theatre and we had many children returning each term who felt positively excited by the experience of drama at the playhouse, with the following key activities

- April to July -The Jungle Book. 45 children performed two shows of 36-minute musicals to audiences of over 200 friends and family. The pride and joy felt by parents and children alike for their ' big final show on the mainstage' was the highlight of their youth theatre year. This was also Carrie's last term working directly as Youth Theatre Assist – the children were sad to say goodbye. Thank you Carrie !
- Sept to Dec -The Nutcracker. This term we had 47 young people perform 4 shows over two days in our studio space. This was the first time Youth Theatre performed the Christmas show in the studio space and it worked very well for the children and was expertly staged by our team. Bradley Hedley joined as a trainee youth theatre practitioner and he has proved very helpful, enthusiastic and keen.
- Jan to Mar - Devised Theatre. This is perhaps the favourite term for many of the young people as they create their own mini plays. This year we had 10 groups performing 5-7 minute plays over the course of one day for family members, with everything from evil elves to axe murder's in the attic! Great fun was had by all.

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Act 3 : 11-13 years and Young Company : 14-19 years

April to July - Lucky Stiff - The project selected for the older groups was a musical Lucky Stiff, and sessions were supported by a new Freelance drama facilitator Bethan Amber and MD Peter Brown.

Playhouse staff and the young actors pulled together to produce a great show with some ingenious working doors built by John and some excellent comic performances and singing from the young people.

Sept to Dec : There were two productions - The Nutcracker and Grimm Tales, with two15 minute versions of The Nutcracker being performed in the studio theatre for family and friends. They did amazingly well with lots of good focus and fun sessions.

Grimm Tales Production Image



Jan-Mar Devising

Act 3 group came back for a 3rd term and produced 4 fun devised shows for family and friends. We experienced a murder at prom, a very long car journey to a short roller coaster ride, a murder with some bumbling detectives and a 'wolfman' attack ! All performed in one afternoon in our studio theatre.

Many thanks for the excellent help from our volunteers working with youth theatre this year - from set construction and props to volunteer chaperones and stage crew. Without them the youth theatre productions would not have been possible.

Playhouse Gallery

The following exhibitions were mounted this year. They are a mix of professional and a mature artists and range from painting to photography. Some of the exhibitions were by community groups. All the

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work was generated from within the local area and the work was often about particular local features/places.

- **Michael Ewar**t - May,
- **What a Wonderful World exhibition** - June,
- **R Lyst** - July,
- **Anthea Wood and Trina Dalziel A Room With A View** - September/October,
- **Gavin Penn** - October/November,
- **Linda Gaskell** - December,
- **Alnwick Through The Lens Alnwick Photographic society in association with Alnwick Civic Society** - January,
- **John Shiels** - February/March ,
- **Ian Bolton** - March/April.

Newsletter and audience communications

Developing Audiences

Audience development has focused on improving engagement with existing customers while expanding outreach to new demographics. The Playhouse membership schemes have been redeveloped to enhance their value and customer retention, with improvements to the personalisation of communication to foster stronger connections and brand loyalty. Other efforts have concentrated on attracting new visitors, particularly families and younger audiences. The Playhouse's Young Members scheme has played a crucial role in developing younger audiences. Likewise, the development of the school's audiences has been strongly emphasised, making performances accessible through tailored pricing and educational programming. Cultivating relationships with educators and encouraging theatre experiences to become part of their curriculum is in turn, allowing us to start to influence family participation. Developing schools and family audiences not only increases attendance at events but cultivates a long-term appreciation of the arts within the community, providing a demand and a loyalty for the Playhouse brand long into the future.

Digital marketing, including website improvement and tailored social media campaigns, has been key in increasing awareness and engagement with The Playhouse brand and the events hosted at the venue:

Newsletter

Email communication is crucial in event promotion, membership retention, and audience engagement. Regular 'What's On' and targeted newsletters have kept patrons informed about upcoming performances, special offers, and other activities at the venue with targeted messaging ensuring relevance for different audience segments. Automated emails have supported membership renewals and event reminders in pre-show emails, encouraging repeat attendance and improved communication with our audiences. Email communication has improved our connection with members, engaging them through valuable insight into our role as a cultural hub within the community. Personalised content has improved engagement, particularly with schools, by tailoring content to their interests and needs. We have made data-driven refinements to email communication, including improved subject lines and optimised sending schedules to day/time's emails are best

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received to enhance open rates and responsiveness. Email communication remains a vital tool in maintaining audience relationships for The Playhouse, driving event attendance, and reinforcing The Playhouse's role as a cultural hub in the community. The mailing list currently stands at 13,156.

Website

The Playhouse website has continued to serve as a central hub for audiences, providing clear and accessible information on events, membership, and community groups, alongside being our largest sales channel. Ongoing improvements to the website focused on enhancing user experience through refined navigation, improved readability, and stronger visual hierarchy. This includes amending the homepage to display what's on this week and adding bespoke pages for festivals. Improvements to Search Engine Optimisation (SEO) boosted search visibility, making it easier for audiences to discover events and membership opportunities online. The website remains a key tool in audience development and sales and will continue to evolve and strengthen as an asset.

Social Media

Social media remained a vital tool for audience engagement, driving event awareness and encouraging audience engagement. Content strategies ensured posts resonated with a diverse audience from families to corporate partners. An increase in paid social media adverts has increased our reach on social media allowing us to reach audiences otherwise difficult to reach and supporting campaigns targeting key demographics to improve participation and membership sign-ups. Interactive content, such as behind-the-scenes insights received the highest engagement, strengthening the communication we have with patrons. The marketing team have been working to develop their video editing skills, increased the amount of video content on The Playhouse's social media and are moving towards producing more video content in the future. Facebook followers currently stand at 6,675 with 25.3% located in Alnwick and a further 18.9% in Morpeth. Instagram followers currently stand at 2,782 followers with 19.8% located in Alnwick and a further 14.% in Morpeth.

Staff and freelancers

We have transitioned to a new full time Customer Services Manager who will continue to oversee the Front of House areas including Food & Beverage and management of our volunteer stewards.
We have also added a Bar Supervisor to our staff team to further develop the bar offering and increase secondary spend around performances. Under the new structure the bar will add post show opening hours to increase footfall and the supervisor has been tasked with identifying other activities that can increase the visibility of the bar.
A new trainee technician was appointed on a year-long contract which we hope will become a recurring funded position that can be offered to school leavers and young people looking to gain experience of the technical operations in a theatre as part of their training. The role includes skill development in theatre lighting and sound design on both amateur and professional productions. It also supports the development and understanding of other roles such as stage management, equipment maintenance, set design and production management.
Contracts have been agreed for the manager and housekeeper roles at 32 Bondgate to take over the running of the accommodation provisions and ensure a high quality service is being offered to artists and room hirers.

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Volunteering and participating

The volunteers working at the Playhouse remain keen and engaged in their activities. The technical group has grown to in excess of 25 members and the front of house team is in excess of 80 people. The band, choir, youth theatre, silk makers, Playhouse writers and the 3 dance groups are all well attended and thriving. We offer in excess of 25 hours of activity space each week all free of charge to our partner organisations. We support the local creative organisations with technical, marketing and ticketing expertise at minimal cost to ensure the continued health of the groups. We have appointed 2 volunteer observers to the board. They were elected by the volunteer group in a private ballot. One represents the front of house volunteers and the other the technical volunteers. They take it in turn to attend board meetings reporting back to the wider group and giving feedback directly to the board.

Health and safety

The health and safety sub-committee are now meeting regularly. The new risk register is being developed and will be in operation by the end of 2025.

We have undertaken a fire evacuation practice with a large number of our volunteers and have updated some of our practice. This was a valuable process and was reassuring in that we were able to efficiently clear the building within 4 minutes. Issues around wheelchair evacuation were raised and the introduction of a ramp has vastly improved exiting the building for those who are wheelchair bound.

The accident log book is kept up to date and we have a good record for running a safe environment for both staff and audiences.

The Health and Safety sub-committee is keen to keep a close watch on the company's practice and to maintain a regular program of review on practices.

Looking ahead

Having created a pathway to a more sustainable organisation it is vital that we remain focussed on the goal as set out. Ensuring that the Playhouse has a wide enough range of income streams capable of supporting our activities is still to be achieved. Despite a very successful year we remain dependent upon occasional donations and the generosity of trust funds to make ends meet. 32 Bondgate offers the potential for contributions that will be reliable and of a value that will impact our income in a positive manner. Our policy of presenting a wide ranging program of work seems to be returning greater attendance and with that developing our income positively. The cafe and bar are also offering greater contributions and our new membership offer is taking hold. However all of these initiatives require continued attention to maintain the momentum of the past 12 months. This requires on-going investment in equipment and staff to resource the growth of all our activities and to identify and plan new income streams. To that end we are intending on engaging marketing support to develop individual giving and membership alongside developing the longer term strategic plan for the trust. We have employed a manager and housekeeper to develop the accommodation offer of 32 Bondgate and to ensure that all artists and participants working at the Playhouse are aware of the facilities available.

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We are developing plans for the cafe bar to expand the number of covers available and to improve the offer across the two serving spaces (cafe and bar). The investment in the new projector for the main auditorium and improved masking for cinema audiences will greatly improve the cinema experience.

The new marketing screens inside and out offer new marketing possibilities for the Playhouse. The ability to be clear regarding the daily program and to tactically market various events will bring improved ticket sales. We are already noticing an impact on sales. The screens also offer us the opportunity to offer marketing space to local businesses. We hope to cover all the running costs (possibly more) of the screens.

At the heart of the project is a desire to ensure that the building is a truly valuable asset to the community of Alnwick and District and beyond. To have a clear purpose and to be recognised for that is vital if we are to become a genuinely sustainable organisation. As part of this we are planning an on-going fundraising project to offer free access to all the primary school pupils in the Alnwick and District area.

Currently this is 27 schools with 2639 pupils.

We intend creating a producer/curator role that will liaise with the schools and help create a cross-art-form program of work that will bring these young people to our building and the town at least 2 times each year and offer access to primary age children at reduced costs as independent audience members. The intention is to ensure that our young people are comfortable with cultural engagement in cultural buildings. To make it clear that the building is here for the community and that through offering young people access to culture we are ensuring that they will have a life long relationship with culture. We intend that our community will broaden their understanding of the value the Playhouse has in its community.

We estimate that around 80 events averaging 65 participants, at an average cost of £500 per event, with 4000 £5 travel bursaries (2016 of these pupils are in rural schools), plus a 3.5 days per week facilitator costing £28,000 p/a will require £88,160 funding each year. This averages out at £16.70 per child per event. There is a major piece of public communication/consultation to be undertaken in order to reach this level of public support. However if we are focussed on getting the message to our wider community and changing the sense of communal responsibility to the delivery of cultural access for children, then we are confident that we can meet this figure by the end of 2027/28.

Fundraising

In the period September to December 2024, we received several grants, some very significant to our fundraising efforts.

These were;

- Garfield Weston Foundation £70,000 core funding of £35,000 per year for two years
- Catherine Cookson Charitable Trust £50,000 funding for new digital film projector for main auditorium and The WA Handley Charity Trust £3,250 core funding
- William Leech Charity £5,000 funding towards new digital film projector for main auditorium and Butler Ember Charity £1,000 core funding

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- Northumberland County Council
- Alnwick Town Council

This has been a very successful fundraising year for the Playhouse. In what can only be described as difficult financial times we have exceeded our target. We feel that the quality of our offer and our demonstrable community engagement activity have been a defining factor in our successful applications. Sam Hobrough, our fundraiser, has been a fantastic asset in continuing to develop opportunities for funding through a wide variety of trusts and foundations. We are delighted to continue this partnership.

Membership

The new membership program is now well established and we now have (as at 31st August 2025) 731 members. Of those 489 are full paying adult members and 242 are young members.
Membership costs £60 (payable by instalments or in full on signing on) and offers a 15% discount on anything bought in the Playhouse (tickets, food, drink etc). There is also a complimentary coffee or tea each month and a monthly newsletter with updates on the program and special offers. Although we are pleased with the new scheme we are aware that we need to be more active in marketing the offer. To this end we are engaging extra support for the marketing team to work on a promotional push to grow membership. They have also been charged with the task of developing our individual giving scheme.

FINANCIAL REVIEW

In overall terms our income went up by £440K in 2024/25, the main constituents being:-

Ticket Sales	241K	Increases in all categories, but particularly in live professional events
Trust Donations	£87K	Garfield Weston Trust £35K, Catherine Cookson Trust £50K
NCC Project Grants	£77K	32 Bondgate refurb £177K, compared to Lighting rig grant of £100K in 2023/24
Non-charitable Trading	£81K	Coffee Shop
Theatre Tax Relief	(£88K)	Less and smaller inhouse productions in 2024/25

Once-off donations and legacies of £181K compensated for the Insurance claims income of £185K in 2023/24.

The increase in commercial activity resulted in an increase in gross profit (income less direct costs) of £266K, from £313K in 2023/24 (36% of income) to £579K (47% of income) in 2024/25.

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Support costs reduced by £63K in the year, mainly due to Premises (no recharges of utilities and service charge from NCC in the year) and Finance (due to switch of card handlers. Reductions in repair costs (temporary lighting rig repairs in 2023/24) helped to offset increases in staff costs.

Total reserves increased by £417K in the year, with all but £62K transferred to general funds after the completion of various capital projects. £62K has been left in designated reserves to kickstart the Schools Go Free project in 2025/26.

Going Concern

The trustees are happy with the growth in event income but will carefully plan and monitor the future programme to identify opportunities for further growth in audiences and ticket income.

Catering (to include coffee shop, bar and refreshments) and other ancillary activities (including bedroom and office letting at 32 Bondgate) will be operated by the charity's trading subsidiary, Alnwick Playhouse Trading Limited (registered in October 2024). We will aim to maximise the margins from these areas and donate any surpluses to the charity itself.

In addition to the above, we are implementing a revised plan to increase both our membership and donation income.

Current forecasts indicate that, despite encouraging growth in commercial income and margins, we will continue to make small losses on the general fund, making us dependant on grants and agreement with NCC on premises costs for financial survival in the future. Discussions with NCC are ongoing and remain positive, and the trustees are confident of a favourable outcome, and therefore believe that the going concern basis remains appropriate. The financial statements have been approved on that basis.

Reserves Policy

The Trust operates with only limited financial resources and is able to set aside only a limited contingency fund. The majority of any surplus is re-invested in the programme of charitable activities and the physical development of the Playhouse.

The calculation of free reserves is based on the definition included in the charity statement of recommended practice (SORP), which provides recommendations for accounting and reporting for charities. Resulting from this, the Trustees consider it would be appropriate to hold the equivalent of 3 months' overhead costs, which would equate to £155K in free reserves. The Trustees keep the reserves policy under continuous review and will revise as and when circumstances dictate.

At 31st March 2025, free reserves stood at £188K, a surplus of £33K against the target figure.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

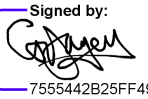
Disclosure of information to auditors

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

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

Auditors

The auditors, Kinnair Associates Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.
This report was approved by the Trustees on 24 November 2025 and signed on their behalf by:

Signed by:

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CM Sayers

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

Opinion

We have audited the financial statements of Alnwick District Playhouse Trust (the 'parent charitable company') and its subsidiaries (the 'Group') for the year ended 31 March 2025 which comprise the Consolidated statement of financial activities, the Consolidated balance sheet, the Company balance sheet, the Consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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Other information

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept sufficient accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

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Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

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

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

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

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

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

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

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

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

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

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

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

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Kinnair Associates Limited
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Kinnair Associates Limited
Chartered Accountants
Registered Auditors
Aston House
Redburn Road
Newcastle upon Tyne
NE5 1NB

25 November 2025

Kinnair Associates Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies	3	**233,356**	**324,150**	**557,506**	*208,147*
Charitable activities	4	**-**	**978,422**	**978,422**	*698,186*
Other trading activities	5	**-**	**278,980**	**278,980**	*195,606*
Investments	6	**-**	**11,418**	**11,418**	*27,728*
Other income	7	**-**	**16,618**	**16,618**	*272,725*
Total income		**233,356**	**1,609,588**	**1,842,944**	*1,402,392*
Expenditure on:					
Raising funds	8	**-**	**222,336**	**222,336**	*180,704*
Charitable activities	9	**3,000**	**1,199,933**	**1,202,933**	*1,184,465*
Total expenditure		**3,000**	**1,422,269**	**1,425,269**	*1,365,169*
Net income		**230,356**	**187,319**	**417,675**	*37,223*
Transfers between funds	20	**(307,153)**	**307,153**	**-**	*-*
Net movement in funds		**(76,797)**	**494,472**	**417,675**	*37,223*
Reconciliation of funds:					
Total funds brought forward		**76,797**	**2,073,847**	**2,150,644**	*2,113,421*
Net movement in funds		**(76,797)**	**494,472**	**417,675**	*37,223*
Total funds carried forward		**-**	**2,568,319**	**2,568,319**	*2,150,644*

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

The notes on pages 29 to 54 form part of these financial statements.

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 02567793

CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	14		**2,318,426**		*1,700,908*
			2,318,426		*1,700,908*
Current assets					
Stocks	15	**5,626**		*5,162*	
Debtors	16	**239,627**		*304,017*	
Cash at bank and in hand		**667,874**		*880,123*	
		913,127		*1,189,302*	
Current liabilities					
Creditors: amounts falling due within one year	17	**(663,234)**		*(732,341)*	
Net current assets			**249,893**		*456,961*
Total assets less current liabilities			**2,568,319**		*2,157,869*
Creditors: amounts falling due after more than one year	18		**-**		*(7,225)*
Net assets excluding pension asset			**2,568,319**		*2,150,644*
Total net assets			**2,568,319**		*2,150,644*
Charity funds					
Restricted funds	20		**-**		*76,797*
Unrestricted funds	20		**2,568,319**		*2,073,847*
Total funds			**2,568,319**		*2,150,644*

Docusign Envelope ID: 445D8460-D3D8-4BFE-AB9C-BE5A6814FE49

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

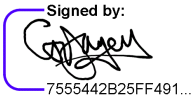
The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 24 November 2025 and signed on their behalf by:

Signed by:

7555442B25FF491...

C M Sayers
Trustee, Chair

The notes on pages 29 to 54 form part of these financial statements.

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 02567793

COMPANY BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	14		**2,318,426**		*1,700,908*
			2,318,426		*1,700,908*
Current assets					
Stocks	15	**5,626**		*5,162*	
Debtors	16	**239,627**		*304,017*	
Cash at bank and in hand		**667,874**		*880,123*	
		913,127		*1,189,302*	
Current liabilities					
Creditors: amounts falling due within one year	17	**(673,402)**		*(732,341)*	
Net current assets			**239,725**		*456,961*
Total assets less current liabilities			**2,558,151**		*2,157,869*
Creditors: amounts falling due after more than one year	18		**-**		*(7,225)*
Net assets excluding pension asset			**2,558,151**		*2,150,644*
Total net assets			**2,558,151**		*2,150,644*
Charity funds					
Restricted funds	20		**-**		*76,797*
Unrestricted funds	20		**2,558,151**		*2,073,847*
Total funds			**2,558,151**		*2,150,644*

The Company's net movement in funds for the year was £407,507 *(2024 - £37,223)*.

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 151 of the Charities Act 2011.

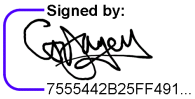
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COMPANY BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 24 November 2025 and signed on their behalf by:

Signed by:

7555442B25FF491...

C M Sayers
Trustee, Chair

The notes on pages 29 to 54 form part of these financial statements.

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	*2024* *£*
Cash flows from operating activities		
Net cash used in operating activities	**468,093**	*147,363*
Cash flows from investing activities		
Dividends, interests and rents from investments	**11,418**	*27,728*
Purchase of tangible fixed assets	**(684,772)**	*(269,909)*
Net cash used in investing activities	**(673,354)**	**(242,181)**
Cash flows from financing activities		
Repayments of borrowing	**(6,988)**	*(6,726)*
Net cash used in financing activities	**(6,988)**	**(6,726)**
Change in cash and cash equivalents in the year	**(212,249)**	**(101,544)**
Cash and cash equivalents at the beginning of the year	**880,123**	*981,667*
Cash and cash equivalents at the end of the year	**667,874**	*880,123*

The notes on pages 29 to 54 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. General information

Alnwick District Playhouse Trust is a private company limited by guarantee incorporated in England and Wales, company registration number 02567793 and charity number 1020404. The members of the company are the Trustees named on page one. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company. The registered office is The Playhouse, Bondgate Without, Alnwick, Northumberland, NE66 1PQ.

The charity owns 100% of the issued share capital of Alnwick Playhouse Trading Limited, a company registered in England and Wales (Company No. 16036980). The subsidiary is used to carry out non-primary purpose trading activities on behalf of the charity. The registered office of the subsidiary is The Playhouse, Bondgate Without, Alnwick, Northumberland, NE66 1PQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Alnwick District Playhouse Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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

The Consolidated statement of financial activities (SOFA) and Consolidated balance sheet consolidate the financial statements of the Company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

The Company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own Statement of financial activities in these financial statements.

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2. Accounting policies (continued)

2.2 Basis of consolidation

The consolidated financial statements consolidate the financial statements of the charity and its subsidiary undertaking to 31 March 2025.

No statement of financial activities is presented for the charity as permitted by Section 408 of the Companies Act 2006. The charity made a surplus for the financial period of £403,274 (2024: £37,233).

A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Inter-company transactions and balances are eliminated in full on consolidation.

The parent charity and its trading subsidiary currently have different year ends. The subsidiary intends to align its year end with the parent company by extending its first accounting period to the 18 months ending 31 March 2026. As a result, no accounts for the subsidiary are being filed for the year to 31 March 2025.

2.3 Going concern

The trustees are happy with the growth in event income but will carefully plan and monitor the future programme to identify opportunities for further growth in audiences and ticket income.

Catering (to include coffee shop, bar and refreshments) and other ancillary activities (including bedroom and office letting at 32 Bondgate) will be operated by the charity's trading subsidiary, Alnwick Playhouse Trading Limited (registered in October 2024). We will aim to maximise the margins from these areas and donate any surpluses to the charity itself.

In addition to the above, we are implementing a revised plan to increase both our membership and donation income.

Current forecasts indicate that, despite encouraging growth in commercial income and margins, we will continue to make small losses on the general fund, making us dependant on grants and agreement with Northumberland County Council (NCC) on premises costs for financial survival in the future. Discussions with NCC are ongoing and remain positive, and the trustees are confident of a favourable outcome, and therefore believe that the going concern basis remains appropriate. The financial statements have been approved on that basis.

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2. Accounting policies (continued)

2.4 Income

All income is recognised once the Group has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Group has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Group, can be reliably measured.

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Consolidated statement of financial activities upon the completion of the relevant performance-related conditions. Other grants that are not subject to performance-related conditions are credited to the Consolidated statement of financial activities as the grant proceeds are received. Grants received prior to the revenue recognition criteria being satisfied are recognised as a liability.

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2. Accounting policies (continued)

2.7 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.8 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives .

Depreciation is provided on the following bases:

Freehold property	- 2% straight line on completion of project
Long-term leasehold property	- straight line over lease term to 8 February 2068
Fixtures and fittings	- 15% reducing balance

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost is determined using the first-in, first-out (FIFO) basis.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.11 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Group anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

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2. Accounting policies (continued)

2.13 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Donations - individuals and small groups	-	47,429	**47,429**
Legacies	-	161,000	**161,000**
Grants	176,556	52,992	**229,548**
Charity foundations, other charities and gift aid	56,800	62,729	**119,529**
	233,356	324,150	**557,506**

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3. Income from donations and legacies (continued)

	Restricted funds 2024 £	*Unrestricted funds 2024 £*	*Total funds 2024 £*
Donations - individuals and small groups	*-*	*23,705*	*23,705*
Grants	*100,000*	*59,692*	*159,692*
Charity foundations, other charities and gift aid	*2,000*	*22,750*	*24,750*
	102,000	*106,147*	*208,147*

Grant income above includes £229,048 (2024 - £159,692) from Local Authorities.

4. Income from charitable activities

	Unrestricted funds 2025 £	**Total funds 2025 £**
Professional events and activities	738,606	**738,606**
Community events and activities	164,707	**164,707**
Sundry other income	75,109	**75,109**
	978,422	**978,422**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Professional events and activities	*497,270*	*497,270*
Community events and activities	*156,777*	*156,777*
Sundry other income	*44,139*	*44,139*
	698,186	*698,186*

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5. Fundraising income

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £
Friends of the Playhouse subscriptions	4,034	**4,034**
Front row scheme	2,090	**2,090**
Youth theatre subscriptions	12,987	**12,987**
Choir subscriptions	3,912	**3,912**
Membership scheme	4,961	**4,961**
	27,984	**27,984**

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

Income from non charitable trading activities

	Unrestricted funds 2025 £	Total funds 2025 £
Trading income - Coffee shop	250,996	**250,996**

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5. Fundraising income (continued)

Income from non charitable trading activities (continued)

	Unrestricted funds 2024 £	*Total funds 2024 £*
Trading income - Coffee shop	*169,979*	*169,979*

6. Investment income

	Unrestricted funds 2025 £	**Total funds 2025 £**
Bank interest receivable	11,418	**11,418**

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

7. Other incoming resources

	Unrestricted funds 2025 £	**Total funds 2025 £**
Theatre tax relief	16,618	**16,618**

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7. Other incoming resources (continued)

	Unrestricted funds 2024 £	*Total funds 2024 £*
Theatre tax relief	*104,696*	*104,696*
Insurance proceeds	*168,029*	*168,029*
	272,725	*272,725*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2025 £	**Total funds 2025 £**
Fundraising	14,668	**14,668**

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

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8. Expenditure on raising funds (continued)

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Alnwick Playhouse Trading Limited - purchases	33,977	**33,977**	-
Alnwick Playhouse Trading Limited - wages and salaries	57,193	**57,193**	-
Alnwick Playhouse Trading Limited - national insurance	3,507	**3,507**	-
Alnwick Playhouse Trading Limited - pension costs	1,354	**1,354**	-
	96,031	**96,031**	-

Other trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £
Trading expenses - Coffee shop	37,130	**37,130**
Coffee shop - staff costs	74,507	**74,507**
	111,637	**111,637**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Trading expenses - Coffee shop	*56,284*	*56,284*
Coffee shop - staff costs	*112,035*	*112,035*
	168,319	*168,319*

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9. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total 2025 £
Professional events and activities	3,000	960,010	**963,010**
Community events and activities	-	197,835	**197,835**
Fundraising and trading activities	-	42,088	**42,088**
	3,000	1,199,933	**1,202,933**

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

10. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Professional events and activities	488,419	474,591	**963,010**
Community events and activities	90,667	107,168	**197,835**
Fundraising and trading activities	-	42,088	**42,088**
	579,086	623,847	**1,202,933**

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10. Analysis of expenditure by activities (continued)

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

Analysis of direct costs

	Professional events 2025 £	**Community events 2025 £**	**Total funds 2025 £**
Bar and refreshments	34,027	9,093	**43,120**
Artistes' fees	382,619	79,501	**462,120**
Theatre technicians	9,475	2,073	**11,548**
Film hire and programming	65,672	-	**65,672**
Partners' allocation of shared production income and expenditure	(3,374)	-	**(3,374)**
	488,419	90,667	**579,086**

	Professional events 2024 £	*Community events 2024 £*	*Total funds 2024 £*
Bar and refreshments	*22,686*	*15,124*	*37,810*
Artistes' fees	*370,346*	*43,821*	*414,167*
Theatre technicians	*12,373*	*8,248*	*20,621*
Film hire and programming	*53,490*	*-*	*53,490*
Partners' allocation of shared production income and expenditure	*(28,008)*	*-*	*(28,008)*
	430,887	*67,193*	*498,080*

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10. Analysis of expenditure by activities (continued)

Analysis of support costs

	Professional events 2025 £	Community events 2025 £	Fundraising and trading activities 2025 £	Total funds 2025 £
Staff costs	297,498	67,178	9,742	**374,418**
Depreciation	41,698	9,416	16,140	**67,254**
Premises expenses	35,519	8,021	3,368	**46,908**
Legal and professional	49	12	2,240	**2,301**
Finance costs	8,981	2,028	3,476	**14,485**
Repairs	6,467	1,460	2,504	**10,431**
Insurance	11,480	2,592	2,222	**16,294**
Advertising	19,107	4,315	-	**23,422**
Staff training	1,754	396	680	**2,830**
Sundry	8,817	1,990	-	**10,807**
Governance costs	4,433	1,001	1,716	**7,150**
Irrecoverable VAT	11,138	2,515	-	**13,653**
Spektrix	27,650	6,244	-	**33,894**
	474,591	107,168	42,088	**623,847**

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10. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Professional events 2024 £	*Community events 2024 £*	*Fundraising and trading activities 2024 £*	*Total funds 2024 £*
Staff costs	*202,585*	*135,057*	-	*337,642*
Depreciation	*43,520*	*29,013*	-	*72,533*
Premises expenses	*62,900*	*41,933*	-	*104,833*
Legal and professional	*6,874*	*4,583*	-	*11,457*
Finance costs	*20,530*	*13,686*	-	*34,216*
Repairs	*19,844*	*13,230*	-	*33,074*
Insurance	*9,781*	*6,520*	-	*16,301*
Advertising	*5,963*	*3,976*	-	*9,939*
Staff training	*866*	*578*	-	*1,444*
Sundry	*5,249*	*3,499*	-	*8,748*
Governance costs	*3,600*	*2,400*	-	*6,000*
Irrecoverable VAT	*12,848*	*8,565*	-	*21,413*
Spektrix	*17,271*	*11,514*	-	*28,785*
	411,831	*274,554*	-	*686,385*

Governance costs included above comprise:

	2025 £	*2024 £*
Accountancy fees	**2,500**	*1,575*
Audit fee	**4,650**	*4,425*
Staff costs	**40,590**	*29,816*
	47,740	*35,816*

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11. Auditors' remuneration

	2025 £	*2024 £*
Fees payable to the Group's auditor for the audit of the Group's annual accounts	**4,650**	*4,425*
Fees payable to the Group's auditor in respect of:		
All non-audit services not included above	**2,500**	*2,175*

12. Staff costs

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Wages and salaries	**468,904**	*412,977*	**411,711**	*412,977*
Social security costs	**30,507**	*26,032*	**27,000**	*26,032*
Contribution to defined contribution pension schemes	**11,568**	*10,668*	**10,214**	*10,668*
	510,979	*449,677*	**448,925**	*449,677*

The average number of persons employed by the Company during the year was as follows:

	Group 2025 No.	*Group 2024 No.*	Company 2025 No.	*Company 2024 No.*
Marketing	**2**	*2*	**2**	*2*
Catering	**13**	*11*	**9**	*11*
Administrative staff	**8**	*9*	**8**	*9*
Technical staff	**3**	*3*	**3**	*3*
Theatre management staff	**1**	*1*	**1**	*1*
	27	*26*	**23**	*26*

No employee received remuneration amounting to more than £60,000 in either year.

The aggregate remuneration of the key management in the year amounted to £49,896 (2024 - £47,520).

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13. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 March 2025, no Trustee expenses have been incurred *(2024 - £NIL)*.

14. Tangible fixed assets

Group

	Freehold property £	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2024	**251,243**	**1,691,593**	**577,606**	**2,520,442**
Additions	**534,822**	**1,950**	**148,000**	**684,772**
At 31 March 2025	**786,065**	**1,693,543**	**725,606**	**3,205,214**
Depreciation				
At 1 April 2024	**-**	**513,609**	**305,925**	**819,534**
Charge for the year	**914**	**26,776**	**39,564**	**67,254**
At 31 March 2025	**914**	**540,385**	**345,489**	**886,788**
Net book value				
At 31 March 2025	**785,151**	**1,153,158**	**380,117**	**2,318,426**
At 31 March 2024	*251,243*	*1,177,984*	*271,681*	*1,700,908*

The freehold property has been refurbished and brought into use during the year.

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14. Tangible fixed assets (continued)

Company

	Freehold property £	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2024	**251,243**	**1,691,593**	**577,606**	**2,520,442**
Additions	**534,822**	**1,950**	**148,000**	**684,772**
At 31 March 2025	**786,065**	**1,693,543**	**725,606**	**3,205,214**
Depreciation				
At 1 April 2024	**-**	**513,609**	**305,925**	**819,534**
Charge for the year	**914**	**26,776**	**39,564**	**67,254**
At 31 March 2025	**914**	**540,385**	**345,489**	**886,788**
Net book value				
At 31 March 2025	**785,151**	**1,153,158**	**380,117**	**2,318,426**
At 31 March 2024	*251,243*	*1,177,984*	*271,681*	*1,700,908*

15. Stocks

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Bar and cafe stock	**5,626**	*5,162*	**5,626**	*5,162*

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16. Debtors

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Due within one year				
Trade debtors	**28,381**	*21,864*	**28,381**	*21,864*
Other debtors	**96,486**	*62,776*	**96,486**	*62,776*
Prepayments and accrued income	**114,760**	*219,377*	**114,760**	*219,377*
	239,627	*304,017*	**239,627**	*304,017*

17. Creditors: Amounts falling due within one year

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Other loans	**7,225**	*6,988*	**7,225**	*6,988*
Trade creditors	**379,984**	*459,253*	**379,984**	*459,253*
Amounts owed to group undertakings	**-**	*-*	**10,168**	*-*
Other taxation and social security	**9,326**	*51,212*	**9,326**	*51,212*
Other creditors	**36,345**	*37,316*	**36,345**	*37,316*
Accruals and deferred income	**230,354**	*177,572*	**230,354**	*177,572*
	663,234	*732,341*	**673,402**	*732,341*

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

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Other loans	**-**	*7,225*	**-**	*7,225*

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19. Financial instruments

	Group 2025 £	*Group 2024 £*	Company 2025 £	*Company 2024 £*
Financial assets				
Financial assets measured at fair value through income and expenditure	**667,874**	*880,123*	**667,874**	*880,123*

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

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20. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
Designated funds					
Property purchase	500,000	-	-	(500,000)	-
Askew Legacy	-	161,000	-	(161,000)	-
Schools Go Free project	-	20,000	-	41,874	61,874
	500,000	181,000	-	(619,126)	61,874
General funds					
General funds	1,573,847	1,428,588	(1,422,269)	926,279	2,506,445
Total Unrestricted funds	2,073,847	1,609,588	(1,422,269)	307,153	2,568,319
Restricted funds					
CF Playhouse Storytime	2,000	-	(2,000)	-	-
Northumberland County Council - lighting rig	74,797	-	-	(74,797)	-
Northumberland County Council 32 Bondgate Without	-	176,556	-	(176,556)	-
Main House Projector	-	55,800	-	(55,800)	-
R W Mann After School Cinema	-	1,000	(1,000)	-	-
	76,797	233,356	(3,000)	(307,153)	-
Total of funds	2,150,644	1,842,944	(1,425,269)	-	2,568,319

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20. Statement of funds (continued)

Statement of funds - prior year

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

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20. Statement of funds (continued)

Restricted funds:

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

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

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

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

Northumberland County Council 32 Bondgate Without - funding towards the refurbishment of 32 Bondgate Without.

Main House Projector - funding towards the purchase of a main house projector and associated equipment. Funding was received from the Rothley Trust (£800), the William Leech Trust (£5,000) and the Catherine Cookson Trust (£50,000).

William Leech Trust Main House Projector - funding towards the purchase of a main house projector and associated equipment.

Catherine Cookson Trust Main House Projector - funding towards the purchase of a main house projector and associated equipment.

R W Mann After School Cinema - funding towards provision of film screening for children after school hours.

Designated funds:

Hugonin Legacy - the £500,000 legacy received in the year ended 31 March 2023 was designated to fund the purchase of a property which is to be developed into artists' accommodation, creating meeting space and office space for rental. £251,243 was spent on the purchase of the property during the year ended 31 March 2024. The remaining £248,757 has been spent on refurbishment costs in the year to 31 March 2025.

Askew Legacy - the £161,000 donation received during the year was originally designated to the refurbishment of 32 Bondgate Without. At the end of the refurbishment there was £41,874 remaining in the fund which has been re-designated to the Schools Go Free project.

Schools Go Free project - aims to provide cultural experience for all local schools at minimal cost to the school.

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21. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Designated funds	**500,000**	**181,000**	**-**	**(619,126)**	**61,874**
General funds	**1,573,847**	**1,428,588**	**(1,422,269)**	**926,279**	**2,506,445**
Restricted funds	**76,797**	**233,356**	**(3,000)**	**(307,153)**	**-**
	2,150,644	**1,842,944**	**(1,425,269)**	**-**	**2,568,319**

Summary of funds - prior year

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

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	2,318,426	**2,318,426**
Current assets	913,127	**913,127**
Creditors due within one year	(663,234)	**(663,234)**
Total	2,568,319	**2,568,319**

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22. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

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

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

	Group 2025 £	*Group 2024 £*
Net income for the year (as per Statement of Financial Activities)	**417,675**	*37,223*
Adjustments for:		
Depreciation charges	**67,254**	*72,533*
Dividends, interests and rents from investments	**(11,418)**	*(27,728)*
Increase in stocks	**(464)**	*(1,156)*
Decrease/(increase) in debtors	**64,390**	*(222,009)*
(Decrease)/increase in creditors	**(69,344)**	*288,500*
Net cash provided by operating activities	**468,093**	*147,363*

24. Analysis of cash and cash equivalents

	Group 2025 £	*Group 2024 £*
Cash in hand	**667,874**	*880,123*
Total cash and cash equivalents	**667,874**	*880,123*

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25. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	**880,123**	**(212,249)**	**667,874**
Debt due within 1 year	**(6,988)**	**(237)**	**(7,225)**
Debt due after 1 year	**(7,225)**	**7,225**	**-**
	865,910	**(205,261)**	**660,649**

26. Contingent liabilities

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

27. Capital commitments

	Group 2025	*Group 2024*	Company 2025	*Company 2024*
	£	*£*	£	*£*
Contracted for but not provided in these financial statements				
Acquisition of tangible fixed assets	**-**	*130,192*	**-**	*130,192*

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28. Operating lease commitments

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2025 £	*Group 2024 £*	**Company 2025 £**	*Company 2024 £*
Not later than 1 year	**1,250**	-	**1,250**	*1,250*

The charitable company has a lease with Northumberland County Council to occupy part of the Playhouse building in Alnwick up until 2068. The lease is subject to rent reviews and the tenant may terminate the lease on or at any time after 12th January 2023 on giving not less than six months' notice. Consequently, although there are no plans to give notice, only six month's rent payments are disclosed.

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

	Group 2025 £	*Group 2024 £*	**Company 2025 £**	*Company 2024 £*
Operating lease rentals	**2,500**	-	**2,500**	*2,500*

29. Related party transactions

During the year, Alnwick District Playhouse Trust received membership fees of £267 (2024 - £520) from seven (2024 - three) Trustees or their close family members on a normal commercial basis.

During the year the Charity paid £3,968 (2024 - £150) for actors' accommodation to a business operated by the wife of one of the Trustees.

During the year a total of £20,238 donations (2024 - £nil) were received without conditions from the Trustees or their close family members.

There were no outstanding balances due to or from related parties as at 31 March 2025.

ALNWICK DISTRICT PLAYHOUSE TRUST

England & Wales - Charity number 1020404

Accounts

Docusign Envelope ID: 713920C8-E3A0-4DD2-B842-8E8002B8C5FB

Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Docusign Envelope ID: 713920C8-E3A0-4DD2-B842-8E8002B8C5FB

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

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

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024



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

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

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association, as amended on 29th July 2009.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Recruitment and appointment of new Trustees
The maximum number of Trustees, as stated by the Articles of Association, is twelve, and the minimum is six. This can be changed by the charity in the general meeting. The Articles of Association were altered on 29th July 2009 due to changes in local authority government.

Northumberland County Council (NCC) has the right to nominate a Trustee.

The Trustees can appoint Trustees as long as the number of Trustees does not exceed the maximum number.

Trustees are appointed to serve for a minimum of one year, and a maximum of four years, at the discretion of the appointing body. At the end of their term, they shall be eligible for reappointment.

Induction and training of new Trustees
New Trustees undergo an induction period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes and the recent financial performance of the charity. The Trustees meet key employees and other Trustees during this period.

Organisational Structure
The Board of Trustees meet regularly to review the organisation and its results and to discuss any relevant action required for the future.

Related parties
The entire building was purchased in February 2018 by Northumberland County Council. There is a covenant on the building which ensures that it is used for arts, cultural and community activities and events only.

Alnwick Town Council have committed financial funding to the charity and now have an observer on the board.

Risk Management
We have been aware of a need to ensure our risk register was updated and maintained. This is now the case and it will be reviewed at each board meeting. We are in the process of broadening the diversity of the board so that it better reflects contemporary society. By doing so we believe we will strengthen the board and ensure that we have a more transparent decision making process. It is now agreed that a more diverse board is better able to ask the right questions when supporting the management team in the running of the organisation. We now have a clear view of our financial situation and have improved the reporting process. A Finance Sub Committee is in place to allow greater scrutiny and support to the Head of Finance. We also have a board champion for Health and Safety and a dedicated member of staff to oversee the maintenance of proper records. Forward planning is focussed on establishing a sustainable organisation that has a wide variety of financial "pillars". We are aware that the current uncertainty that requires a "not all eggs in one basket" approach.

Objectives and Activities

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

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Our mission is;

- to continuously innovate to provide a rich & balanced mix of high-quality professional touring drama, music, dance and film that is informed by our rural demographic

- to establish a wide programme of participative activities reflected through the arts forms we present, following the ethos which drives our work "If you can experience it, you can do it".

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

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

Our programme aims to:

• Promote all aspects of artistic activity to the Alnwick community, and surrounding areas

• Present a high quality & diverse programme of live & digital artistic performances, including theatre, music, film, dance, community and young peoples' activities, and live streaming

• Present a gallery programme of professional art

• Use the studio theatre space to programme and test a range of work for children and young people, collaborating with professional artists

• Respond to community needs, providing a creative space for community activities including performance, rehearsals, meeting space and storage. We host Playhouse Youth Theatre (3 weekly groups), Alnwick Theatre Club, Alnwick Stage Musical Society, Playhouse Community Choir, Playhouse Community Band, Alnwick Choral Society, Alnwick Music Society, our local schools and a dance group for over 50's.

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

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

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

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

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

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

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

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

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

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

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

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



Snow White Christmas 2023

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

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

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

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

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

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

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

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

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

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Playhouse cheese platter and our champagne and canapes offer

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

Act 1 & Act 2 7-11 years

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

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

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

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Quote from a parent:

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

Act 3 11-13 years

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

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

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



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Parent Feedback

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

Young Company 14-19 years

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



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

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

Development

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

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

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

Building capacity in the sector



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

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

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

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Playhouse Gallery



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

Newsletter and audience communications

Developing Audiences

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

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

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

Newsletter

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

Website

The Playhouse website launched in October 2023. The website has a fresh new professional look and has improved awareness of the activity that happens at the Playhouse, the products we sell and streamline processes within the business. This includes a page dedicated to schools, to facilitate school bookings, booking systems for food & drink facilities and room hire. Website development is continuing with a focus on facilitating tourist audiences and those looking to make last minute plans to visit.

Social Media

We continue to have a social media presence on Facebook, Instagram and Twitter. Our social media following is continually increasing with over 400 new followers across Facebook and Instagram. Facebook remains our most popular social media channel achieving a reach of 362,900 up from 267,951 last year. Instagram engagement has also improved with a reach of 13,200 this year, compared with 9,503 the year previous. We have explored using TikTok but have not yet made the leap to using the platform, due to the time commitment that would be required to produce regular content.

Staff Resource

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

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

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

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

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

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

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

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

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

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

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

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

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

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

Fundraising

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

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

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

We are very grateful to the following for their support in this year;
Northumberland County Council (NCC)
Alnwick Town Council
The Barbour Foundation
The Hedley Denton Charitable Trust
The Butler Ember Charity
Film Hub North
The Joseph Strong Frazer Trust
The Hadrian Trust
The WA Handley Charitable Trust
The Sir James Knott Trust
Percy Family Fund at Community Foundation Tyne & Wear and Northumberland

Friends and Front Row

We had over 220 Friends and Front Row members supporting the Playhouse this year with attendance remaining high at events and also good uptake of cafe/bar encouraged by their discounts. Members booked over 3,000 tickets this year spending approximately £35,000 and over 1,260 purchases at the cafe and bar since our new till system was installed in October 2023 (data on this will become more accurate with further use and launch of the new membership scheme).
Response to the announcement of a new membership scheme has been very positive with many current members eager to move to the new scheme when available. Current members will be offered the chance to trial the new scheme in 2024 with Front Row moving to 'Benefactors' and Friends moving to 'Playhouse Members'.
The new scheme will see the introduction of the ability to auto renew memberships, allowing for a smoother renewal process and the options to spread the cost across the year for those who wish.

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

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

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

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

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

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

Going Concern

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

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

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

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

Should the assumption about ongoing support from NCC be incorrect then the Charitable Company would become insolvent and the assumption about it being a going concern would not be appropriate. In such circumstances the carrying value of assets would have to be reconsidered and would be likely to have to be reduced. Given the positive nature of the above discussions, the opinion of the Trustees

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

Reserves Policy
The Trust operates with only limited financial resources and is able to set aside only a limited contingency fund. The majority of any surplus is re-invested in the programme of charitable activities and the physical development of the Playhouse.

The calculation of free reserves is based on the definition included in the charity statement of recommended practice (SORP), which provides recommendations for accounting and reporting for charities. Resulting from this, the Trustees consider it would be appropriate to hold the equivalent of three months' overhead costs, which would equate to £172K in free reserves. The Trustees keep the reserves policy under continuous review and will revise as and when circumstances dictate.

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

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

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

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

This report was approved by the Trustees on 15 November 2024 and signed on their behalf by:

Signed by:
11C449DC641F40C...

C M Sayers

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

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

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Approved by order of the members of the board of Trustees on 15 November 2024 and signed on its behalf by:

Signed by:



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C M Sayers

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

Opinion

We have audited the financial statements of Alnwick District Playhouse Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

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Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

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To address the risk of fraud through management bias and override of controls, we: -
- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the notes to the financial statements are indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but are not limited to: -
- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, The Charity Commission and the Charity's legal advisors.

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

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Detlev Anderson
8228AFA7794A4DC...

Detlev Anderson (Senior statutory auditor)
for and on behalf of
Kinnair Associates Limited
Chartered Accountants
Registered Auditors
Aston House
Redburn Road
Newcastle upon Tyne
NE5 1NB

11 December 2024

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

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

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

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

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

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 02567793

BALANCE SHEET
AS AT 31 MARCH 2024

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

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BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 15 November 2024 and signed on their behalf by:

Signed by:
11C449DC641F40C...

C M Sayers

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

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

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

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

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1. General information

Alnwick District Playhouse Trust is a private company limited by guarantee incorporated in England and Wales, company registration number: 02567793 and charity number: 1020404. The members of the company are the Trustees named on page one. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Alnwick District Playhouse Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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

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2. Accounting policies (continued)

2.2 Going concern

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

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

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

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

Should the assumption about ongoing support from NCC be incorrect then the Charitable Company would become insolvent and the assumption about it being a going concern would not be appropriate. In such circumstances the carrying value of assets would have to be reconsidered and would be likely to have to be reduced. Given the positive nature of the above discussions, the opinion of the Trustees is that the going concern basis remains appropriate, and the financial statements have been approved on that basis.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

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

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

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2. Accounting policies (continued)

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives .

Depreciation is provided on the following bases:

Freehold property	- 2% straight line on completion of project
Long-term leasehold property	- straight line over lease term to 8 February 2068
Fixtures and fittings	- 15% reducing balance

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

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2. Accounting policies (continued)

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

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

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3. Income from donations and legacies (continued)

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

	Restricted funds 2023 £	*Unrestricted funds 2023 £*	*Total funds 2023 £*
Donations - individuals and small groups	*-*	*18,879*	*18,879*
Grants	*22,907*	*68,325*	*91,232*
Charity foundations and other charities	*-*	*541,750*	*541,750*
	22,907	*628,954*	*651,861*

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

4. Income from charitable activities

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

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4. Income from charitable activities (continued)

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

5. Fundraising income

Income from fundraising events

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

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

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5. Fundraising income (continued)

Income from non charitable trading activities

	Unrestricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Trading income - Coffee shop	169,979	**169,979**	-

6. Investment income

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

	Unrestricted funds 2023 £	*Total funds 2023 £*
Bank interest receivable	*3,138*	*3,138*

7. Other incoming resources

	Unrestricted funds 2024 £	Total funds 2024 £
Theatre tax relief	104,696	**104,696**
Insurance proceeds	168,029	**168,029**
	272,725	**272,725**

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7. Other incoming resources (continued)

	Unrestricted funds 2023	*Total funds 2023*
	£	*£*
Theatre tax relief	*41,394*	*41,394*
Insurance proceeds	*1,094*	*1,094*
	42,488	*42,488*

8. Expenditure on raising funds

Costs of raising voluntary income

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

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8. Expenditure on raising funds (continued)

Costs of raising voluntary income (continued)

	Unrestricted funds 2023 £	*Total funds 2023 £*
Fundraising	*12,548*	*12,548*

Other trading expenses

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

9. Analysis of expenditure on charitable activities

Summary by fund type

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

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9. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

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

10. Analysis of expenditure by activities

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

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

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10. Analysis of expenditure by activities (continued)

Analysis of direct costs

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

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

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10. Analysis of expenditure by activities (continued)

Analysis of support costs

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

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10. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

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

Governance costs included above comprise:

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

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11. Auditors' remuneration

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

12. Trustees' remuneration and expenses

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

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

13. Staff costs and remuneration

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

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

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

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

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

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14. Tangible fixed assets

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

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

15. Stocks

	2024 £	*2023 £*
Bar and cafe stock	**5,162**	*4,006*

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16. Debtors

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

17. Creditors: Amounts falling due within one year

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

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

	2024 £	2023 £
Other loans	**7,225**	*14,213*

19. Financial instruments

	2024 £	2023 £
Financial assets		
Financial assets measured at fair value through income and expenditure	**880,123**	*981,667*

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

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20. Statement of funds

Statement of funds - current year

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

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20. Statement of funds (continued)

Statement of funds - prior year

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

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20. Statement of funds (continued)

Restricted funds:

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

Refurb18-19 represents donations given in respect of the renovation and redevelopment of the Playhouse. The refurbishment project is now complete and therefore the funds have been transferred from restricted to unrestricted.
CF Playhouse Storytime - funding for transport costs for schools and provision of books for storytime sessions at Alnwick Library

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

ACE Christmas Production - Funding for Christmas 2021 and 2022 productions.

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

Designated funds:

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

21. Summary of funds

Summary of funds - current year

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

Docusign Envelope ID: 713920C8-E3A0-4DD2-B842-8E8002B8C5FB

21. Summary of funds (continued)

Summary of funds - prior year

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

22. Analysis of net assets between funds

Analysis of net assets between funds - current period

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

Analysis of net assets between funds - prior period

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

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

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

24. Analysis of cash and cash equivalents

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

25. Analysis of changes in net debt

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

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26. Contingent liabilities

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

27. Capital commitments

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

28. Operating lease commitments

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

	2024 £	*2023* *£*
Not later than 1 year	**1,250**	*1,250*

The charitable company has a lease with Northumberland County Council to occupy part of the Playhouse building in Alnwick up until 2068. The lease is subject to rent reviews and the tenant may terminate the lease on or at any time after 12th January 2023 on giving not less than six months' notice. Consequently, although there are no plans to give notice, only six month's rent payments are disclosed.

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

	2024 £	*2023* *£*
Operating lease rentals	**2,500**	*(10,312)*

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29. Related party transactions

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

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

30. Post balance sheet events

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

ALNWICK DISTRICT PLAYHOUSE TRUST

England & Wales - Charity number 1020404

Accounts

Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

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

Trustees

C M Sayers, Chairman
N Luke
R Styring
M Allenby
P J Gregory
J Spence
R C Dale (resigned 28 March 2023)
L Hetherington
P M Stuckey
J Embley
G Castle

Company registered number

02567793

Charity registered number

1020404

Registered office

The Playhouse
Bondgate Without
Alnwick
Northumberland
NE66 1PQ

Artistic Director

D Cruden

Independent Auditors

Kinnair Associates Limited
Chartered Accountants
Registered Auditors
Aston House
Redburn Road
Newcastle upon Tyne
NE5 1NB

Bankers

HSBC Bank plc
1 New Market
Morpeth
Northumberland
NE61 1PX

Barclays Bank plc
20 Bondgate Within
Alnwick
Northumberland
NE66 1TF

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023



The Trustees present their annual report together with the financial statements for the year ended 31 March 2023.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association, as amended on 29th July 2009.

Recruitment and appointment of new Trustees
The maximum number of Trustees, as stated by the Articles of Association, is twelve, and the minimum is six. This can be changed by the charity in the general meeting. The Articles of Association were altered on 29th July 2009 due to changes in local authority government.

Northumberland County Council has the right to nominate a trustee.

The Trustees can appoint Trustees as long as the number of Trustees does not exceed the maximum number.

Trustees are appointed to serve for a minimum of one year, and a maximum of four years, at the discretion of the appointing body. At the end of their term, they shall be eligible for reappointment.

Induction and training of new Trustees
New Trustees undergo an induction period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes and the recent financial performance of the charity. The Trustees meet key employees and other Trustees during this period.

Organisational structure
The Board of Trustees meet regularly to review the organisation and its results and to discuss any relevant action required for the future.

Related parties
The entire building was purchased in February 2018 by Northumberland County Council. There is a covenant on the building which ensures that it is used for Arts Cultural and community activities and events only.

Alnwick Town Council have committed financial funding to the charity and now have a representative on the board.

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

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

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

Our mission is:

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

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

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

Our programme aims to:

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

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

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

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

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

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

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

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

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

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

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

Youth Theatre

April 2022 – March 2023

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

April to July Summer Term

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

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

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

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



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

September to December – Autumn/Winter Term

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

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

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

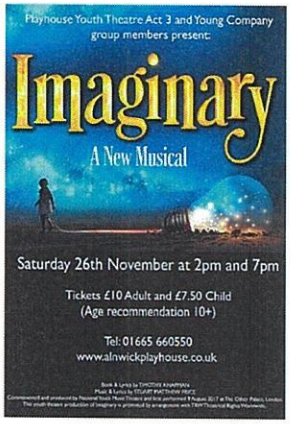
We also introduced 2 new bursaries at 50% and 75% reduction for low-income families. Evidence is required and these places are limited to 15% of the group size.

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

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

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

Act 3 age 11-13 'Imaginary'



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

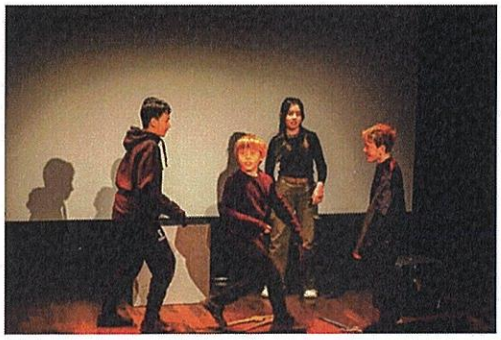
This was a full-length musical with 2 acts and a lot of work for the children. Set Sound and Lighting design by Andy and the team. The costumes were hired and an MD and Choreographer commissioned. We sold 149 tickets for this production.

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

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

Spring Term January- March





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





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

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

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

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

Building capacity in the sector



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

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

Newsletter and audience communications

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

Cinema Survey

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

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

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

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

5% of respondents prefer a weekend for cinema

65% of respondents attend the cinema as a couple

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

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

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

45% of our respondents don't use social media

Newsletter

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

Website

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

Social Media

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

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

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

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

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

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

Health and safety
6 accident report forms completed during the year.
3 incidents involved people being taken to hospital as a precaution just to be checked over. Each of these was a fainting spell.

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

Report Fundraising 2022/23
This was an unusually good year for attracting grant funding for the Playhouse, mainly due to the awareness of need for the sector following the impact of Covid-19.
In this financial year, we received core grants from;

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

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

Regular funding grants from Alnwick Town Council and Northumberland County Council

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

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

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

Other Trusts and Foundations/local funders

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

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

Friends and Front Row CM
We have over 200 current members currently enrolled on our Friends of the Playhouse memberships. Many of these are long-standing supporters but we also have 83 members who are new to the scheme.
We have 27 Front Row members who continue to support us with higher level donations in addition to their regular attendance at a variety of our performances and screenings.
Membership benefits have now been increased (in line with a January price increase) to include a 10% discount at the Playhouse Kitchen and Bar alongside ongoing discounts to film screenings and live events. We have also introduced improved functionality to 'gift' a membership to someone else ahead of our new membership scheme launching to maximise opportunities for increased numbers going into the festive season. This will be available both online or for purchase via the Box Office in addition to our Playhouse Gift Vouchers.

Public Benefit Statement
In developing the objectives for the year and in planning activities, the Trustees have considered the Charity Commission's general guidance on public benefit, including the guidance on public benefit and fee charging. The programme is planned to cover the widest range of artistic activities, to appeal to all sections of the community, and aims to provide entertainment for audiences with widely differing tastes. One of the guiding principles of the original Trustees was that the Playhouse would be for all the community and that its remit would never be elitist. That principle holds as true today as it did in 1990. The programme is made accessible to all, including those on low incomes, through a proactive pricing

structure. Tickets range from as little as £6 to £25 for the larger professional productions. Workshop fees begin at £2.50 per session and there is free access to the exhibitions in the gallery and some Pay What You Decide performances.

Charitable Activities Not in 2023
The Playhouse continues to be at the heart of the Alnwick town and district community as a vibrant arts centre with both a cinema and live performance venue.

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

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

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

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

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

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

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

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

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

As a consequence, in the opinion of the Trustees, the going concern basis remains appropriate and the financial statements have been prepared on that basis, which assumes that the charitable company will continue in operation for the foreseeable future.

Reserves Policy
The Trust operates with only limited financial resources and is able to set aside only a limited contingency fund. The majority of any surplus is re-invested in the programme and development of the Playhouse.

The calculation of free reserves is based on the definition included in the charity statement of recommended practice (SORP), which provides recommendations for accounting and reporting for charities. Resulting from this, the Trustees considered it would be appropriate to hold the equivalent of 3 months' overhead costs due to the potential impact on charitable activities caused by the cost of living crisis, which would equate to holding approximately £158K in free reserves. The Trustees keep the reserves policy under continuous review, and will revise as and when circumstances dictate.

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

Investment policy and powers
The Trustees are able to invest and deal with monies of the company not immediately required in such a manner as they may from time to time determine. This is an issue dealt with by the Finance committee in the first instance and then presented to the Board for approval.

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

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

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

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

We are developing 10 pillars of income:

1. Event sales; we feel there is still room for some growth here, the extra cinema screenings are already improving our income. We now have doubled our marketing team to 2 in order to drive sales. There is also potential through partnership to produce work that could bring a new streams of income through production creation into the organisation. Currently £150,000 but we believe we can achieve £200,000.
2. Subsidiary sales; we know the cafe and bar can deliver higher sales and better margins, we are developing the offers. An eventual contribution of £60,000+.
3. Room hire for a wide range of purposes; we have just secured a long regular hire that will give us £35k p/a extra income, we believe we can utilise our spaces better to generate extra income. Alongside this investigate ways of further developing the site to offer greater possibilities to earn income. £50,000+ .
4. Accommodation offer; the purchase of 32 Bondgate gives us the opportunity to rent overnight accommodation to artists and public. This could potentially be operational within 12 to 18 months. The target is £25,000+.
5. A new membership scheme; We are targeting a total of 1500 members in the next 3 years paying £60 per annum plus depending on the level. This would ultimately represent £90,000+
6. Improve donations from members; this has great potential and would attract gift aid. Target £30,000+.
7. Pay it forward scheme; to subsidise young people's attendance and theatre activities, we have trialled this and know it has greater potential. Target is 10% of ticket buyers giving £5 each to raise £25,000.
8. Residential activity; with the ground floor of 32 Bondgate available for extra office and a creative space we can offer residential possibilities for other creative companies. We have interest from at least two partnership companies. £5,000+.
9. Increasing income from theatre hire; for special events such as dance school presentations, we now have 3 schools currently hiring the space over 5 events each £12,000+.
10. Continued grant support; from NCC and the Town council and trusts and foundations. £100,000+.

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

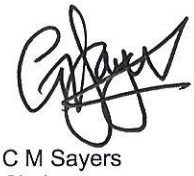
We will use the Hugonin Trust money to develop 32 Bondgate, this process is already underway. Our new membership offer is due to be rolled out in Autumn 2023.

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

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

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

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



C M Sayers
Chair

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

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

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

C M Sayers
Chair

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

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

Other matters

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Detlev Anderson (Senior statutory auditor)
for and on behalf of
Kinnair Associates Limited
Chartered Accountants
Registered Auditors
Aston House
Redburn Road
Newcastle upon Tyne
NE5 1NB

18 December 2023

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

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

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

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

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

BALANCE SHEET
AS AT 31 MARCH 2023

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 18 December 2023 and signed on their behalf by:

C M Sayers
Chair

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

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

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

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

1. General information

Alnwick District Playhouse Trust is a private company limited by guarantee incorporated in England and Wales, company registration number: 02567793 and charity number: 1020404. The members of the company are the Trustees named on page one. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Alnwick District Playhouse Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

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

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

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

As a consequence, in the opinion of the Trustees, the going concern basis remains appropriate and the financial statements have been prepared on that basis, which assumes that the charitable company will continue in operation for the foreseeable future.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs and costs relating to the governance of the charitable company.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold property	- straight line over lease term to 8 February 2068
Fixtures and fittings	- 15% reducing balance

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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

3. Income from donations and legacies

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

	Restricted funds 2022 £	*Unrestricted funds 2022 £*	*Total funds 2022 £*
Individuals and small groups	*1,711*	*40,931*	*42,642*
Grants	*48,872*	*58,325*	*107,197*
Covid grants and support	-	*130,805*	*130,805*
Charity foundations and other charities	-	*52,785*	*52,785*
	50,583	*282,846*	*333,429*

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

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

4. Income from charitable activities

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

4. Income from charitable activities (continued)

	Unrestricted funds 2022 £	*Total funds 2022 £*
Income from charitable activities - Professional events and activities	*161,616*	*161,616*
Income from charitable activities - Community events and activities	*67,365*	*67,365*
Sundry other income	*11,230*	*11,230*
	240,211	*240,211*

5. Fundraising income

Income from fundraising events

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

	Unrestricted funds 2022 £	*Total funds 2022 £*
Friends of the Playhouse subscriptions	*6,500*	*6,500*
Front row scheme	*5,720*	*5,720*
Youth theatre subscriptions	*2,233*	*2,233*
Choir subscriptions	*1,750*	*1,750*
	16,203	*16,203*

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

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £
Bank interest receivable	3,138	**3,138**

	Unrestricted funds 2022 £	*Total funds 2022 £*
Bank interest receivable	*366*	*366*

7. Other incoming resources

	Unrestricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Theatre tax relief	41,394	**41,394**	-
Insurance proceeds	1,094	**1,094**	-
	42,488	**42,488**	-

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2023 £	Total funds 2023 £
Fundraising	12,548	**12,548**

8. Expenditure on raising funds (continued)

	Restricted funds 2022	*Unrestricted funds 2022*	*Total funds 2022*
	£	£	£
Fundraising	*5,774*	*7,463*	*13,237*

9. Analysis of expenditure on charitable activities

Summary by fund type

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

	Restricted funds 2022	*Unrestricted funds 2022*	*Total 2022*
	£	£	£
Professional events and activities	*91,638*	*355,356*	*446,994*
Community events and activities	*19,717*	*213,397*	*233,114*
	111,355	*568,753*	*680,108*

10. Analysis of expenditure by activities

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

	Activities undertaken directly 2022 £	*Support costs 2022 £*	*Total funds 2022 £*
Professional events and activities	*145,563*	*301,431*	*446,994*
Community events and activities	*32,158*	*200,956*	*233,114*
	177,721	*502,387*	*680,108*

Analysis of direct costs

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

10. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Professional events and activities 2022	*Community events 2022*	*Total funds 2022*
	£	*£*	*£*
Bar & cafe purchases	*3,705*	*2,471*	*6,176*
Artistes fees	*110,064*	*26,638*	*136,702*
Theatre technicians	*4,664*	*3,049*	*7,713*
Film hire and programming	*27,130*	-	*27,130*
	145,563	*32,158*	*177,721*

Analysis of support costs

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

10. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Professional events and activities 2022 £	*Community events 2022* £	*Total funds 2022* £
Depreciation	*43,038*	*28,692*	*71,730*
Staff costs	*122,546*	*81,698*	*204,244*
Premises	*69,257*	*46,172*	*115,429*
Legal and professional	*2,931*	*1,954*	*4,885*
Finance costs	*8,717*	*5,812*	*14,529*
Repairs	*7,366*	*4,910*	*12,276*
Insurance	*4,302*	*2,868*	*7,170*
Advertising	*4,794*	*3,196*	*7,990*
Staff training	*284*	*190*	*474*
Sundry expenses	*3,149*	*2,100*	*5,249*
Governance costs	*18,291*	*12,194*	*30,485*
Irrecoverable VAT	*8,778*	*5,852*	*14,630*
Spektrix	*7,978*	*5,318*	*13,296*
	301,431	*200,956*	*502,387*

Governance costs included above comprise:

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

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

11. Auditors' remuneration

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

12. Staff costs and remuneration

Staff costs comprise:

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

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

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

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

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

13. Trustees' remuneration and expenses

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

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

14. Tangible fixed assets

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

15. Stocks

	2023 £	*2022 £*
Bar and cafe stock	**4,006**	*491*

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

16. Debtors

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

17. Creditors: Amounts falling due within one year

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

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

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

	2023 £	2022 £
Other loans	**14,213**	*22,247*

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

19. Financial instruments

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

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

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

20. Statement of funds

Statement of funds - current year

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

20. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	*Income* £	*Expenditure* £	*Balance at 31 March 2022* £
Unrestricted funds				
Designated funds				
Refurbishment	*103,000*	-	-	*103,000*
General funds				
General funds	*1,071,079*	*539,626*	*(576,216)*	*1,034,489*
Total Unrestricted funds	*1,174,079*	*539,626*	*(576,216)*	*1,137,489*
Restricted funds				
Community Foundation	*999*	-	*(999)*	-
Youth Theatre	*844*	-	*(844)*	-
Catalyst	*5,774*	-	*(5,774)*	-
Refurb 18-19	*777,010*	*1,000*	*(51,547)*	*726,463*
ACE Christmas Production	*37,034*	*48,872*	*(57,254)*	*28,652*
Winter heating costs, open door	-	*711*	*(711)*	-
	821,661	*50,583*	*(117,129)*	*755,115*
Total of funds	*1,995,740*	*590,209*	*(693,345)*	*1,892,604*

Restricted funds:

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

Youth Theatre represents public donations given in support of the Youth Theatre.

Catalyst represents Arts Council England funding for the training and development of our fundraising and diversifying our income streams.

Refurb18-19 represents donations given in respect of the renovation and redevelopment of the Playhouse.

ACE Christmas Production - Funding for Christmas 2021 and 2022 productions.

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

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

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

21. Summary of funds

Summary of funds - current year

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

21. Summary of funds (continued)

Summary of funds - prior year

	Balance at 1 April 2021 £	*Income* £	*Expenditure* £	*Balance at 31 March 2022* £
Designated funds	*103,000*	-	-	*103,000*
General funds	*1,071,079*	*539,626*	*(576,216)*	*1,034,489*
Restricted funds	*821,661*	*50,583*	*(117,129)*	*755,115*
	1,995,740	*590,209*	*(693,345)*	*1,892,604*

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

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

Analysis of net assets between funds - prior year

	Restricted funds 2022 £	*Unrestricted funds 2022* £	*Total funds 2022* £
Tangible fixed assets	*702,107*	*779,688*	*1,481,795*
Current assets	*53,008*	*711,307*	*764,315*
Creditors due within one year	-	*(331,259)*	*(331,259)*
Creditors due in more than one year	-	*(22,247)*	*(22,247)*
Total	*755,115*	*1,137,489*	*1,892,604*

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

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

24. Analysis of cash and cash equivalents

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

25. Analysis of changes in net debt

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

26. Contingent liabilities

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

27. Operating lease commitments

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

	2023	*2022*
	£	*£*
Not later than 1 year	**1,250**	*14,873*

The charitable company has a lease with Northumberland County Council to occupy part of the Playhouse building in Alnwick up until 2068. The lease is subject to rent reviews and the tenant may terminate the lease on or at any time after 12th January 2023 on giving not less than six months' notice. Consequently, although there are no plans to give notice, only six month's rent payments are disclosed.

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

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

28. Related party transactions

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

29. Post balance sheet events

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

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

ALNWICK DISTRICT PLAYHOUSE TRUST

England & Wales - Charity number 1020404

Accounts

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

ADPT tru Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2022

Trustees

C M Sayers, Chairman
N Luke
R Styring
M Allenby
P J Gregory
J Spence
R C Dale
L Hetherington
P M Stuckey
J Embley
G Castle

Company registered number

02567793

Charity registered number

1020404

Registered office

The Playhouse
Bondgate Without
Alnwick
Northumberland
NE66 1PQ

Artistic Director

J Potts (resigned 18 December 2021)
D Cruden (appointed 30 November 2021)

Independent Examiners

Kinnair Associates Limited
Chartered Accountants
Aston House
Redburn Road
Newcastle upon Tyne
NE5 1NB

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Bankers

HSBC Bank plc
1 New Market
Morpeth
Northumberland
NE61 1PX

Barclays Bank plc
20 Bondgate Within
Alnwick
Northumberland
NE66 1TF

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022



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The Trustees present their annual report together with the financial statements for the year ended 31 March 2022.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association, as amended on 29th July 2009.

Recruitment and appointment of new Trustees

The maximum number of Trustees, as stated by the Articles of Association, is twelve, and the minimum is six. This can be changed by the charity in the general meeting. The Articles of Association were altered on 29th July 2009 due to changes in local authority government.

Northumberland County Council has the right to nominate a trustee.

The Trustees can appoint Trustees as long as the number of Trustees does not exceed the maximum number.

Trustees are appointed to serve for a minimum of one year, and a maximum of four years, at the discretion of the appointing body. At the end of their term, they shall be eligible for reappointment.

Induction and training of new Trustees

New Trustees undergo an induction period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes and the recent financial performance of the charity. The Trustees meet key employees and other Trustees during this period.

Organisational structure

The Board of Trustees meet regularly to review the organisation and its results and to discuss any relevant action required for the future.

Related parties

The entire building was purchased in February 2018 by Northumberland County Council. There is a covenant on the building which ensures that it is used for Arts Cultural and community activities and events only.

Alnwick Town Council have committed financial funding to the charity and now have a representative on the board.

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Risk management

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. A risk register has been established and is updated annually. Action, systems and procedures have been enacted and put in place to mitigate those risks. Management accounts, including cashflow and profit and loss forecasts are prepared monthly, and the performance of the trust is monitored regularly by the entire board. Potential risks and threats are monitored constantly.

The current significant risk is the continued impact of Covid-19 on audience attendance and the impending recession. The company is improving the means by which we report our ongoing financial situation so that we have a clear picture of our current financial situation against the budget. The improved ability to monitor income against expenditure will allow us to react in a timely manner. We are also keen to maintain ticket prices at last year's level and we are encouraging early booking through a series of offers. Although Covid-19 is no longer as relevant we are still aware of the ongoing impact it has had on audience levels. The building still has notices concerning hygiene and encouraging people to give each other space where practical.

Increased costs are of concern to us. The increase in the costs of gas and electricity is considerable and we will be applying to The Energy Bill Relief scheme for support and we are actively encouraging reduction of energy. We will continue with our plans to replace our tungsten lamps for LED as a means of reducing our power consumption. Fuel and accommodation costs have risen significantly and the impact on artists traveling to our community to perform is noticeable, some artists have withdrawn citing this as a reason for not being able to bring their work to the Playhouse. We are attempting to assist artists in finding better value accommodation and where possible programming work in coordination with other venues on route to and from Alnwick.

OBJECTIVES AND ACTIVITIES

Our vision is to enrich the life of the community through diverse and cultural experiences, to enhance and inspire everyday life. Our purpose is to be a thriving and successful artistic, cultural, and community venue, and to be a hub to support local artists, both professional and amateur, with performance space and resources.

We aim to be perceived as a friendly and vibrant environment where people are respected, valued and take part in rewarding experiences. Considerate, skilled staff maintain a strong professional work ethic in order to inspire our volunteers to participate and share our vision.

The Playhouse brings together local people, volunteers and patrons, with artistic communities everywhere from professional, semi-professional and amateur backgrounds. It is this diverse mix of communities which ensures this small-scale arts centre remains rooted in place and identity.

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Auditorium Programme – Artistic Aim

- To programme diverse, cultural, well produced, live performances of high-quality drama, music, dance and film to engage, challenge, inspire and entertain our local audiences.
- To balance the programme, showcasing 60% professional work from artists predominantly supported by Arts Council England, with 40% of community amateur performances and showcases.
- To offer a programme of global interest which includes live and recorded streamed broadcasts of drama, dance, music from world-class artists and organisations to promote artistic excellence.
- To provide an arts development programme which aims to support and showcase new work by emerging artists, whilst encouraging collaboration between professional artists and our creative community.

Community Programme

- We serve the local community by offering facilities for local arts groups to rehearse, present and co-produce productions.
- Local community groups provide approximately forty per cent of live performances at the Playhouse. These include: the Alnwick Theatre Club, the Alnwick Stage Musical Society, the Playhouse Community Choir, the Playhouse Concert Band, the Alnwick Choral Society, the Playhouse Youth Theatre and local schools.

Significant Activities

In reopening our auditorium it would have been understandable to rush to return to full houses, but we decided to focus on building patron confidence following an extended closure due to the pandemic. We restarted our programme in July 2021 and then at a much reduced rate, running film Thursday, Friday and Saturday at 50% capacity for July and August. We also ran some rescheduled family live shows.

In August we launched our Autumn programme covering September, October, November and December and this programme was on sale without social distancing but with Covid-19 secure measures in place which continue under constant review.

We launched the new season brochure with a special Preview evening which attracted an enthusiastic audience to listen to Manager Jo Potts introduce special guests from the season ahead with drinks in the bar afterwards.

After ten years of managing the Playhouse Jo Potts stepped down and October was the month for recruitment with adverts in The Guardian, Arts Professional and on the website. We were delighted to announce that Damian Cruden took up post as Artistic Director in November for a four week handover period with Jo Potts.

The autumn programme saw the Playhouse run 57 events, mostly evening but some matinee performances of LIVE events which attracted over 6,337 audience members. Some of the

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shows were eagerly awaited Covid-19 postponed shows such as the community production Alnwick Stage Musical Society with the rescheduled Jesus Christ Superstar. There was professional comedy with Mark Thomas and Simon Brodkin, professional dance and sell-out music evenings with Kathryn Tickell, Simon and Garfunkle and Ralph McTell.

The film programme ran 19 events which attracted 1,830 movie goers back to the Playhouse over this quarter with the most anticipated event being James Bond, No Time To Die.

Building customer confidence to come back to the Playhouse continued to be a priority in the communications with patrons. A full page in the brochure about how we have a Covid-19 booking policy which makes it easy for patrons to change tickets. Also, on our website advising of the measures in place in our building such as how we are incredibly lucky to have open-plan, well-ventilated foyer spaces.

The Vikings Christmas show went well being a first in-house production running throughout December and over Christmas. Audience numbers were pleasing. AP has historically closed over the Christmas period, so are keen to develop this new offer as part of its programming calendar in future years.

We were closed throughout most of January to facilitate building works that were outstanding from the refurbishment 2019. We recommenced our programme on the 24th January with the Choir and band attending rehearsals.

The programme of work slowly returned towards pre-pandemic levels, attendance was reasonable and we moved over the final quarter to a wider offer with Duchess High School Musical production, Monocle dance, stand up, Alnwick Music society and folk music, Feast Of Fiddles returning live performance to the building as well as a broad Cinema programme. Inevitably Cinema was easier to programme at that time as live work still remained hard to find.

The studio had several events, Kate Humble was interviewed by Helen Stanton from the Accidental Bookshop, for which we had a full house. We had some storytelling sessions in partnership with the Library eg Jack Meggitt-Phillips and more events are planned. Theatre Sans Frontieres brought their production of The Speckled Band to the studio, this was the first piece of drama in the studio since reopening, again, a sell out and much enjoyed.

The Youth Theatre returned to sessional workshops and although still lower in number than we would have desired, attendance built throughout the season. They had sharing sessions with family and friends, again well attended and much enjoyed in the new studio.

The Playhouse supported Emma Dunn of Dansformation to create a series of creative dance/movement sessions, delivered outdoors at Howick Cricket ground in August 21. The aim was to continue the work that Dansformation started in the Studio Hub at the Playhouse for young children. There was a sharing to invited family and friends as opposed to a paid ticketed performance.

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Artist in Residence week in Studio Hub

Fully Booked Theatre Company spent one week in residence in the Playhouse Studio Hub in August to develop their current work How Long is a Piece of String. The week included two workshop days which engaged with families introducing them to the characters of String and Strong using their new interactive musical technology.



"Thank you so much for supporting the development of our show, How Long is a Piece of String? You played such a huge role in bringing this work to fruition, from helping us engage with local children and families, to ensuring they had a wonderful time by playing musical statues with them in the lobby! It was a pleasure to work with you and your brilliant team who all made us feel so welcome. The volunteers, technical team, and front of house all gave us such a warm welcome yesterday."

Jen Essex from Fully Booked Theatre Company

Made in the North East Dance commission – The Monocle by Rendezvous Dance

THE MONOCLE is a new dance performance by the celebrated, award- winning choreographer Mathieu Geffré. There was a workshop opportunity at the Studio Hub to join the cast of 6 outstanding queer performers and participate in a flash mob style performance. One of our regular dance groups took up the workshop and participated in the show at the Playhouse in February 2022.
Generally, an improved cinema offer has also allowed for new attendees.

The Playhouse Youth Theatre started again on Saturday September 11th for rehearsals for a Christmas Show linked to the professional main stage production, A Viking Christmas. The Youth Theatre had the opportunity to create their own show performed early in December on the main stage on top of the professional stage set of the wonderful new production, *A Viking Christmas,* as well as engage with the writer Gary Kitching.

This exciting new opportunity to link up with professional writers, actors and directors was possible due to A Viking Christmas being co-produced by Alnwick Playhouse and Queens Hall Arts, Hexham. The project was led by Sarah McLane, Youth Theatre Director with Musical Direction by Peter Brown and YT Officer, Carrie Morrison. As always, we aimed to keep our Youth Theatre membership costs to a minimum and we have bursary places available which allows our Youth Theatre to be accessible to all.

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"*Our Youth theatre offers a wonderful platform for showcasing regional talent and this project aims to give members a real insight into the professional world of writing, directing and performing to develop their skills and knowledge of the industry. Our Youth Theatre is also about developing life-long friendships and putting young people in charge of making creative decisions which is why this performance will be their version of A Viking Christmas, I can't wait to see what it is!" Jo Potts*

We offer some placements for young people and have invested in some support for our technical team in defining good working practice and advising on equipment needs and future training possibilities.

The Playhouse Dance for Fun group lead by Virginia Kennedy continued outdoors until we could welcome them back into the building in the Autumn season. The garden work combined into a sharing at the Playhouse in the Autumn.



Audience Feedback

"It's not only great to have our local theatre/cinema back but we now have a place that is the centre of the community. By incorporating the library, tourist information, the popular cafe as well as spaces to hire the Playhouse has become "alive" with people you know" Jan 13th

"What an uplifting and beautiful performance by Ballet Theatre U.K. in their production of The Wizard of Oz. It was joyful. The renovation of the Theatre is magnificent. Thought it was stunning". Jan 11th

Playhouse Studio Hub and new rehearsal room

A brand new programming opportunity for the Playhouse to develop the studio into a creative hub for the whole community, involving artists and families as part of an extended arts programme. Our key partners include our long-standing practitioners and Northumberland Arts Development and Northumberland Library who share this space.

The studio allows a wider, more diverse range of programming across all the art forms. We ordered the new projector seating staging and sound system which will be up and running early in the financial year 22/23. The new rehearsal space has been created in what was the wardrobe store, the contents of which were moved into refurbished attic space.

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Regular Studio Hub Studio Classes



Virginia Kennedy is the founder and leader of Alnwick Playhouse's longstanding Dance 4 Fun group. This group meets every Friday at the Playhouse for ladies over the age of 50 years old to engage in dance which is playful, uplifting and associated with health and well-being rather than technique, training and performance.

PUBLIC BENEFIT STATEMENT

In developing the objectives for the year and in planning activities, the Trustees have considered the Charity Commission's general guidance on public benefit, including the guidance on public benefit and fee charging. The programme is planned to cover the widest range of artistic activities, to appeal to all sections of the community, and aims to provide entertainment for audiences with widely differing tastes. One of the guiding principles of the original Trustees was that the Playhouse would be for all the community and that its remit would never be elitist. That principle holds as true today as it did in 1990. The programme is made accessible to all, including those on low incomes, through a proactive pricing structure. Tickets range from as little as £6 to £25 for the larger professional productions. Workshop fees begin at £2.50 per session and there is free access to the exhibitions in the gallery and some Pay What You Decide performances.

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ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The Playhouse continues to be at the heart of the Alnwick town and district community as a vibrant arts centre with both a cinema and live performance venue.

Internal and External Factors

With a turnover of £590K, the level of public subsidy received for running the Playhouse in 2021/22 represents just over 40% of total income. Donations from Trusts, Foundations and private individuals contributed a further 18%. The support of Northumberland County Council and private funders is very much appreciated and is vital to the institution's future success. Although the Playhouse has a strong financial model and developed strategies which make us more self-sufficient, generating maximum income from ticket sales, merchandise and secondary spend, the charity, like most arts centres, is also reliant on financial support from various donors and public bodies.

Fundraising

We continued to work with our freelance fundraiser during this period, to secure core and project funding to support Playhouse costs, from both regular and newly sourced funders.

In the aftermath of Covid-19, many funders were still concentrating on funding the delivery of urgent services such as medicine, housing and food, and with arts venues still closed until May 2021, funding was very difficult to source. Support from the Arts Council through the Culture Recovery Fund continued to be essential during the early stages of this financial year to sustain us during closure, and meant that all staff retained their jobs, as well as covering core running costs.

Once we re-opened, the focus was on finding core funding for the organisation and we were delighted to attract some new funders to assist with this during the year, with special thanks due to Maria Bjornson Memorial Fund, Postcode Neighbourhood Trust, The 29th May 1961 Charitable Trust, The Barbour Foundation and the Hugonin Trust for their generous support in core funding.

In addition, we continued to receive essential core costs support from our regular local funders, who continued to fund us throughout this difficult period. We are very grateful to them for their support, with special thanks to Northumberland County Council, Alnwick Town Council and Northumberland Estates.

Towards the end of the financial year, we were delighted to receive a grant from Film Hub North, to support our ambition to create a second screen in the Studio. This funding allowed us to invest in staff training, create film groups, show increased specialised film, and survey our audiences, and we hope will lead to more film on offer at the Playhouse in the future.

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Thank you to our funders and supporters

We would like to thank all of the funders and supporters who have generously helped us this year, as listed below, and all of the Playhouse Friends and Front Row members.

The 29th May 1961 Charitable Trust, Arts Council England, Alnwick Town Council, The Barbour Foundation, The Maria Bjornson Memorial Fund, The Carr-Ellison Family Charitable Trust, The Hedley Denton Charitable Trust, Film Hub North, The Joseph Strong Frazer Trust, The Hadrian Trust, The W.A. Handley Trust, The Hugonin Trust, The Sir James Knott Trust, Northumberland County Council, Northumberland Estates, The Postcode Neighbourhood Trust.

Friends and Front Row

During the course of the year the Front Row scheme raised in excess of £5,500. Our Front Row donors make a special annual donation to the Playhouse to enable us to work towards special projects which lie outside our regular activity and which bring even greater benefits to the community and our customers. During this financial year there were c.30 members.

The Friends' scheme continued. However, in the post Covid-19 period it has been challenging to maintain this activity at previous levels. The scheme brought in over £6,500 in the year with 260 memberships taken. Many of them support the Playhouse as volunteers, acting as stewards and carrying out a number of duties enabling the establishment to run smoothly.

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These supporters come from the town of Alnwick and its outlying district as well as from further afield where a facility such as the Playhouse does not exist. We are very grateful to all of them for their continued support.

Financial Review

Although the Covid-19 pandemic was declared over by the Government, and the 2021/22 financial year saw the gradual reopening of the Playhouse for normal business, it continued to have an impact on audience numbers and the ability to put on live shows. Overall income levels increased over the previous year by £252K, thanks to the resumption of live performances (including the Vikings Christmas show), although this was partially offset by a reduction in Covid-19 funding of £121K. The reopening of the Playhouse and the consequent increase in activity also brought extra costs in its wake, including higher staff and premises costs, and higher finance costs on the back of increased ticket sales. Overall there was a reduction in reserves in the year of £103K, of which £37K was unrestricted.

Going concern

The Trustees have considered the continuing impact of the Covid-19 pandemic and how it is expected to affect the company's financial position.

The current significant risk remains the long-term impact of the Covid-19 pandemic on charitable activities. This risk will be managed by utilising our free reserves, strictly controlling expenditure, taking advantage of Government and sector grants and encouraging donations from as wide a variety of individuals and organisations as possible.

The Playhouse was without a Finance Officer from December 2021 until August 2022, with Kinnair and freelance staff stepping in to provide basic accounting services during that period. The recruitment of a new Finance Officer will herald a thorough review of accounting policies and procedures, including but not limited to:-

- Management reporting
- Authorisation levels, including the role of the Finance Committee
- Banking procedures, including the processing of card transactions
- Till systems, particularly for bar activities

In the opinion of the Trustees, the going concern basis remains appropriate and the financial statements have been prepared on that basis, which assumes that the charitable company will continue in operation for the foreseeable future.

Reserves policy

The trust operates with only limited financial resources and is able to set aside only a limited contingency fund. The majority of the surplus is re-invested in the programme and development of the Playhouse.

The calculation of free reserves is based on the definition included in the charity statement of

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recommended practice (SORP), which provides recommendations for accounting and reporting for charities. Resulting from this, the Trustees considered it would be appropriate to hold the equivalent of three months' overhead costs due to the severe impact on charitable activities caused by the Covid-19 pandemic, which would equate to holding approximately £125,000 in free reserves. The Trustees keep the reserves policy under continuous review, and will revise as and when circumstances dictate.

At 31st March 2022, free reserves were £254,801. Notwithstanding the impact of Covid-19 on charitable activities, the Trustees are very conscious that there are two other key factors to bear in mind; firstly, we have a long-term loan with Northumberland Country Council for £34,950 and secondly a hire purchase agreement for £6,726. However, in line with our policy on free reserves, we have sufficient reserves to cope with both of these factors.

Investment policy and powers

The Trustees are able to invest and deal with monies of the company not immediately required in such a manner as they may from time to time determine. This is an issue dealt with by the Finance committee in the first instance and then presented to the Board for approval.

Future Plans

The future has lots of possibilities. We are keen to develop the opportunities we offer our community to get involved in creative activities and to engage with a wide variety of artists and performances across the art forms. To facilitate the work, we must ensure that we have a secure and stable organisation. To achieve this, we are developing our partnerships with other cultural organisations across the county and optimising the use of our building's spaces, for both community and commercial hire. In the wake of the Covid-19 pandemic we are rebuilding the engagement lost with schools and providing a diverse program of activities for their benefit. In tandem with this we are investigating ways to expand our property and to diversify our income streams. We have recently taken back the running of the Playhouse bar and are confident that this can grow and become a considerable contributor to our income needs.

We have various new members of the team and some existing members have changed their roles. There is a desire to retain the team we have and we are determined to offer ample opportunity for them to develop their practice. We are aware that the level of remuneration is somewhat less than would be desired. Part of our journey to sustainability is to confront this and through developing the companies offer to ensure we include enhancing the terms and conditions for all our staff full time, part time and freelance.

This report was approved by the Trustees on 5th December 2022 and signed on their behalf by:

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C Sayers
Chair

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

INDEPENDENT EXAMINER'S REPORT FOR THE YEAR ENDED 31 MARCH 2022

Independent examiner's report to the Trustees of Alnwick District Playhouse Trust ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

As the Trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed: DocuSigned by: Detlev Anderson 8228AFA7794A4DC... Dated: 5 December 2022

Detlev Anderson FCA

Kinnair Associates Limited
Chartered Accountants
Aston House
Newcastle upon Tyne
NE5 1NB

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2022

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from:					
Donations and legacies	3	**50,583**	**282,846**	**333,429**	*427,138*
Charitable activities	4	**-**	**240,211**	**240,211**	*1,334*
Other trading activities	5	**-**	**16,203**	**16,203**	*8,466*
Investments	6	**-**	**366**	**366**	*905*
Total income		**50,583**	**539,626**	**590,209**	*437,843*
Expenditure on:					
Raising funds	7	**5,774**	**7,463**	**13,237**	*12,042*
Charitable activities	8	**111,355**	**568,753**	**680,108**	*358,806*
Total expenditure		**117,129**	**576,216**	**693,345**	*370,848*
Net movement in funds		**(66,546)**	**(36,590)**	**(103,136)**	*66,995*
Reconciliation of funds:					
Total funds brought forward		**821,661**	**1,174,079**	**1,995,740**	*1,928,745*
Net movement in funds		**(66,546)**	**(36,590)**	**(103,136)**	*66,995*
Total funds carried forward		**755,115**	**1,137,489**	**1,892,604**	*1,995,740*

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

The notes on pages 20 to 40 form part of these financial statements.

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)
REGISTERED NUMBER: 02567793

BALANCE SHEET
AS AT 31 MARCH 2022

	Note		2022 £		*2021 £*
Fixed assets					
Tangible assets	13		**1,481,795**		*1,551,171*
Current assets					
Stocks	14	**491**		*2,990*	
Debtors	15	**12,957**		*11,298*	
Cash at bank and in hand		**750,867**		*762,272*	
		764,315		*776,560*	
Creditors: amounts falling due within one year	16	**(331,259)**		*(291,193)*	
Net current assets			**433,056**		*485,367*
Total assets less current liabilities			**1,914,851**		*2,036,538*
Creditors: amounts falling due after more than one year	17		**(22,247)**		*(40,798)*
Total net assets			**1,892,604**		*1,995,740*
Charity funds					
Restricted funds	19		**755,115**		*821,661*
Unrestricted funds	19		**1,137,489**		*1,174,079*
Total funds			**1,892,604**		*1,995,740*

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BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 05 December 2022 and signed on their behalf by:

DocuSigned by:
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C M Sayers
Chair

The notes on pages 20 to 40 form part of these financial statements.

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ALNWICK DISTRICT PLAYHOUSE TRUST
(A company limited by guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	Note	2022 £	*2021 £*
Cash flows from operating activities			
Net cash used in operating activities	22	**2,392**	*231,018*
Cash flows from investing activities			
Dividends, interests and rents from investments		**366**	*905*
Purchase of tangible fixed assets		**(2,354)**	*(5,705)*
Net cash used in investing activities		**(1,988)**	**(4,800)**
Cash flows from financing activities			
Repayments of borrowing		**(11,809)**	*(6,063)*
Net cash used in financing activities		**(11,809)**	**(6,063)**
Change in cash and cash equivalents in the year		**(11,405)**	**220,155**
Cash and cash equivalents at the beginning of the year		**762,272**	*542,117*
Cash and cash equivalents at the end of the year	23	**750,867**	*762,272*

The notes on pages 20 to 40 form part of these financial statements

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. General information

Alnwick District Playhouse Trust is a company limited by guarantee incorporated in England and Wales, company registration number: 02567793 and charity number: 1020404. The members of the company are the Trustees named on page one. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Alnwick District Playhouse Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees have considered the continuing impact of the Covid-19 pandemic and how it is expected to affect the company's financial position.

The current significant risk remains the long-term impact of the Covid-19 pandemic on charitable activities. This risk will be managed by utilising our free reserves, strictly controlling expenditure, taking advantage of Government and sector grants and encouraging donations from as wide a variety of individuals and organisations as possible.

The Playhouse was without a Finance Officer from December 2021 until August 2022, with Kinnair and freelance staff stepping in to provide basic accounting services during that period. The recruitment of a new Finance Officer will herald a thorough review of accounting policies and procedures.

Accordingly, in the opinion of the trustees, the going concern basis remains appropriate and the financial statements have been prepared on the going concern basis which assumes that the charitable company will continue in operation for the foreseeable future.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

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2. Accounting policies (continued)

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs and costs relating to the governance of the charitable company.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold property	- straight line over lease term to 8 February 2068
Fixtures and fittings	- 15% reducing balance

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

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2. Accounting policies (continued)

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

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2. Accounting policies (continued)

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

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3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Individuals and small groups	1,711	40,931	**42,642**
Grants	48,872	58,325	**107,197**
Covid grants and support	-	130,805	**130,805**
Charity foundations and other charities	-	52,785	**52,785**
	50,583	282,846	**333,429**

	Restricted funds 2021 £	*Unrestricted funds 2021 £*	*Total funds 2021 £*
Individuals and small groups	*37,075*	*24,077*	*61,152*
Grants	*37,034*	*60,000*	*97,034*
Covid grants and support	*-*	*251,952*	*251,952*
Charity foundations and other charities	*-*	*17,000*	*17,000*
	74,109	*353,029*	*427,138*

Covid grants and support income above includes £23,327 (2021: £83,564) from central government.

Grants income above includes £58,325 (2021: £60,000) from Local Authorities.

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £
Income from charitable activities - Professional events and activities	161,616	**161,616**
Income from charitable activities - Community events and activities	67,365	**67,365**
Sundry other income	11,230	**11,230**
	240,211	**240,211**

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4. Income from charitable activities (continued)

	Unrestricted funds restated 2020 £	*Total funds restated 2020 £*
Income from charitable activities - Professional events and activities	*589*	*589*
Sundry other income	*745*	*745*
	1,334	*1,334*

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2022 £	**Total funds 2022 £**
Friends of the Playhouse subscriptions	6,500	**6,500**
Front row scheme	5,720	**5,720**
Youth theatre subscriptions	2,233	**2,233**
Choir subscriptions	1,750	**1,750**
	16,203	**16,203**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Friends of the Playhouse subscriptions	*3,486*	*3,486*
Front row scheme	*4,945*	*4,945*
Choir subscriptions	*35*	*35*
	8,466	*8,466*

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6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Bank interest receivable	366	**366**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Bank interest receivable	*905*	*905*

7. Expenditure on raising funds

Costs of raising voluntary income

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Fundraising	5,774	7,463	**13,237**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Fundraising	*12,042*	*12,042*

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8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total 2022 £
Professional events and activities	91,638	355,356	**446,994**
Community events and activities	19,717	213,397	**233,114**
	111,355	568,753	**680,108**

	Restricted funds 2021 £	*Unrestricted funds 2021 £*	*Total 2021 £*
Professional events and activities	*41,176*	*174,272*	*215,448*
Community events and activities	*23,284*	*120,074*	*143,358*
	64,460	*294,346*	*358,806*

9. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Professional events and activities	145,563	301,431	**446,994**
Community events and activities	32,158	200,956	**233,114**
	177,721	502,387	**680,108**

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9. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2021 £	*Support costs 2021* £	*Total funds 2021* £
Professional events and activities	*5,178*	*210,270*	*215,448*
Community events and activities	*3,178*	*140,180*	*143,358*
	8,356	*350,450*	*358,806*

Analysis of direct costs

	Professional events and activities 2022 £	**Community events and activities 2022** £	**Total funds 2022** £
Bar & cafe purchases	3,705	2,471	**6,176**
Artistes fees	110,064	26,638	**136,702**
Theatre technicians	4,664	3,049	**7,713**
Film hire and programming	27,130	-	**27,130**
	145,563	32,158	**177,721**

	Professional events 2021 £	*Community events 2021* £	*Total funds 2021* £
Bar & cafe purchases	*2,667*	*1,778*	*4,445*
Artistes fees	*6,471*	*1,400*	*7,871*
Theatre technicians	*13*	*-*	*13*
Film hire and programming	*(3,973)*	*-*	*(3,973)*
	5,178	*3,178*	*8,356*

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9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Professional events and activities 2022 £	Community events and activities 2022 £	Total funds 2022 £
Depreciation	43,038	28,692	**71,730**
Staff costs	122,546	81,698	**204,244**
Premises	69,257	46,172	**115,429**
Legal and professional	2,931	1,954	**4,885**
Finance costs	8,717	5,812	**14,529**
Repairs	7,366	4,910	**12,276**
Insurance	4,302	2,868	**7,170**
Advertising	4,794	3,196	**7,990**
Staff training	284	190	**474**
Sundry expenses	3,149	2,100	**5,249**
Governance costs	18,291	12,194	**30,485**
Irrecoverable VAT	8,778	5,852	**14,630**
Spektrix	7,978	5,318	**13,296**
	301,431	200,956	**502,387**

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9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Professional events 2021 £	*Community events 2021 £*	*Total funds 2021 £*
Depreciation	*48,997*	*32,665*	*81,662*
Staff costs	*107,275*	*71,516*	*178,791*
Premises	*19,459*	*12,973*	*32,432*
Legal and professional	*8*	*6*	*14*
Finance costs	*3,428*	*2,285*	*5,713*
Repairs	*6,409*	*4,273*	*10,682*
Insurance	*3,857*	*2,571*	*6,428*
Advertising	*2,577*	*1,718*	*4,295*
Sundry expenses	*210*	*140*	*350*
Governance costs	*16,772*	*11,181*	*27,953*
Spektrix	*1,278*	*852*	*2,130*
	210,270	*140,180*	*350,450*

Governance costs included above comprise:

	2022 £	*2021 £*
Accountancy fees	**1,946**	*1,946*
Independent examiner's fees	**830**	*830*
Salaries and wages	**20,035**	*25,177*
Bookkeeping fees	**7,674**	-
	30,485	*27,953*

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10. Independent examiner's remuneration

	2022 £	2021 £
Fees payable to the Company's independent examiner for the independent examination of the Company's annual accounts	**830**	*830*
Fees payable to the Company's independent examiner in respect of:		
All other services not included above	**1,946**	*1,946*

11. Staff costs and remuneration

Staff costs comprise:

	2022 £	2021 £
Wages and salaries	**209,507**	*190,943*
Social security costs	**11,775**	*10,077*
Pension costs	**2,997**	*2,948*
	224,279	*203,968*

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

	2022 Number	2021 Number
Hospitality management staff	**-**	*1*
Administrative staff	**4**	*4*
Technical staff	**3**	*2*
Theatre management staff	**1**	*1*
Arts development	**3**	*2*
	11	*10*

The aggregate remuneration of the key management in the year amounted to £43,696 (2021 - £39,182).

No employee received remuneration of more than £60,000 during the year (2021 - Nil).

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12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 March 2022, no Trustee expenses have been incurred *(2021 - £NIL)*.

13. Tangible fixed assets

	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2021	**1,686,635**	**470,280**	**2,156,915**
Additions	**-**	**2,354**	**2,354**
At 31 March 2022	**1,686,635**	**472,634**	**2,159,269**
Depreciation			
At 1 April 2021	**433,464**	**172,280**	**605,744**
Charge for the year	**26,677**	**45,053**	**71,730**
At 31 March 2022	**460,141**	**217,333**	**677,474**
Net book value			
At 31 March 2022	**1,226,494**	**255,301**	**1,481,795**
At 31 March 2021	*1,253,171*	*298,000*	*1,551,171*

14. Stocks

	2022 £	*2021 £*
Bar and cafe stock	**491**	*2,990*

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15. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	**7,329**	*327*
Other debtors	**97**	*10,054*
Prepayments and accrued income	**5,531**	*917*
	12,957	*11,298*

16. Creditors: Amounts falling due within one year

	2022 £	2021 £
Other loans	**12,703**	*5,995*
Trade creditors	**58,110**	*7,348*
Other taxation and social security	**2,534**	*-*
Obligations under finance lease and hire purchase contracts	**6,726**	*6,692*
Other creditors	**12,749**	*12,631*
Accruals and deferred income	**238,437**	*258,527*
	331,259	*291,193*

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

	2022 £	2021 £
Other loans	**22,247**	*34,057*
Net obligations under finance lease and hire purchase contracts	**-**	*6,741*
	22,247	*40,798*

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

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18. Financial instruments

	2022 £	*2021* *£*
Financial assets		
Financial assets measured at fair value through income and expenditure	**750,867**	*762,272*

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

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19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Unrestricted funds				
Designated funds				
Refurbishment	**103,000**	**-**	**-**	**103,000**
General funds				
General funds	**1,071,079**	**539,626**	**(576,216)**	**1,034,489**
Total Unrestricted funds	**1,174,079**	**539,626**	**(576,216)**	**1,137,489**
Restricted funds				
Community Foundation	**999**	**-**	**(999)**	**-**
Youth Theatre	**844**	**-**	**(844)**	**-**
Catalyst	**5,774**	**-**	**(5,774)**	**-**
Refurb 18-19	**777,010**	**1,000**	**(51,547)**	**726,463**
ACE Christmas Production	**37,034**	**48,872**	**(57,254)**	**28,652**
Winter heating costs, open door	**-**	**711**	**(711)**	**-**
	821,661	**50,583**	**(117,129)**	**755,115**
Total of funds	**1,995,740**	**590,209**	**(693,345)**	**1,892,604**

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19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	*Income* £	*Expenditure* £	*Balance at 31 March 2021* £
Unrestricted funds				
Designated funds				
Refurbishment	*103,000*	*-*	*-*	*103,000*
General funds				
General funds	*1,013,733*	*363,734*	*(306,388)*	*1,071,079*
Total Unrestricted funds	*1,116,733*	*363,734*	*(306,388)*	*1,174,079*
Restricted funds				
Community Foundation	*999*	*-*	*-*	*999*
Youth Theatre	*844*	*-*	*-*	*844*
Catalyst	*2,774*	*3,000*	*-*	*5,774*
Refurb 18-19	*807,395*	*34,075*	*(64,460)*	*777,010*
ACE Christmas Production	*-*	*37,034*	*-*	*37,034*
	812,012	*74,109*	*(64,460)*	*821,661*
Total of funds	*1,928,745*	*437,843*	*(370,848)*	*1,995,740*

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Restricted funds:

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

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Youth Theatre represents public donations given in support of the Youth Theatre.

Catalyst represents Arts Council England funding for the training and development of our fundraising and diversifying our income streams.

Refurb18-19 represents donations given in respect of the renovation and redevelopment of the Playhouse.

ACE Christmas Production - Funding for Christmas 2021 and 2022 productions.

Designated funds:
£103,000 has been designated to cover the remaining refurbishment costs.

20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Balance at 31 March 2022 £
Designated funds	**103,000**	**-**	**-**	**103,000**
General funds	**1,071,079**	**539,626**	**(576,216)**	**1,034,489**
Restricted funds	**821,661**	**50,583**	**(117,129)**	**755,115**
	1,995,740	**590,209**	**(693,345)**	**1,892,604**

Summary of funds - prior year

	Balance at 1 April 2020 £	*Income £*	*Expenditure £*	*Balance at 31 March 2021 £*
Designated funds	*103,000*	*-*	*-*	*103,000*
General funds	*1,013,733*	*363,734*	*(306,388)*	*1,071,079*
Restricted funds	*812,012*	*74,109*	*(64,460)*	*821,661*
	1,928,745	*437,843*	*(370,848)*	*1,995,740*

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21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	702,107	779,688	**1,481,795**
Current assets	53,008	711,307	**764,315**
Creditors due within one year	-	(331,259)	**(331,259)**
Creditors due in more than one year	-	(22,247)	**(22,247)**
Total	755,115	1,137,489	**1,892,604**

Analysis of net assets between funds - prior year

	Restricted funds 2021 £	*Unrestricted funds 2021 £*	*Total funds 2021 £*
Tangible fixed assets	*751,400*	*799,771*	*1,551,171*
Current assets	*70,261*	*706,299*	*776,560*
Creditors due within one year	-	*(291,193)*	*(291,193)*
Creditors due in more than one year	-	*(40,798)*	*(40,798)*
Total	*821,661*	*1,174,079*	*1,995,740*

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

	2022 £	*2021 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(103,136)**	*66,995*
Adjustments for:		
Depreciation charges	**71,730**	*81,662*
Dividends, interests and rents from investments	**(366)**	*(905)*
Decrease in stocks	**2,499**	*3,387*
(Increase)/decrease in debtors	**(1,659)**	*45,457*
Increase in creditors	**33,324**	*34,422*
Net cash provided by operating activities	**2,392**	*231,018*

23. Analysis of cash and cash equivalents

	2022 £	*2021 £*
Cash in hand	**750,867**	*762,272*
Total cash and cash equivalents	**750,867**	*762,272*

24. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	**762,272**	**(11,405)**	**750,867**
Debt due within 1 year	**(5,995)**	**(6,708)**	**(12,703)**
Debt due after 1 year	**(34,057)**	**11,810**	**(22,247)**
Finance leases	**(13,433)**	**6,707**	**(6,726)**

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25. Operating lease commitments

At 31 March 2022 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	*2021*
	£	*£*
Not later than 1 year	**14,873**	*12,396*
Later than 1 year and not later than 5 years	**-**	*14,873*
	14,873	*27,269*

The company has a lease with Northumberland County Council to occupy part of the Playhouse building in Alnwick up until 2068. The lease is subject to rent reviews and the tenant may terminate the lease on or at any time after 12th January 2023 on giving not less than six months' notice. Consequently, although there are no plans to give notice, only the lease payments to 12th January 2023 are disclosed.

26. Related party transactions

During the year, Alnwick District Playhouse Trust received Front Row membership fees of £500 (2021 - £469) from two (2021 - two) trustees on a normal commercial basis.

ALNWICK DISTRICT PLAYHOUSE TRUST

England & Wales - Charity number 1020404

Accounts

Registered number: 02567793
Charity number: 1020404

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

UNAUDITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

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ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2021

Trustees

C M Sayers, Chairman
N Luke
R Styring
M Allenby
P J Gregory
A Shilton (resigned 25 May 2020)
J Spence
R C Dale
L Hetherington
P M Stuckey
J Embley
G Castle (appointed 1 April 2020)

Company registered number

02567793

Charity registered number

1020404

Registered office

The Playhouse, Bondgate Without, Alnwick, Northumberland, NE66 1PQ

Artistic Director

J Potts (resigned 18 December 2021)
D Cruden (appointed 30 November 2021)

Independent Examiners

Ryecroft Glenton, 32 Portland Terrace, Jesmond, Newcastle upon Tyne, NE2 1QP

Bankers

HSBC Bank plc, 1 New Market, Morpeth, Northumberland, NE61 1PX
Barclays Bank plc, 20 Bondgate Within, Alnwick, Northumberland, NE66 1TF

ALNWICK DISTRICT PLAYHOUSE TRUST

(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021



The Trustees present their annual report together with the financial statements for the year ended 31 March 2021.

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association, as amended on 29th July 2009.

Recruitment and appointment of new trustees

The maximum number of trustees, as stated by the Articles of Association, is twelve, and the minimum is six. This can be changed by the charity in the general meeting. The Articles of Association were altered on 29th July 2009 due to changes in local authority government.

Northumberland County Council has the right to nominate a trustee.

The trustees can appoint trustees as long as the number of trustees does not exceed the maximum number.

Trustees are appointed to serve for a minimum of one year, and a maximum of four years, at the discretion of the appointing body. At the end of their term, they shall be eligible for reappointment.

Induction and training of new trustees
New trustees undergo an induction period to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes and the recent financial performance of the charity. The trustees meet key employees and other trustees during this period.

Organisational structure
The board of trustees meet regularly to review the organisation and its results and to discuss any relevant action required for the future.

Related parties
The entire building was purchased in February 2018 by Northumberland County Council. There is a covenant on the building which ensures that it is used for Arts Cultural and community activities and events only.

Alnwick Town Council have committed financial funding to the charity and now have a representative on the board.

Risk management
The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. A risk register has been established and is updated annually. Action, systems, and procedures have been enacted and put in place to mitigate those risks. Management accounts, including cashflow and profit and loss forecasts are prepared monthly, and the performance of the trust is monitored regularly by the entire board. Potential risks and threats are monitored constantly.

The enforced closure from Covid-19 was controlled by managing expenditure and taking advantage of the Government's furlough scheme and sector grants. Senior Managers and the Board should worked to regularly re-forecast and review future plans in line with Government updates.

Following the re-opening of Alnwick Playhouse on 21st July 2021 staff worked hard to keep abreast of Government updates, communicate openly with patrons about measures taken to keep them safe and to build patron confidence in returning to the venue. Full houses have returned. The current significant risk is the rising numbers of positive covid cases. We are experiencing an increase of patron cancellations and staff absences lead to challenges in remaining operational. The knock-on effects of the current economic climate on disposable income and ticket sales should also be considered.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

OBJECTIVES AND ACTIVITIES

Our vision is to enrich the life of the community through diverse and cultural experiences, to enhance and inspire everyday life. Our purpose is to be a thriving and successful artistic, cultural, and community venue, and to be a hub to support local artists, both professional and amateur, with performance space and resources.

We aim to be perceived as a friendly and vibrant environment where people are respected, valued and take part in rewarding experiences. Considerate, skilled staff maintain a strong professional work ethic in order to inspire our volunteers to participate and share our vision.

The Playhouse brings together local people, volunteers and patrons, with artistic communities everywhere from professional, semi-professional and amateur backgrounds. It is this diverse mix of communities which ensures this small-scale arts centre remains rooted in place and identity.

Auditorium Programme – artistic aim

- To programme diverse, cultural, well produced, live performances of high-quality drama, music, dance and film to engage, challenge, inspire and entertain our local audiences.
- To balance the programme, showcasing 60% professional work from artists predominantly supported by Arts Council England, with 40% of community amateur performances and showcases.
- To offer a programme of global interest which includes live and recorded streamed broadcasts of drama, dance, music from world-class artists and organisations to promote artistic excellence.
- To provide an arts development programme which aims to support and showcase new work by emerging artists, whilst encouraging collaboration between professional artists and our creative community.

Community Programme

- We serve the local community by offering facilities for local arts groups to rehearse, present and co-produce productions.
- Local community groups provide approximately forty per cent of live performances at the Playhouse. These include the Alnwick Theatre Club, the Alnwick Stage Musical Society, the Playhouse Community Choir, the Playhouse Concert Band, the Alnwick Choral Society, the Playhouse Youth Theatre and local schools.

Significant Activities

The impact of the COVID-19 pandemic

The onset of the Covid-19 pandemic was catastrophic for the Playhouse and for live arts across the UK. Before this, we had been closed from August 2018 for a huge £3.2m capital re-development of the building, re-opening the building in January 2020, to a tremendous welcome from our community.
In the first few months of reopening, over 12,400 people participated in the Playhouse programme of live and film events, including free drop-in activities, ticketed talks, public tours and workshops - 3,000 of those were first time attendees. In addition, many more new patrons visited our new café bar McKenna's to experience the fantastic food offer and used the new Library and Visitor Information services in the building.

The Playhouse, following the building development, had become the Arts Centre that the Playhouse Trust, staff, artists and audiences and community had always aspired to.

We were then forced to close in mid-March 2020 due to Covid-19, just 12 weeks after re-opening, remaining closed on Government advice throughout the rest of the financial year. To be forced into closure so soon after working so hard to re-open was devastating for everyone.

In a normal year, 92% of our income comes from earned income (ticket sales, café and bar, advertising), and just 8% from regular public funding. The sudden closure of the building meant that we had to manage ticket refunds for the upcoming season, and then find a way to cover costs. Our largest costs are staffing (essential to retain as they would be key to resuming operations and revenue generation when restrictions lifted), and establishment costs (rent, service charge and maintenance costs). In addition, we needed to find additional funding to introduce Covid secure measures throughout the building.

Grants from regular and new funders, Government assistance through furlough contributions, and two generous grants from Arts Council England assisted with core costs, kept us solvent whilst closed, and enabled us to retain our small staff team and freelancers. The majority of our staff team were furloughed and therefore unable to work over this period, although we retained a small staff presence to deal with maintaining customer relationships, and operational issues.
We were proud to be able to continue to employ our small staff team and freelancers, keeping local people with specific expertise, in employment. These staff would be key to resuming operations and revenue generation when restrictions started to lift.

Despite the pandemic, we were able to maintain some activity to keep in touch with our audiences and reach some important goals. These included:

Christmas windows

As we could not welcome customers through the doors in December 2020, we still wanted to make Christmas feel special, so we were able to join in the Christmas light celebrations in Alnwick by lighting up the wonderfully restored building every evening throughout December until Christmas Eve from 4.30pm to 6.30pm.

We also brought some of our downstairs windows to life for the first time, with our technical team using projection and sound to create a festive scene which included Father Christmas working busily in his grotto. We received a lot of positive feedback from businesses in the area who complimented the windows and said the music and lights have really brightened up this end of the town, especially as the normal Alnwick lights were on a much smaller scale than usual.

The song by Bridie Jackson entitled Sing Our Songs for a Better Day was part of our new 'Christmas with the Hobs' commission and summed up the year beautifully. It was played as part of the sound installation along with festive carol music.

Christmas Digital Programme

We created a brand-new festive animation 'Christmas with the Hobbs' which was streamed in December 2020.



A total of 3,205 people watched Christmas with the Hobs at home, in schools and in hospitals and care homes. Alnwick Playhouse was host to 908 of these viewers, 182 of which engaged with the accompanying activity pack.

While the majority of audiences were in North East England, the show attracted an international audience with bookings from Canada, California, Prague and Barcelona, as well as from further afield in the UK, e.g., Belfast, Inverness, Wales and Brighton.

"Mum and I both enjoyed it. Well done to all involved. Brought a smile to our faces."
"I have just watched Christmas with the Hobs. I so enjoyed the story, the animations, the music and the singing."

Building capacity in the sector

Creative professionals have really struggled while venues have been closed, and many freelancers have been unable to access government financial support.

The Christmas with the Hobs project allowed us to employ a fantastic creative team. It was written by Becci Sharrock, illustrated by Sheila Graber, with original music by Bridie Jackson. Cast were Joseph Casling (Tyler), Jude Nelson (Eliza), Lewis Jobson (Naughty/Dad), Viktoria Kay (Nice), Jacqueline Phillips (Grandma).

Tickets were made available for free, with a suggested donation, and the Playhouse raised £653 to be invested into future commissions and creative projects in Northumberland, employing freelance performers, practitioners, technicians and artists.

Playhouse Gallery

As a response to the Covid-19 pandemic at the end of March 2020, the Playhouse Gallery moved its exhibition programme online, and in April 2019 we launched the Playhouse Gallery's Facebook page to help support our network of artists.

During the year the Gallery hosted 9 separate online exhibitions, supporting a total of 40 individual artists, both professional and amateur, throughout the region. Moving our exhibitions online also enabled us to widen the range of artists we could offer to support during this difficult time, and we have had over ten thousand people engage with the Gallery online during the closure.

As a result, we showcased some wonderful new work in ceramics and metalwork, neither of which we had previously been able to exhibit in the gallery space.



'Toad Stools'

Hand forged toad stools with copper fused detail tops. Approx height 80mm. By Ashlee Donaldson £48



'Bee'

Hand forged bee. Approximate length 150mm. By Ashlee Donaldson £35.5



'Oak leaf'

Oak leaf with riveted detail mounted on driftwood. This piece can be either hung or displayed on a flat surface. Full length approx 300mm. By Ashlee Donaldson £85

There were some obvious challenges in terms of framing and delivery during the initial lockdown, with some of our artists shielding as they were in a particularly vulnerable group, but we were able to work with each artist individually to support them in finding a solution that worked for them all.

We were delighted when Judith Appleby achieved a sell-out of her work in the North of England Art Club's 20 x 20 exhibition during this period.

The Summer Open Online Exhibition was a chance to give amateur artists an opportunity to show their work alongside professional ones. We were also able to expand our social network at this point by launching the gallery's own Instagram page, helping to further promote the artists and their work online

At the end of the summer our first-ever Graduate Spotlight Exhibition in the Gallery highlighted the work of two talented local young artists Amber Brown – Photography and Almundena Rocca – Mixed Media

Amber Brown was working towards her degree show in the final year of BA (hons) Photography at Edinburgh College of Art where she has now graduated with first-class honours.

"The opportunity to exhibit at Alnwick Playhouse, a venue that played an important role in my arts education growing up, was wonderful. Graduating from the arts, where degree shows are almost a rite of passage, in the midst of COVID was tough. Having such opportunities to showcase digitally definitely helped me push through and bring me home to working in a local realm, near the works context. I was very glad to exhibit alongside Almundena Rocca and I hope we will be able to co-curate our show physically in the gallery once possible" – Amber Brown

Almudena is now working with a number of businesses both here and in America that create clothing which carry positive messages of mental wellbeing. Her designs have been used on sweatshirts, T-shirts and caps and recently caught the attention of the music industry, with singer and performer Ariana Grande seen wearing and promoting one of her distinctive T Shirts.

Our Autumn programme with Fine artist Gillian Lee Smith and Hilary Durie – Ceramics was our first opportunity to showcase ceramics alongside paintings in the gallery. In January 2021 we hosted an exhibition by SARAH O'DOWD - Landscape Painter. As a deaf artist, soundlessness intensifies her visual response to the natural world, and she has developed an individual technique to give that response a "voice". Most of her work is done in the studio, based on sketches and photos taken outside.

Our last exhibition offered some vital support to a local Dance company, Eliott Smith Dance, based in Newcastle. We showcased their first online photographic exhibition with a special 10th Anniversary Exhibition looking back at some of the highlights. This gave an insight into the 24 contemporary dance works performed by this successful contemporary dance company over the last 10 years and showcased stunning images from their archives. We also helped promote their newly launched crowd-funding page which is to raise money to help keep their work going for years to come.

Newsletter and audience communications

Keeping in touch with the Playhouse community, audiences and partners became more important than ever, given the uncertainty surrounding the COVID-19 pandemic. The physical Box Office closed, and staff were furloughed, resulting in the need to diversify communications and apply a digital marketing strategy.

Our bi-weekly newsletter, *In the Loop!* was developed in response to the sudden closure, and successfully kept artists, audiences, partners and volunteers informed with the latest Playhouse news and developments. In the Loop included an industry update on both live theatre and film, an entertainment offering with news of what's on at the Playhouse Gallery Online, our digital events and a weekly film-list (our most popular segment) and any other news which may be of interest to readers. In total, we produced 27 of these newsletters, with an average readership of just under five thousand per issue.

This is just to thank you for 'In the Loop' messages which remind us that in time we will be able to return to this valuable asset which we so enjoy and love. The last outing I had before Lockdown was drink and cake with a friend in your cafe. Hope it will happen again soon! audience member

Finding out what our audiences and volunteers were thinking during the various phases of lockdown was very important in shaping our understanding and planning for the future of digital events and ultimately the re-opening of the Playhouse. We ran several surveys with Arts Consultancy experts *Indigo* and digital surveys through *The Audience Agency* in order to hear customers thoughts on the current situation and how they were feeling about attending digital events and engaging with arts and culture online.

INDIGO 'After the Interval' Survey:

826 Audience responses

"We want to come back – as soon as we feel safe, we will!"

"Alnwick Playhouse is an extremely important asset for the community in Northumberland, so I very much hope that that it will be able to re-open as soon as possible, and it must be sustained for the future.

"I think it is extremely sensible to be asking these questions. Thank you for the opportunity to tell you what I believe."
"Hoping the Playhouse will survive as it is such an asset to Alnwick, more so since the refurbishment, looking forward to it reopening."
"I will try new ideas as long as social distancing was a priority and I can use my own transport with plenty of free parking"
"I hope we can be back to experiencing live events soon, but open to trying other things in the meantime. Good luck"

VOLUNTEER SURVEY:
40 Audience Narrative Responses
"The last three months have felt like an amputation i.e., something missing! Can't wait to get back and have every confidence all safety precautions will be put in place."
"As a new volunteer at the start of the pandemic we had really enjoyed our sessions at the playhouse, and we certainly miss being part of this wonderful experience now! We would welcome a return, as and when you seem it is advisable for us to do so."
"I hope we can all get together again soon and continue to support our fantastic playhouse".

Dressing up the windows
Not all of our customers operate online and also the building is very high profile on the high street and at the entrance to Alnwick itself, so it was also very important to us to update the windows with the latest IN THE LOOP information in poster form. The new display signs were only introduced after our closure.
We also took the opportunity to place large film style posters in the window to show off the interior of the building and keep people informed of our intentions to re-open as soon as it was safe to do so.



Northumberland Commissioning Hub.

We worked in collaboration with other Northumbrian venues to gain successful funding through an Arts Council England bid, for a collaborative Northumbrian commissioning project.
This commences with an exciting new partnership between Alnwick Playhouse (AP) and Queens Hall Arts Centre (QHAC) in Hexham. Both are rural arts centres based in market towns serving varied communities with mixed programmes. The idea was born out of AP's ambition to commission new work that has greater appeal and relevance to its audience. Being a novice in this area, the Playhouse wishes to team up with QHAC which has been successfully commissioning and producing its own work for many years.

The Playhouse will initially work with Queens Hall to learn how to commission and produce a Christmas show, with the Playhouse learning from putting on a Christmas production in 2021 that was created by Queens Hall in 2019.
The two venues will then work collaboratively to create a new Northumbrian Christmas show that will show at QH in 2021 and then come to Alnwick for Christmas 2022, when the team have gained more experience.
It is aimed at people who have low engagement with the theatre and could engage with as many as 11,000 audience members, bringing in essential earned income to the theatre from ticket income, food and drink sales and introducing new audiences who will visit again. We will ensure accessibility through relaxed, and signed/audio described shows, with associated volunteer training for working with specialist audiences.

This initial 2-year project will form the basis for a longer term commissioning partnership that seeks to commission regionally made work throughout the year.

Looking ahead

One of the few positives to come from the lockdown of theatres has been the advancement of technology which venues, theatre makers and practitioners have embraced in order to continue to reach audiences at home and online. This jump in technology is at least likely to prove a valuable legacy and also increases the opportunities to reach those audiences who struggle to come into venues. We will keep developing staff skills to explore how we can continue to engage with Playhouse audiences online.

This break has allowed us to take stock of the demands of the main house programme on our staff time and resources and reflect on some of the standard theatre marketing models in place. For example, whether we continue the standard three seasonal brochures which we print each year in order to promote our venue and programmes, when online marketing is very effective and far greener.

Capturing LIVE performances digitally and making the film programme available at home are for future consideration when we return to the building now, we have developed an online audience. The Covid pandemic has forced venues to close doors and people to stay home and seek out cultural events online, however for some people staying at home is their only option as physically attending a performance is impossible, so we hope to continue creating digital content and home content in the future. The staff have learned a lot from doing something different to interacting in person with audiences.

Digitally, we kept in touch with over eighty-seven thousand people with In The Loop and we shall continue this newsletter for some group users in the future.

Digital development looks set to stay and it captures statistics well for documenting progress however we are proud that we have throughout the year, staffed the Playhouse phone lines so some patrons who prefer to speak in person can hear a familiar, friendly voice at the end of the Playhouse line.

The future holds many possibilities, and we will consider applying for NPO status. The long-term outlook is to grow the organisations reach and to deliver a programme of work that serves both the region's Case for Culture and ACE's Create agenda. In doing this we will forge new partnerships with organisations cross culture and deepen existing relationships. There will be a focus on cultural entitlement for children and young people, place making, training and career development. We are keenly aware of the need to offer access to those who are remote from the building and to diversify our audience and the stories we tell. Improving staff's terms and conditions of employment and bolstering our capacity to deliver the work are key to creating an offer that meets our community's needs. Creating a business model that is sustainable and flexible will allow us to face future challenges with confidence and to deliver a portfolio of work that will be inspirational for our audience.

PUBLIC BENEFIT STATEMENT

In developing the objectives for the year and in planning activities, the Trustees have considered the Charity Commission's general guidance on public benefit, including the guidance on public benefit and fee charging. The programme is planned to cover the widest range of artistic activities, to appeal to all sections of the community, and aims to provide entertainment for audiences with widely differing tastes. One of the guiding principles of the original Trustees was that the Playhouse would be for all the community and that its remit would never be elitist. That principle holds as true today as it did in 1990. The programme is made accessible to all, including those on low incomes, through a proactive pricing structure.

ACHIEVEMENTS AND PERFORMANCE

Charitable Activities

The Playhouse was not operational throughout the financial year having closed its doors due to the pandemic. Throughout the period of closure, the company maintained contact with the community via regular email updates and undertook where possible some socially distanced projects that were free to the audience. We presented Christmas with the Hobs in partnership with Queens Hall Hexham and The Maltings Berwick. Social media played a large role in this project and audiences could download an activity pack in conjunction with the animated film. We also resented Playhouse at Home which was a film offer, "to enjoy from the comfort of your home".

Fundraising
During this period, we retained our freelance fundraiser, as finding funding whilst we were closed became more urgent than ever.

The Playhouse has a robust business model in place, but this relies heavily on income generated from our ticket sales and secondary income from the bar and café. Any profit from the main house programme is re-invested into arts development initiatives and subsidised ticket schemes such as 'Pay What You Decide'.
Funding successfully secured during 20-21 reporting period:

- **Arts Council England - Emergency Funding £35,000**
- **Arts Council England - Covid Recovery Fund £184,463**

The two sets of Arts Council Funding were from a grants programme which is part of the Government's £1.57 billion package to protect the UK's culture and heritage sectors from the economic impacts of Covid-19. These funds were open to cultural organisations who could prove that before Covid-19 they were financially sustainable, but who now found themselves at imminent risk of failure through the impact of this pandemic. This funding then provided the financial support to ensure that we were in a position to reopen either fully or partially (dependant on Government advice), or to operate on a sustainable, cost-efficient basis until we are able to reopen at a later date, assisting with paying rent, bills, staffing costs, and helping us to plan new ways of working.

- **Arts Council Grants for the Arts £74,068**

A two-year project to set up a Northumberland Commissioning Hub partnership between Alnwick Playhouse (AP) and Queens Hall Arts Centre (QHAC) in Hexham and create a new Christmas production.

- **British Film Institute Grant £9,000**

Paid for core costs during the pandemic and also to create a new online film programme curated by freelance film expert, Jonny Tull. Each month PLAYHOUSE AT HOME presented a programme of films online for our audience to rent. Every time you watch a film from the comfort of your own home the rental fee goes direct to supporting the Playhouse and the independent film makers.
Also paid to develop a strategy to develop film audiences and programmes for the future and extend film beyond the main auditorium and into the studio hub.

- **Theatres Trust Grant £5,000**

Assistance with purchasing items and equipment necessary to re-open the theatre safely for our staff and customers, in line with government guidance. There are a number of ways in which we have to adapt the Playhouse and equip our staff which are specific to guarding against the spread of this pandemic.

- **Other Trusts and Foundations/local funders**

Much needed core costs support from our regular local funders, who continued to fund us throughout this difficult period. We are very grateful to them, to Alnwick Town Council and Northumberland Estates for their essential support.

Thank you section for funders

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

Supported by Arts Council England, Alnwick Town Council, The Butler Ember Charity, Duke of Northumberland, The Hadrian Trust, The W.A. Handley Charity Trust, The Percy Hedley 1990 Charitable Trust, The Hugonin Family Trust, Sir James Knott Trust, Northumberland County Council, The Theatres Trust and our local Parish Councils.

Friends and Front Row

During the course of the year the Front Row scheme raised almost £5,000. Our Front Row donors make a special annual donation to the Playhouse to enable us to work towards special projects which lie outside our regular activity and which bring even greater benefits to the community and our customers. At a time when many people are feeling their own budgets stretched, we are really grateful to this small group of individuals who understand the need for a deeper investment in our work. During this financial year there were 34 members.

Financial Review

The impact from Covid-19 continued to be the overwhelming issue of 2020 and into 2021. The performing arts industry was particularly badly hit given the nature of the live event. The company received government support and local authority assistance throughout. There has been no income as planned throughout the closure period. Much of the anticipated expenditure on the programme was also not to be realised, however wages were paid, and no members of staff made redundant. Protecting members of staff from redundancy was a key aim of the trust. Small projects were undertaken, and the company stayed in touch through regular emails with the community it serves. The loss of the Christmas show although disappointing only lead to a delay of the project. The net result shows a healthy position at the end of the year with a positive improvement of £66,995 to the total of funds carried forward, with £57,346 being unrestricted.

The ongoing campaign to raise funds through donations continued to deliver despite the pandemic and continued government support at regional and local levels was essential to the company surviving throughout the lockdown period.

Going concern

The trustees have considered the impact of the Coronavirus pandemic and how it is expected to affect the company's financial position.

The current significant risk is the effect on charitable activities due to enforced closure from the Covid-19 pandemic. This risk will be managed by utilising our existing free reserves, strictly controlling expenditure, taking advantage of Government and sector grants. We have been awarded significant funding through the Arts Council England Covid Recovery Fund covering expenditure for the period of October 2020 to March 2021.

Management accounts including cashflow and income and expenditure forecasts are prepared on a monthly basis and the performance of the Trust is regularly monitored by senior managers and the board working closely together to review our future plans in line with Government regulations regarding the reopening of venues and the impact of any social distancing guidelines.

Accordingly, in the opinion of the trustees, the going concern basis remains appropriate and the financial statements have been prepared on the going concern basis which assumes that the charitable company will continue in operation for the foreseeable future.

The trustees continue to monitor the ongoing impact of Covid-19 on the theatre's business. We are now trading as normal, however we are aware of an uncertainty amongst some of the traditional audience to return to normal behaviours. Pre -Christmas this resulted in cancelations by performers and audiences alike. We were obliged to refund customers who could not attend due to Covid-19 restrictions. The work on offer was limited and we slowly built the programme throughout the Autumn season. Our Christmas show went ahead although there were reduced numbers of performances. As we move forward, we are encountering much less resistance to attending and we have not lost any performances to staff illness or performers cancelling. The longer term requires that we remain cautious about forecasting future levels of attendance and income, however at this stage the signs are good.

Reserves policy

The trust operates with only limited financial resources and is able to set aside only a limited contingency fund. Much of the surplus is re-invested in the programme and development of the Playhouse.

The calculation of free reserves is based on the definition included in the charity statement of recommended practice (SORP), which provides recommendations for accounting and reporting for charities. Resulting from this, the trustees considered it would be appropriate to hold the equivalent of three months' overhead costs due to the severe impact on charitable activities caused by the Covid-19 pandemic, which would equate to holding approximately £75,000 in free reserves. The Trustees have reviewed the reserves policy during the financial year and continue to take the view that caution is still required.

At 31st March 2021, free reserves were £271,308. Notwithstanding the impact of Covid-19 on charitable activities, the trustees are very conscious that there are various key factors to bear in mind; we have a long-term loan with Northumberland Country Council for £40,052, a hire purchase agreement for £13,433, new costs to encounter in the refurbished building that are at this stage still difficult to predict, training to be undertaken for existing staff, recruitment process to be undertaken and various investments to be made in equipment to allow the full and unfettered exploitation of the building as a resource. We care committed to further developing the Studio space to make it a truly multi-functional room supporting a variety of activities including, film, live performance, dance, storytelling and workshops. To create a flexible space that can transform easily between the different activities will require considerable investment. The future business plan requires that we can offer greater access to the entire community. To do this we need to maximise the use of all our spaces. This will lift income whilst offering greater diversity.

Investment policy and powers

The capital funding received has been invested in a no risk account with the Charities Aid Foundation.

The Trustees are able to invest and deal with monies of the company not immediately required in such a manner as they may from time to time determine. This is an issue dealt with by the Finance committee in the first instance and then presented to the Board for approval.

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

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

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

Future Plans

Our future plans are to develop the companies work beyond the building whilst consolidating the work we already undertake. The drive is to ensure we have a stable and sustainable business plan, and that the organisation benefits the people of Alnwick and its surround. The company is looking to partnerships to maximise the offer we can make. These partnerships are across a number of different cultural organisations. The continuation of the development of our own Christmas production is part of our planned co-production programme. We also hope to work with Alnwick Gardens in the delivery of live events throughout the year.

This report was approved by the Trustees on 25 March 2022 and signed on their behalf by:



C Sayers
Chair

INDEPENDENT EXAMINER'S REPORT FOR THE YEAR ENDED 31 MARCH 2021

Independent examiner's report to the Trustees of Alnwick District Playhouse Trust ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and basis of report

As the Trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of The Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed: Detlev Anderson Dated: 25 March 2022

Detlev Anderson FCA

Ryecroft Glenton
Chartered Accountants
32 Portland Terrace
Newcastle upon Tyne
NE2 1QP

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Income from:					
Donations and legacies	3	**74,109**	**353,601**	**427,710**	*490,700*
Charitable activities	4	**-**	**797**	**797**	*146,044*
Other trading activities	5	**-**	**8,431**	**8,431**	*6,494*
Investments	6	**-**	**905**	**905**	*3,430*
Total income		**74,109**	**363,734**	**437,843**	*646,668*
Expenditure on:					
Raising funds	7	**-**	**12,042**	**12,042**	*20,576*
Charitable activities	8	**64,460**	**294,346**	**358,806**	*438,078*
Total expenditure		**64,460**	**306,388**	**370,848**	*458,654*
Net movement in funds		**9,649**	**57,346**	**66,995**	*188,014*
Reconciliation of funds:					
Total funds brought forward		**812,012**	**1,116,733**	**1,928,745**	*1,740,731*
Net movement in funds		**9,649**	**57,346**	**66,995**	*188,014*
Total funds carried forward		**821,661**	**1,174,079**	**1,995,740**	*1,928,745*

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

The notes on pages 22 to 41 form part of these financial statements.

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

BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	13		**1,551,171**		*1,627,128*
Current assets					
Stocks	14	**2,990**		*6,377*	
Debtors	15	**11,298**		*56,755*	
Cash at bank and in hand		**762,272**		*542,117*	
		776,560		*605,249*	
Creditors: amounts falling due within one year	16	**(291,193)**		*(256,142)*	
Net current assets			**485,367**		*349,107*
Total assets less current liabilities			**2,036,538**		*1,976,235*
Creditors: amounts falling due after more than one year	17		**(40,798)**		*(47,490)*
Total net assets			**1,995,740**		*1,928,745*
Charity funds					
Restricted funds	19		**821,661**		*812,012*
Unrestricted funds	19		**1,174,079**		*1,116,733*
Total funds			**1,995,740**		*1,928,745*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees on 25 March 2022 and signed on their behalf by:



C M Sayers
Chair

The notes on pages 22 to 41 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

Alnwick District Playhouse Trust is a company limited by guarantee incorporated in England and Wales, company registration number: 02567793 and charity number: 1020404. The members of the company are the Trustees named on page one. In the event of the charitable company being wound up, the liability in respect of the guarantee is limited to £1 per member of the charitable company.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Alnwick District Playhouse Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The trustees have considered the impact of the Coronavirus pandemic and how it is expected to affect the company's financial position.

The current significant risk is the effect on charitable activities due to enforced closure from the Covid-19 pandemic. This risk will be managed by utilising our existing free reserves, strictly controlling expenditure, taking advantage of Government and sector grants. We have been awarded significant funding through the Arts Council England Covid Recovery Fund covering expenditure for the period of October 20 to March 21. Management accounts including cashflow and income and expenditure forecasts are prepared on a monthly basis and the performance of the Trust is regularly monitored by senior managers and the board working closely together to review our future plans in line with Government regulations regarding the reopening of venues and the impact of any social distancing guidelines.

Accordingly, in the opinion of the trustees, the going concern basis remains appropriate and the financial statements have been prepared on the going concern basis which assumes that the charitable company will continue in operation for the foreseeable future.

2. Accounting policies (continued)

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income from charitable activities for the year ended 31 March 2020 is shown as restated as a result of the decision to distinguish between income arising from professional events and from community events.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources.

Expenditure on charitable activities for the year ended 31 March 2020 is shown as restated as a result of the decision to distinguish between income arising from professional events and from community events.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs and costs relating to the governance of the charitable company.

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, .

Depreciation is provided on the following bases:

Leasehold property	- straight line over lease term
Fixtures and fittings	- 15% reducing balance

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.12 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting policies (continued)

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Company. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the Statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Individuals and small groups	37,075	24,112	**61,187**
Local authority grants	37,034	60,000	**97,034**
Covid grants and support	-	251,952	**251,952**
Charity foundations and other charities	-	17,537	**17,537**
	74,109	353,601	**427,710**

	Restricted funds 2020 £	*Unrestricted funds 2020 £*	*Total funds 2020 £*
Individuals and small groups	*199,803*	*55,815*	*255,618*
Local authority grants	-	*221,000*	*221,000*
Covid grants and support	-	*5,182*	*5,182*
Charity foundations and other charities	-	*8,900*	*8,900*
	199,803	*290,897*	*490,700*

Covid grants and support income above includes £83,564 (2020: £5,182) from central government.

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £
Income from charitable activities - Professional events and activities	771	**771**
Income from charitable activities - Community events and activities	-	**-**
Sundry other income	26	**26**
External sales income	-	**-**
	797	**797**

4. Income from charitable activities (continued)

	Unrestricted funds restated 2020 £	*Total funds restated 2020 £*
Income from charitable activities - Professional events and activities	*95,886*	*95,886*
Income from charitable activities - Community events and activities	*47,097*	*47,097*
Sundry other income	*1,999*	*1,999*
External sales income	*1,062*	*1,062*
	146,044	*146,044*

5. Fundraising income

Income from fundraising events

	Unrestricted funds 2021 £	**Total funds 2021 £**
Friends of the Playhouse subscriptions	3,486	**3,486**
Front row scheme	4,945	**4,945**
	8,431	**8,431**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Friends of the Playhouse subscriptions	*1,421*	*1,421*
Front row scheme	*5,073*	*5,073*
	6,494	*6,494*

6. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £
Bank interest receivable	905	**905**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Bank interest receivable	*3,430*	*3,430*

7. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2021 £	Total funds 2021 £
Fundraising	12,042	**12,042**

	Restricted funds 2020 £	*Unrestricted funds 2020 £*	*Total funds 2020 £*
Fundraising	*5,873*	*14,703*	*20,576*

8. Analysis of expenditure on charitable activities

Summary by fund type

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Professional events and activities	41,176	174,272	**215,448**
Community events and activities	23,284	120,074	**143,358**
	64,460	294,346	**358,806**

	Restricted funds restated 2020 £	*Unrestricted funds restated 2020 £*	*Total funds restated 2020 £*
Professional events and activities	*8,604*	*272,906*	*281,510*
Community events and activities	*5,736*	*150,832*	*156,568*
	14,340	*423,738*	*438,078*

9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Professional events and activities	5,178	210,270	**215,448**
Community events and activities	3,178	140,180	**143,358**
	8,356	350,450	**358,806**

9. Analysis of expenditure by activities (continued)

	Activities undertaken directly restated 2020 £	*Support costs restated 2020 £*	*Total funds 2020 £*
Professional events and activities	*66,345*	*215,165*	*281,510*
Community events and activities	*13,123*	*143,445*	*156,568*
	79,468	*358,610*	*438,078*

Analysis of direct costs

	Professional events and activities 2021 £	**Community events and activities 2021 £**	**Total funds 2021 £**
Bar & cafe purchases	2,667	1,778	**4,445**
Artistes fees	6,471	1,400	**7,871**
Theatre technicians	13	-	**13**
Film hire and programming	(3,973)	-	**(3,973)**
	5,178	3,178	**8,356**

	Professional events and activities restated 2020 £	*Community events and activities restated 2020 £*	*Total funds 2020 £*
Bar & cafe purchases	*6,644*	*4,430*	*11,074*
Artistes fees	*34,237*	*6,379*	*40,616*
Theatre technicians	*3,471*	*2,314*	*5,785*
Film hire and programming	*21,993*	-	*21,993*
	66,345	*13,123*	*79,468*

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Professional events and activities 2021 £	Community events and activities 2021 £	Total funds 2021 £
Depreciation	48,997	32,665	**81,662**
Staff costs	107,275	71,516	**178,791**
Premises	19,459	12,973	**32,432**
Legal and professional	8	6	**14**
Finance costs	3,428	2,285	**5,713**
Repairs	6,409	4,273	**10,682**
Insurance	3,857	2,571	**6,428**
Advertising	2,577	1,718	**4,295**
Sundry expenses	210	140	**350**
Governance costs	16,772	11,181	**27,953**
Spektrix	1,278	852	**2,130**
	210,270	140,180	**350,450**

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Professional events and activities restated 2020 £	*Community events and activities restated 2020 £*	*Total funds 2020 £*
Depreciation	*23,410*	*15,606*	*39,016*
Staff costs	*109,475*	*72,984*	*182,459*
Premises	*24,250*	*16,166*	*40,416*
Legal and professional	*551*	*368*	*919*
Finance costs	*5,428*	*3,619*	*9,047*
Repairs	*2,359*	*1,572*	*3,931*
Insurance	*3,615*	*2,410*	*6,025*
Advertising	*7,460*	*4,974*	*12,434*
Staff training	*713*	*475*	*1,188*
Sundry expenses	*2,615*	*1,743*	*4,358*
Governance costs	*18,541*	*12,361*	*30,902*
Irrecoverable VAT	*2,444*	*1,630*	*4,074*
Spektrix	*6,875*	*4,584*	*11,459*
Loss on sale of fixed assets	*7,429*	*4,953*	*12,382*
	215,165	*143,445*	*358,610*

Governance costs included above comprise:

	2021 £	*2020 £*
Accountancy fees	**1,946**	*1,935*
Independent examiner's fees	**830**	*810*
Salaries and wages	**25,177**	*18,072*
Legal and professional fees	**-**	*10,085*
	27,953	*30,902*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

10. Independent examiner's remuneration

	2021 £	2020 £
Fees payable to the Company's independent examiner for the independent examination of the Company's annual accounts	**830**	*810*
Fees payable to the Company's independent examiner in respect of:		
All other services not included above	**1,946**	*1,935*

11. Staff costs and remuneration

Staff costs comprise:

	2021 £	2020 £
Wages and salaries	**190,943**	*186,819*
Social security costs	**10,077**	*10,894*
Pension costs	**2,948**	*2,818*
	203,968	*200,531*

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

	2021 Number	2020 Number
Part time projection and bar/cafe staff	**-**	*3*
Hospitality management staff	**1**	*1*
Administrative staff	**4**	*4*
Technical staff	**2**	*1*
Theatre management staff	**1**	*1*
Arts development	**2**	-
	10	*10*

The aggregate remuneration of the key management in the year amounted to £39,182 (2020 - £39,182).

No employee received remuneration of more than £60,000 during the year (2020 - Nil).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 March 2021, no Trustee expenses have been incurred *(2020 - £NIL)*.

13. Tangible fixed assets

	Long-term leasehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2020	**1,686,635**	**464,575**	**2,151,210**
Additions	**-**	**5,705**	**5,705**
At 31 March 2021	**1,686,635**	**470,280**	**2,156,915**
Depreciation			
At 1 April 2020	**406,458**	**117,624**	**524,082**
Charge for the year	**27,006**	**54,656**	**81,662**
At 31 March 2021	**433,464**	**172,280**	**605,744**
Net book value			
At 31 March 2021	**1,253,171**	**298,000**	**1,551,171**
At 31 March 2020	*1,280,177*	*346,951*	*1,627,128*

14. Stocks

	2021 £	*2020 £*
Bar and cafe stock	**2,990**	*6,377*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

15. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	**327**	*12,366*
Other debtors	**10,054**	*37,551*
Prepayments and accrued income	**917**	*6,838*
	11,298	*56,755*

16. Creditors: Amounts falling due within one year

	2021 £	2020 £
Other loans	**5,995**	*5,995*
Trade creditors	**7,348**	*44,854*
Obligations under finance lease and hire purchase contracts	**6,692**	*6,063*
Other creditors	**12,631**	*17,367*
Accruals and deferred income	**258,527**	*181,863*
	291,193	*256,142*

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

	2021 £	2020 £
Other loans	**34,057**	*34,057*
Net obligations under finance lease and hire purchase contracts	**6,741**	*13,433*
	40,798	*47,490*

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

18. Financial instruments

	2021	2020
	£	£
Financial assets		
Financial assets measured at fair value through income and expenditure	**762,272**	*542,117*

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

19. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Unrestricted funds				
Designated funds				
Refurbishment	103,000	-	-	103,000
General funds				
General funds	1,013,733	363,734	(306,388)	1,071,079
Total Unrestricted funds	1,116,733	363,734	(306,388)	1,174,079
Restricted funds				
Community Foundation	999	-	-	999
Youth Theatre	844	-	-	844
Catalyst	2,774	3,000	-	5,774
Refurb 18-19	807,395	34,075	(64,460)	777,010
ACE Christmas Production	-	37,034	-	37,034
	812,012	74,109	(64,460)	821,661
Total of funds	1,928,745	437,843	(370,848)	1,995,740

19. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2020* £
Unrestricted funds					
Designated funds					
Refurbishment	-	-	-	*103,000*	*103,000*
General funds					
General funds	*1,108,309*	*446,865*	*(438,441)*	*(103,000)*	*1,013,733*
Total Unrestricted funds	*1,108,309*	*446,865*	*(438,441)*	-	*1,116,733*
Restricted funds					
Community Foundation	*999*	-	-	-	*999*
Youth Theatre	*844*	-	-	-	*844*
Catalyst	*1,868*	*6,779*	*(5,873)*	-	*2,774*
Refurb 18-19	*603,211*	*193,024*	*(14,340)*	*25,500*	*807,395*
Technical Upgrade	*15,500*	-	-	*(15,500)*	-
AYH - Arthur Carruthers	*10,000*	-	-	*(10,000)*	-
	632,422	*199,803*	*(20,213)*	-	*812,012*
Total of funds	*1,740,731*	*646,668*	*(458,654)*	-	*1,928,745*

Restricted funds:

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

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Youth Theatre represents public donations given in support of the Youth Theatre.

Catalyst represents Arts Council England funding for the training and development of our fundraising and diversifying our income streams.

Refurb18-19 represents donations given in respect of the renovation and redevelopment of the Playhouse.

AYH represents funding received in respect of the renovation and redevelopment of the Playhouse.

Technical upgrade - Funding for new film screen and winding mechanism in the newly refurbished auditorium.

ACE Christmas Production - Funding for Christmas 2021 production.

Designated funds:
£103,000 has been designated to cover the remaining refurbishment costs.

20. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Designated funds	**103,000**	**-**	**-**	**103,000**
General funds	**1,013,733**	**363,734**	**(306,388)**	**1,071,079**
Restricted funds	**812,012**	**74,109**	**(64,460)**	**821,661**
	1,928,745	**437,843**	**(370,848)**	**1,995,740**

Summary of funds - prior year

	Balance at 1 April 2019 £	*Income £*	*Expenditure £*	*Transfers in/out £*	*Balance at 31 March 2020 £*
Designated funds	-	-	-	*103,000*	*103,000*
General funds	*1,108,309*	*446,865*	*(438,441)*	*(103,000)*	*1,013,733*
Restricted funds	*632,422*	*199,803*	*(20,213)*	-	*812,012*
	1,740,731	*646,668*	*(458,654)*	-	*1,928,745*

21. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	751,400	799,771	**1,551,171**
Current assets	70,261	706,299	**776,560**
Creditors due within one year	-	(291,193)	**(291,193)**
Creditors due in more than one year	-	(40,798)	**(40,798)**
Total	821,661	1,174,079	**1,995,740**

Analysis of net assets between funds - prior year

	Restricted funds 2020 £	*Unrestricted funds 2020 £*	*Total funds 2020 £*
Tangible fixed assets	*803,905*	*823,223*	*1,627,128*
Current assets	*8,107*	*597,142*	*605,249*
Creditors due within one year	-	*(256,142)*	*(256,142)*
Creditors due in more than one year	-	*(47,490)*	*(47,490)*
Total	*812,012*	*1,116,733*	*1,928,745*

22. Operating lease commitments

At 31 March 2021 the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	*2020 £*
Not later than 1 year	**12,396**	*4,167*
Later than 1 year and not later than 5 years	**14,873**	*27,269*
	27,269	*31,436*

23. Related party transactions

During the year, Alnwick District Playhouse Trust received Front Row membership fees of £469 (2020 - £417) from two (2020 - two) trustees on a normal commercial basis.