



# HALL *for* CORNWALL

## HALL FOR CORNWALL TRUST

(Limited by Guarantee)

Trustees' Annual Report and Financial Statements

For the year ended 31 March 2023

Company Registration Number: 03101443  
Charity Registration Number: 1053028

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# ADMINISTRATIVE AND REFERENCE INFORMATION

<b>Name of Charity:</b>	The Hall for Cornwall Trust
<b>Company Registration Number:</b>	03101443
<b>Charity Registration Number:</b>	1053028
<b>Country of Registration:</b>	England and Wales
<b>Governing Instrument:</b>	Articles of Association
<b>Constitution:</b>	Limited Company (Limited by Guarantee)
<b>Principal Address of the Charity:</b>	Hall for Cornwall Back Quay Truro TR1 2LL
<b>Registered Address of the Charity and its subsidiaries:</b>	Hall for Cornwall Back Quay Truro TR1 2LL
<b>Web Address of the Charity:</b>	<a href="http://www.hallforcornwall.co.uk">www.hallforcornwall.co.uk</a>

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## **Charity Trustees:**

Lord John Hutton  
*(Appointed 18 June 2022; Chair from 9 September 2022)*

Alan Davey  
Vinesh Govender  
Kathryn Ludlow  
Donna Munday  
Richard Williams  
Holly Hipkins *(Resigned 16 August 2022)*  
Chris Pomfret OBE *(Resigned 9 September 2022)*  
Dame Rosemary Squire DBE *(Resigned 9 September 2022)*  
Sarah Newton *(Resigned 9 September 2022)*  
John Pollard *(Resigned 11 December 2022)*  
Peter Cox *(Appointed 16 June 2023)*  
Sarah Preece *(Appointed 16 June 2023)*  
Laura Smith *(Appointed 16 June 2023)*  
Petroc Trelawny *(Appointed 16 June 2023)*

The above trustees of the charity constitute directors of the company for the purposes of the Companies Act 2006. No director has any beneficial interest in the charity or the group. All directors are members of the charity and guarantee to contribute £1 in the event of a winding up.

## **Executive Management:**

Julien Boast *CEO & Creative Director*  
Julie Caplin-Grey *Deputy CEO & Chief Operating & Finance Officer*  
Helen Tiplady *Deputy Creative Director*  
David Dodd *Marketing & Communications Director*

## **Auditor:**

Bishop Fleming LLP  
Chy Nyverow  
Newham Road  
Truro  
TR1 2DP

## **Solicitors:**

Stephens & Scown LLP  
Osprey House  
Malpas Road  
Truro  
TR1 1UT

Burgess Salmon  
One Glass Wharf  
Bristol  
BS2 0ZX

## **Bankers:**

Barclays Bank Plc  
20-21 Lemon Street  
Truro  
TR1 2NB



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# TRUSTEES ANNUAL REPORT

**The trustees present their annual report and audited financial statements for the year ended 31 March 2023 which are prepared to meet statutory reporting and disclosure requirements.**

The Financial Statements comply with the Charities Act 2011, the Companies Act 2006, the Articles of Association, and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing Financial Statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) effective date 1 January 2019.



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# CHAIR'S REPORT

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When we reopened the doors to Hall for Cornwall and raised the curtain on the new Cornwall Playhouse auditorium back in October 2021, our staff and trustees were under no illusion as to both the difficulties that lay ahead in nurturing audiences back to theatre after the Covid pandemic and the fortitude and determination needed to bring the auditorium and the wider building to life. It's acknowledged that one of the most critical points of any major capital project occurs after the contractors have handed over the keys and the day-to-day work of establishing a cultural identity with a vibrant programme and a distinct brand begins.

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With those challenges risen to, what a great pleasure it is to see that the accounts presented here, and the accompanying narratives to our work delivered, tell the story of a highly successful first full year of trading, a springboard to the future of Hall for Cornwall as an open, diverse, imaginative and welcoming space for a myriad of seriously entertaining delights. At the same time, the breadth and depth of work that our team has undertaken across our community speaks to the passion and commitment of people – staff, trustees and volunteers – who are proud to gather under the umbrella of our organisation and engage together to achieve our charitable purpose.

If I reflect on the core tenets of our organisation, I can see that our sense of 'welcome' is something that much pride is taken in. That welcome, most visibly delivered by our valued volunteers, isn't just about our theatre-going audiences, though we have a dedicated and knowledgeable ensemble of regular attendees. Nor indeed is it centered on our visiting companies, many of whom have come to view Hall for Cornwall as a particular highlight on their tour through the warmth of their reception. Rather, it's an embedded value that reaches out to all who travel through our much-loved building and ensures that we do everything in our power to make the theatre a place of joy for everyone.

We see this welcome delivered by our front of house and catering teams, who relished learning British Sign Language to be better able to welcome members of the deaf community to our theatre. It's in our successful application to Levelling-Up funds to build a Community Club to bring to our shows an audience who might otherwise have felt – financially, socially or geographically – that theatre wasn't for them... and it's in the generosity of ticket buyers who have put their hands in their own pockets to supplement these funds with generous donations and in doing so helped others experience the thrill of live performances.

In December 2022 we very sadly lost John Pollard, one of our longstanding Trustees and a magnificent servant to the charitable and educational sectors in Cornwall, who passed away suddenly while on holiday. John, a 'proper' Cornishman in the great sense of that expression, was a highly valued friend to Hall for Cornwall; our lasting memory of him will always be from only a few days before his passing, roaring with delight at an auditorium full of schoolchildren enjoying our Christmas production of *Treasure Island*. John, like us, understood that some of the power of theatre stems from the welcome and engagement received by those who are in turn enthralled by their visit to us.

Looking ahead, with a dedicated team assembled and the Cornwall Playhouse auditorium brimming with delighted audiences, it's clear to visitors and funders alike that the reopening of Hall for Cornwall has been a massive success in the face of any expected – or unexpected – early challenges and we have a stage, literally and figuratively, on which to welcome the people of Cornwall and beyond.

**Lord John Hutton**  
Chair

# OBJECTIVES AND ACTIVITIES

## **The main objects of the charity as defined by the Articles of Association are:**

- To promote, maintain, improve, and advance education, particularly by the production of plays and the encouragement of the Arts including the arts of drama, ballet, music, singing, literature, sculpture, and painting.
- To restore and preserve for the benefit of the public, the City Hall, Truro, being a building of historic, architectural, and constructional interest.
- To provide facilities for the use of the inhabitants of Cornwall without distinction of political, religious, or other opinions, including use for meetings, lectures, and classes and for other forms of recreation and leisure-time occupation in the interest of social welfare, with the object of improving the conditions of life of said inhabitants.

## **To achieve these aims, our 10-year business plan sets the following mission:**

*To be at the heart of shaping contemporary Cornwall by becoming a leading cultural centre for: performance, participation and the presentation, creation and transmission of ideas.*

## **The strategic goals we have set ourselves to deliver this mission are:**

- Achieving excellence in artistic programming while celebrating our physical, historic, and cultural heritage – the history of Truro and the culture of Cornwall.
- Developing our audiences and visitor profile for arts and culture in the region.
- Developing talent.
- Becoming entrepreneurial, sustainable, and resilient.
- Developing our new home through a faithful and continuous interpretation of its Heritage

In achieving this we believe that we can attract more people, give our audiences a richer experience and improve our commercial performance; the latter providing the means to invest further in our charitable purposes.

Following the capital redevelopment of the theatre and our reopening in October 2021, leading to a year of partial trade 2021\_22, these accounts represent our first full year of stage programme and ancillary commercial sales.



# PUBLIC BENEFIT STATEMENT

**In planning the activities and programme for the year, Directors consider the Charity Commission's general guidance, including the guidance on public benefit and fee charging. Events and programming are planned in order to appeal to a wide-ranging audience, having due regards to the commission's guidance where relevant.**

In building our programme, consideration is given to ticket pricing, accessibility, and the broadening of our audiences. We continue to work with consulting partner TRG Arts to formulate a fresh approach to pricing in the theatre, including a low-price entry-level ticket for most of our shows, along with a range of other concessions. Additionally, the 2022-23 year has seen the introduction of our Community Club, based on our experience pre-closure working with the Paul Hamlyn Foundation on a similar scheme, enabling access to culture for audiences who for social, logistical and financial reasons have not experienced the world of theatre. The new Community Club is funded by government Levelling-Up funds (SPF) matched with corporate and public donations. The new auditorium has been designed with seat choice flexibility in mind and contains standing spaces to ensure affordability and accessibility for our audiences..

Alongside our stage programme, our public benefit is achieved through our provision of education, arts development and volunteering programmes, supported by Arts Council England and Cornwall Council core funding, and through project funding, principally from The National Lottery Heritage Fund, The Andrew Lloyd Webber Foundation, and The Royal Shakespeare Company. We have also developed our schools' partner programme delivering educational activities to schools across Cornwall. Opportunities for engagement were made available through social media and the Hall's website.

Though our public benefit outreach work continues to grow, the principal activity of the group and the charity is centred on the operation of the HfC for the presentation of a wide variety of performing arts, entertainment, and community events. Our programme is enhanced in its ability to deliver top class, West End, entertainment through its expanded seating capacity, and renewed in its ambition to provide challenging, innovative, and diverse work supported by our Arts Council National Portfolio Organisation status. Through this wide-ranging programming we provide a powerful stimulus to help people of all ages, means, and background enjoy the arts and further their own creativity.

# ACHIEVEMENTS AND PERFORMANCE

## Capital Redevelopment Project

Though to outside eyes, the capital redevelopment of the Hall for Cornwall, building on the legacy of the 1997 opening of the then regenerated Truro City Hall Grade II\* Listed building that resulted in Hall for Cornwall's first incarnation, completed with our opening in October 2021 for our co-production with Royo Ltd and Universal Pictures: *Fisherman's Friends - The Musical*. However, with the Omicron Covid variant a factor into the early months of 2022, various components of our overall offer continued to be delayed, with our HUSA workspace hub opening in summer 2022, following practical completion of the building in May 2022, and our daytime Greenroom Café offer being available from Easter 2022 onwards.

We continued to be grateful to our key funders, National Lottery Heritage Fund, the European Regional Development fund, and its government administrators at the Department for Levelling Up, Housing & Communities, Arts Council England, Cornwall Council, and the Cornwall & Isles of Scilly LEP.

Moving into the RIBA 6 phase of the project upon awarding of 'Practical Completion' in May 2022, we continued to work with our lead architects Burrell Foley Fischer LLP, Ward Williams Associates LLP as project management, Currie & Brown (UK) Ltd as quantity surveyors, and construction partner Kier Group PLC to finalise the outturn of the project.

## Programmes of work and activities

### The Programme

Though the pipeline of product available to Hall for Cornwall as a presenting house for touring work remained in a weakened state following the Covid pandemic, with the return of audiences to indoor auditoriums gradual and markedly different across social and age demographics, our 22-23 year saw the Cornwall Playhouse delivering a varied and popular programme of work.

Starting the year with Wise Children's contemporary and fresh take on *Wuthering Heights*, our programme of weeklong shows mixed returning favourites *The Addams Family* and *Blood Brothers*, with prestigious hit West End musicals such as *Six*, *White Christmas*, *Strictly Ballroom*, *Rock of Ages* and *The Commitments* sitting alongside such high-quality drama as, for example, *Mrs Warren's Profession*, *The Curious Incident of the Dog in the Nighttime*, and *An Inspector Calls*. Our younger and youngest theatregoers enjoyed the animatronics of *Dinosaur Live* and the straight-from-television *Twirly Woos*, while fans of the factual were here to watch the Banff mountaineering and ocean film evenings and be entertained and informed by *Adam Kay*, *Sir Ranulph Fiennes*, *Richard E. Grant*, *Prue Leith* and others. Our local-connection events included a visit from the *Gigspanner Band* with noted travel writer *Raynor Winn*, an always welcome return from the *Fisherman's Friends*, and *Rebecca Mordan* 'In Conversation'. From much further afield it was a privilege to welcome the close harmony and uplifting *Good Hope* dance of *South African Road Trip*, one of only two UK appearances in 2022.

We were thrilled to receive a five-performance residency from *Gary Barlow*, which featured heavily in local news stories and achieved wider recognition, not least from Gary himself, on national television. This show was a mixture of memoir and music, while our popular music included many retro-heritage shows honouring the legacies of myriad musicians and musical genres. Original music came to us from *The Levellers*, returning for the first time since our redevelopment, alongside fellow returnees *Kate Rusby*, *Leo Sayer*, *Dr Hook*, and *The Proclaimers*, and we were honoured to welcome the legendary *Dionne Warwick* to our stage. We supported HfC 'Associate Artist Alumni' *Carleen Anderson*'s futuristic "blended-roots opera" *Melior Opus Griot*, which made its preview



## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

premiere on the Cornwall Playhouse stage in November 2022, and is now in crowdfunding for future performances and a planned double-album. Our classical curation included a well-attended lunchtime recital as part of the *BBC Proms* series, concerts from the *Bournemouth Symphony Orchestra*, *Welsh National Opera* and the *BBC National Orchestra of Wales* as well as work by *Graham Fitkin* and included recitals by the likes of *Jess Gillam*, *the London Mozart Players* and the *Orchestra of the Age of Enlightenment*.

Our stand-up comedy included regular visitor to Hall for Cornwall *Jimmy Carr*, while appearances from *Dylan Moran*, a visit from the much-loved Radio 4 panel show *I'm Sorry I Haven't A Clue*, a two-day schedule for *Stewart Lee*, and performances from *Sandi Toksvig*, *Omid Djalli*, *Jasper Carrot*, and *Paul Merton & Friends*, among others, helped make our overall comedy offer a high-profile and well-rounded part of our programme.

We continued to build on our contemporary dance programme, a cornerstone of our commitment to culture, with *Rambert* producing a showcase of three short pieces combining virtuosic dance with storytelling: *Eye Candy*, *Cerberus* and *Following the Subtle Current Upstream*, and *Motionhouse Dance Theatre* exploring the ever-shifting realities of our inner dreams in *Nobody*. The *Gary Clarke Company* brought us *Wasteland*, juxtaposing the closure of the Grimethorpe Colliery with the evolution of the 1990s rave scene. Our audiences revelled in the return of the evergreen *Lord of the Dance*, whose large attendance numbers in June 2022 proved that audience confidence in coming back to auditoriums was well underway, while *Les Ballets Trockadero* also proved immensely popular.

The beating heart of our year is always our in-house Cornwall Playhouse Productions Christmas Show, this time presenting a Cornish-flavoured *Treasure Island* which, despite unfortunately losing a handful of shows to seasonal illness, played to enthusiastic, happy audiences across its run. We look forward to following this up in 2023 with the perennial favourite *Peter Pan*.

Cornwall Playhouse remained open during the week of the death of Her Majesty Queen Elizabeth II, with the understanding that Her wishes included the continuing of theatre during the national mourning. We invited our audiences to join with us in silent remembrance and played the National Anthem after that moment of reflection.

**HfC welcomed c. 201,000 visitors to its Cornwall Playhouse auditorium in respect of shows staged in the year 22-23.**

As these narratives and accounts were being finalised, news came through of the passing of *Bill Kenwright*, theatre producer, actor, Everton FC chairman and philanthropist. Bill was a great friend to Hall for Cornwall, ensuring that despite being the furthest south-west venue on the touring circuit, we received quality shows from his stable and being a champion of regional theatre generally. Hall for Cornwall, like so many other theatres, will remember him with great fondness and always be in his debt for the support he gave us.

## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### Get Creative

HfC continues to run its Get Creative programme which encompasses talent development, co-productions, and work with young people undertaken both within and outside of school. Such activities are made possible through fundings at national and local government level, fundraising with Trust & Foundations and strategic partners, and the kindness of public donations enabling work to be produced and bursaries awarded to ensure access and inclusivity for all.

Grateful to the support we receive from funders to our Get Creative work, principal among them *Cornwall Council*, the *Royal Shakespeare Company* and the *Andrew Lloyd Webber Foundation*, we describe here the work of our outreach and education team.

### HfC Youth Theatre and Youth Dance

In the year we ran eight youth companies across dance and theatre disciplines, with over 250 young people attending weekly. Their participation reaches far beyond the routines of those weekly sessions, enabling them to perform to differing audiences across multiple venues and bringing them to the centre of public events such as a 'mayor making' service at Truro Cathedral and Truro's 2022 jubilee celebrations.

Our six youth dance companies performed at the end of term showcase on 9 July 2022, wowing audiences with their technical improvements and their choreographic content. As part of a structured review of the programmes we have now increased the hours of training we deliver to the intermediate group.

HfC's youth theatre groups tackled some challenging texts as part of their end of term shows. We adapted the book *Treth's Cornish Adventure* by Alison Taylor following the journey of Treth the Owl from Trethowl for our Juniors, who even created an underwater scene with an old school overhead projector screen. Our seniors, meanwhile, undertook a spectacular Promenade performance of *Much Ado About Nothing*, integrating over 50 young people from theatre and dance in a 1940s style takeover of Truro's Victoria Gardens.

During summer 2022, we ran both Junior Musical Theatre Summer School (ages 6-10) and an Intermediate Musical Theatre Summer School (ages 11-18). The Junior Summer School was a three-day intensive, where the young people learnt four songs taken from musicals *Annie*, *Les Misérables*, *The Lion King* and *Barnum*. These songs were staged and stitched together with devised scene work under the theme 'The Little People Showcase' which was performed to parents. The Intermediate Summer School tackled a full junior version of *High School Musical*. Rehearsed and staged in just nine days, the rehearsal schedule was as close to a professional schedule as possible, including two performances. This summer activity enabled us to engage also with Falmouth University, with a full tech team made up from the third year Technical Theatre students from the university's AMATA theatre. We were joined by guest director Alex Jackson, and Musical Director JJ Eio.

Our seniors performed at the PAR-Tee festival in Par Bay at the start of September 22, making a new choreographic piece to showcase their talents, as well as undertaking a booking for Truro's Festive Friday lights switch on and performing in Carleen Andersons underwater adventure *Melior* on 6 November. Our Musical Theatre groups performed their first full productions of *Bugsy Malone* and *Seussical the Musical*, when seventy audience members took a journey through the AMATA building into our 'Speakeasy' with a book collection (for charity) as the price of admission.

### Secondary Drama Showcase

On 1 February 2023, eleven schools performed in the Secondary Dance Showcase, with 150 young dancers performing. Following on from this, seven schools and two HfC Youth Companies, totalling 200 young people told 'Tales of Truro' and performed scripts by o-region's Simon Harvey. Across three days, over 350 young people performed on our stage.



## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### Royal Shakespeare Company (RSC) Associate Schools Programme

HfC was proud to continue its work with the Royal Shakespeare Company during 22-23, and during the year our RSC Associate Schools Showcase (a regional playmaking festival) celebrated the first year of our current RSC Associate School programme. We presented a showcase of *Much Ado About Nothing* with seven partner schools and a small group from HfC Youth Theatre (150 young performers in total) tackling several scenes and working together to present the play in its entirety live on the HfC stage. This led onto an opportunity to perform in Stratford Upon Avon, where the Cornwall Ensemble of 20 young performers (drawn from RSC Associate Schools programme) joined 113 young people from schools across the UK in performing *Much Ado About Nothing* on the RSC stage.

As part of the RSC's search for 37 new 'State of the Nation' plays, HfC and fellow local cultural sector charity The Writers' Block ran a series of workshops led by some of Cornwall's finest playwrights and theatre makers to support emerging writers. The *37 Plays* project launched on Thursday 5 July via Teams with input from HfC, The Writers' Block, invited playwrights, and approximately 30 guests. Workshops took place from August to December 2022 at both the Hall for Cornwall and the Liskerrett Centre in Liskeard, and focussed on topics such as 'Getting Started' with Falmouth University Associate Lecturer Jane Pugh, and 'Comedy Writing' with Jon Nash, a playwright and dramaturg based in the Southwest.

### Schools Partnership Programme

Our Schools Partnership Programme continued in the 22/23 year, attracting 27 schools, and one specialist setting, to be part of our schools offer, through our own programme and/or via the RSC Associate Schools Programme. Penryn College, as part of this scheme, were supported in an Ofsted visit with workshops to deliver communication and collaboration skills to 170 Year Nine learners during the inspection period. Each school in our programme receives bespoke services, with, for example, Portreath Primary having an intensive two-week project including singing, art, sound/ composing, theatre, and dance, while Porthleven Primary looked at art, music, animation, and dance. St Mawes Primary saw us supporting a performance of *Mary Poppins* as a culmination of weekly workshops and St Agnes Primary made a performance of *Tin Forest* as the end product of their weekly after-school club.

Coming primarily from our Partner Schools as part of supporting their careers provision, throughout the 2022 summer term, we welcomed a cohort of Year Ten work experience students. Each week was scheduled and programmed to include a diverse range of tasks and experiences for the Young People, as a snapshot into life at HfC.

### Toddler Time

We connect with the future generations of theatregoers through our Tuesday Toddler Time hour, where our Get Creative team engage the youngest of our visitors to Hall for Cornwall with a vibrant mix of stories, music and crafts; these activities are designed for the two-to-six age group, but its not unusual to find their younger brothers and sisters equally as captivated.

## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### ArtsMark

We continue to be strong advocates and deliverers of the Arts Award and ArtsMark programmes, working with school partners to embed both qualifications into thinking and planning. We regularly talk about the qualifications to our partner schools and will continue to do so. Arts Award is now embedded into both our Christmas Show's suite of wrap around activity and our work experience scheme. Through our programme, Fowey Academy have now gained Artsmark status, citing HfC intervention as a key driver and partnership. All our work experience placements will complete Bronze Arts Award Qualifications (34 young people), and we've started to deliver our technical qualifications through the Trinity College Arts Award modular framework.

### Technical Qualifications

We are working with Allen & Heath as our industry partner, we have delivered technical qualifications in association with our Schools Partnership programme. Attending groups have now gained basic experience in rigging lights, setting up microphones, lighting a short performance and running the sound through the main desk. Led by our technical team, the groups are split into three sub-groups and work their way round a carousel of activities ensuring everyone has a go at each station and by the end of the day they put on a mini show with each group operating sound / lighting / performing. Our next challenge will be to deliver this for the next stage up as this was an entry level certificate based on the Trinity College Arts Award Discover level.

### Talent Development Support

HfC has offered opportunities for professional development across Dance and Theatre through commissioning workshops from pattern organisations at different scales and levels of experience.

In collaboration with Screen Cornwall, Creative Kernow and ASONE we are developing resources for young people to understand different routes in to careers in the Creative Industries. This can be accessed through social media, online and in print. This consortium work on talent development is funded by Cornwall Council and is linked to our successful New Artist Network and Work Experience programmes.

### Associate Artists

Our Resident Company scheme reached the end of its current cycle of membership, with our thirteen associate artists now becoming HfC Associate Artists Alumni, some having received support in the most recent four-year cycle of Arts Council England NPO applications, and all variously supported in achieving grant funding for projects, freelance work, networking opportunities, career support, and business planning advice to enable the production of ambitious new work. Regrettably, none of our Alumni achieved NPO status in the 2022 process but those who applied banked valuable experience in formulating bids at this high level. In 2023-24, HfC will be appointing a new in-take of artists to our Resident Company programme.

### Mentoring

Our mentoring programme continues, with HfC Leadership Team members taking one-to-one sessions with associate artists, providing a wider set of skills and experience to support the individual needs of each artist / company.



## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### Collaborations:

#### Creation Space

Our summer 2022 programme for the New Artist Network was specifically designed to support a small cohort of artists who identify as having protected characteristics. Artists were invited to Bill's Attic, in Redruth's Krowji complex, to explore, question, create and devise new work inspired by the extraordinary lifetime's collection of artefacts of Bill Mitchell. The artists had time and space to research future work supported and mentored by members of the Get Creative team through our Creation Space programme. This led to supporting two artists through a research and development process delving into the accounts documented in the book *Adrift: The Curious Tale of the Lego Lost at Sea* by Tracey Williams, followed by more artists joining for five days, developing short excerpts and performing to an invited audience to conclude the summer school programme.

A second Creation Space research and development programme supported Trifle Gathering Productions exploration of former Kneehigh Theatre associate Carl Grose's play *The Kneebone Cadillac*.

#### Carleen Anderson – Melior

Utilising designated funds held as part of our commitment to commission local work, we continued our support of Associate Artist Alumni Carleen Anderson and her futuristic opera *Melior Opus Griot*, which made its premiere on our Cornwall Playhouse stage in November 2022. Featuring dancers from our youth group and emerging artists alike, the piece took an inclusive approach to sharing the stage. The project saw a community choir built from students, early career singers and retired performers singing alongside international stars China Moses and Terri Walker, as well as the staggering vocal range of Carleen herself, who took time and care to offer each singer tips and tuition through rehearsals. HfC youth dance companies (including all our younger performers with other needs ranging from autism, Down's Syndrome and hearing loss) were supported to take part. In moving moments our group choreographers took to the stage with the youngsters to give them a little extra confidence performing their mastered movements and sequences with a helping hand to guide. Hair and make-up students from Cornwall College St Austell styled the forty-strong performance team, to create underwater

hairstyles and mermaid make up, adding to the sense of occasion and theatricality for the performers. In a Cornwall Playhouse Productions first, we fused live music, Mi.MU gloves, projection and dance for this seminal work.

#### Artist Networking Opportunities

We continue to facilitate and promote good networking opportunities for the creative sector in a warm atmosphere of support and guidance. In this year, that included ad-hoc activities such as a tax workshop for emerging freelancers; ACE Project Grant information session with Arts Council relationship manager Philip Butterworth; a Wise Children workshop for the New Artist Network; and three workshops for the Regional Theatre Young Directors Scheme – New Directions Southwest.

#### Weekly Cuppa Culture Meetings

Hosted by HfC and FEAST, Cuppa Culture is an informal drop-in virtual cup of tea for practitioners to share, talk and offer peer support. Up to 50 people attend these weekly get togethers.

#### Play Club

Play Club continues to provide good networking, with a script read-through opportunity for performers once a month reading the works of new Cornish writers as well as classic texts, one act plays, fringe favourites, and readings connected to our stage programme.

#### New Artists Network

HfC hosts and supports nearly 140 members of our New Artists Network (NAN) who are in the first two years of their creative careers. With regular meetings, networking, collaborating, and responding to commissioning briefs, this programme has grown organically. In October 2022, there was a 'Scratch Night' that saw seven pieces developed by 12 artists. The process offers a platform for our emerging creatives to test and learn with their material. The audience discuss with the artists any significant moments, areas for development and other feedback. Following the success of the first one, we plan to host three more. NAN continues to assist and guide members into full-time creative positions, to make their own work, and to manage portfolio careers.

## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### Cornish Language

HfC champions the use of the Cornish language. In September and October 22, we completed the installation of signage throughout our building. All signage is bilingual, with Cornish translations alongside English words. The largest of these is our stage Safety Curtain, which proudly features the translation of 'Kroglen Sawder'. Our seasonal programmes that are sent to all customers in our database incorporate Cornish Language. The introductory welcome text from our Chief Executive & Creative Director / Pennweythresek ha Lewydh Awenek has the Cornish translation sitting alongside it on the inside front page. All headings and even page numbers have the Cornish translation too. On email signatures, employee job titles are described in dual language, and employees are encouraged in the use of Cornish as part of their sign-off line (Meur ras/Thank you).

Cornish Language was also featured in our Christmas Show, *Treasure Island*, with characters speaking Cornish. With audience call-and-response at points in the show, this provided a great opportunity for thousands of people to speak some Cornish throughout the festive period.

### Partnerships & Collaborations

#### Falmouth University Memorandum of Understanding

On 11 April 2019, A Memorandum of Understanding (MOU) between Falmouth University and Hall for Cornwall was signed. This creates a strategic framework to drive the transformation of the Cornish economy through the promotion of our creative industries and cultural sector. The aim of both organisations is to develop beneficial partnerships and models which complement and enhance other's Business plans.

#### National Networks

We are fortunate and delighted to see a continuing engagement of high-profile national partners with HfC. These include the Rambert Dance company, The RSC, The National Theatre, and rural theatres Theatre Clywdd and Eden Court in Inverness, who have similar outlooks and challenges and who are all interested in future collaborations.

### Volunteers

We are immensely proud of our volunteer programme, now encompassing some 150 ushers and heritage guides, with an ever-expanding waiting list of those wanting to join us in a volunteering capacity. They are a key part of our cherished welcome to audiences and visiting companies alike and have quickly established themselves as a notable part of the success of our reopening. Led by our Theatre and Assistant Theatre managers, volunteers attend induction days which include modules on vision and values; culture and behaviours; health and safety; building familiarisation; emergency evacuation; customer care; and supporting those with access issues.

We continue to be proud of attracting a genuinely diverse group of people compared with that of pre-closure – with better representation across different ages, professional skills, neurodiversity, and social-economic backgrounds.

In 2023/24 we will focus further on the roles of Heritage volunteers, who are part of the daytime offer and contribute to the vibrancy of our building away from stage performance times. Heritage Tour Guides will show people around the embedded story points and their QR code links, Heritage Champions will be positioned in the auditorium to talk to people who want to come and explore, with Heritage Collections Volunteers, collecting memories and items for the collection and digitising these for our online archive

### Fundraising

We very much appreciated the support of DHL Ltd as our headline sponsor for the 2022 calendar year, with that valued relationship continuing into the 23/24 financial year. Recognition of DHL's commitment to culture and to HfC is reflected in branding at points in the building, such as on our stage Safety Curtain, and the naming of one of our meeting and hospitality rooms as the DHL Suite.

As we move out of our capital fundraising cycle, our fundraising focus will naturally shift to other projects in the life of our theatre, around our artist and community engagement and around future further improvement schemes for our Grade II\* building. Fundraising is currently led by our Senior Leadership Team and our Board of Trustees.



## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### Public Awareness

We continue to be a place of keen interest for regional television and radio, with ITV Westcountry and BBC Spotlight and BCC Radio Cornwall all being champions of our programme and outreach work alongside the Cornwall Live web and social media feeds. The support of local radio stations such as Pirate FM is extremely important to us. Cornwall and Devon print media, including the *West Briton* and *Falmouth Packet* took great interest in Gary Barlow's four-night residency with us, while the *Western Morning News* proclaimed our Autumn 2022 season with a 'Curtain up on some great entertainment' double-page spread.

During the week of *SIX*, our new ope, allowing visitors to traverse around the back of the auditorium stalls from Boscawen St to Lemon Quay, opened to the public. Television coverage of the launch drove high footfall for that week. As a team, across the organisation we navigated the public to discover our building's stories. Members of our young company and youth theatre take voluntary shifts to be ope guardians. The ope was blessed by Pol Hodge, the Grand Bard, and opened officially by the Leader of Cornwall Council, Cllr. Linda Taylor. The increased footfall using the ope in the daytime has driven people to our heritage microsite and collection. Via QR codes next to the floor based Storypoints, visitors are taken straight to the website and corresponding story. Following audience feedback, we've re-written elements of the content to suit a younger reading ability and made the youngest version more game and picture focused.

Our website and social media channels continue to provide awareness and engagement with our audiences and supporters, while our monthly newsletter provides a wide-ranging communication tool to share our charitable and commercial activities with our extensive database.

Areas bannered under our Get Involved\_ signature line include: HUSA, housing both our new venture for co-working spaces as funded by the European Regional Development Fund and the Cornwall & Isles of Scilly LEP Growth Deal programme, and our talent development programming. HUSA, a Cornish language word meaning 'to enchant and dream', is all about new ideas and imaginings, where aspiring and established performance professionals and creatives can develop the skills, connections, and careers they need to turn dreams into reality. Here we spotlight our Associate Artists, highlight development opportunities and link to our innovative HUSA Workspace opportunities, bringing the work of like-minded sector businesses and freelancers into the heart of our theatre.

**GET CREATIVE** spotlights our work with schools, young people, and the wider community, describing the ways in which we make a difference, through our Arts Council England National Portfolio Organisation (NPO) funding, and via grants from highly regarded sources such as the RSC's Shakespeare Nation and the Andrew Lloyd Webber Foundation.

**CORNWALL PLAYHOUSE** is the name given to our auditorium, and this section of our website engages across our audience base to deliver on our promise of accessibility, affordable pricing, school and group visits, and our vibrant and expanded 1,352 capacity seating. An associated strand, **CORNWALL PLAYHOUSE PRODUCTIONS** will describe our own productions and our ambitious co-production plans.

Curated as part of our *Revealing City Hall* project, we maintain a digital archive collection of artefacts and on-going new material that records the long history of our much-loved and Grade II\* Listed building. This valuable resource, and the opening-up of the building's past in sympathetic physical restorations with embedded story points to tell the story of City Hall's many identities and uses, sits within its own microsite, designated as **HISTORY & HERITAGE** to ensure that the longevity and evolution of our home continues to be maintained, understood, and celebrated in years to come.

## ACHIEVEMENTS AND PERFORMANCE CONTINUED...

### Sector support

The Hall for Cornwall and its leadership team are mindful of the pivotal position the theatre and its educational outreach and talent development programmes holds within its local community. HfC exists at the centre of a network of freelance practitioners in drama and dance, cultural providers, mid-career associate artists, and entrants into the sector, who depend on us for regular and predictable workstreams, strategic guidance and quality networking opportunities. Additionally, Hall for Cornwall provides an authoritative voice within the broader cultural sector to encourage inward investment in the arts in Cornwall and to lend its extensive experience and sector knowledge to other likeminded organisations. During the year 2022/23 this sector support manifested itself both in the work described in our talent development, but also through the following cross-sector engagements:

### HUSA Workspace

As part of the European Regional Development Fund and Cornwall & Isles of Scilly Local Enterprise Partnership funding for our redevelopment, our HUSA Workspace offer has been established on the Back Quay side of our building. This comprises 'box' office space and more ad-hoc open plan working, enabling small and developing cultural sector-related organisations to benefit from working within the theatre and having access to further spaces within our building as well as our sector knowledge and our quality networking opportunities. During the 22/23 year, office spaces were occupied by Black Voices Cornwall and Cornwall Pride, alongside Wildworks Theatre, TECwomen CIC and Always On Mobile. Ad-hoc desk space benefited colleagues in the creative sector including those working in associated project management and fundraising disciplines.

### Cultural Compact

The Cultural Compact was born out of Cornwall Council's Culture and Creative Industries team's ambition to show that Cornwall is a leading rural creative economy – the Cultural Compact for Truro 'Tyller a Nerth'. Initiated by Cornwall Council with additional funding from Truro City Council and Arts Council England, the Compact is hosted and chaired by Hall for Cornwall as part of a Memorandum of Understanding for Culture that places resilience, place, and identity as key initiatives. This creates a layer of connectivity in Truro through communication and collaboration with partners and people to achieve culture at the heart of the community and community at the heart of culture.

*The compact aims to:*

- Encourage cultural activity that celebrates Truro community spirit and identity with activities and success stories.
- Celebrate and empower the voices of Truro by building-up communications and prioritising experience.
- Increase the visibility of Truro as a cultural development destination for visitors.

The Compact was originally funded through to the end of the 21/22 year. We successfully sought additional funding to continue this work into the 22/23 year, which saw its conclusion in its current form.

### Newlyn Art Gallery & The Exchange

HfC provided consultancy services to our fellow Cornish NPO cultural organisation Newlyn Art Gallery, a two-site contemporary art gallery in Newlyn and Penzance, in support of their own back-office function.

### Other Sector Support

In April and May 2022, we invested significant resource across the company from Leadership Team, Artist Development and Finance into supporting some of our Associate Artists and other partner organisations in making Arts Council England NPO applications for their companies. Though none of these bids resulted in NPO awards being made – indeed in Cornwall only one new NPO was added to ACE's portfolio – the activities supported organisations in expressing aspirations and acclimatising themselves to working at the higher levels demanded by NPO status.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

**Hall for Cornwall Trust (HfC) is a charitable company limited by guarantee, incorporated in 1995. The charitable company's Articles of Association is the primary governing document; this was last amended in August 2017.**

## Appointments and terms of office for Board members

The Board may consist of up to 12 Directors. Following a four-year cycle of operating with two co-chairs, and upon the retirement from the board of those co-chairs, the charity returned to a sole Chair model in September 2022.

The Board carry out an annual self-assessment exercise, maintain a skills audit and considers succession planning and effectiveness. Board members serve a four-year term with the option to renew for a second.

Nominations for new Directors are sought from within the Board, and via the open market, based on skills gaps. All new Directors undertake an induction programme.

One new trustee was added during the 2022/23 year, while five trustees left the board during the year. In 23/24, we have added a further four new trustees following a recruitment process.

## Organisational Structure

The Board oversee the business of the charity and is responsible for the governance and overall management and control of the charity.

During the 22/23 year, the board had four committees: Capital Project, Audit & Risk, Nominations and Remuneration, and Finance & Procurement. Subsequent to the end of the 22/23 year the Board elected to merge the terms of reference for the Audit & Risk and Finance & Procurement committees, creating one Finance, Audit & Risk committee.

The Board and the Finance, Audit & Risk committees meet quarterly. During construction work, the Capital Project Committee met on a four-weekly basis, realigned to an 'as required' basis post re-opening. The Nominations and Remuneration Committee meet twice a year.

The executive leadership team led by CEO & Creative Director, Julien Boast, oversees the day-to-day business of the Trust.

The charity has a wholly owned subsidiary, Hall for Cornwall Limited; Chris Pomfret, Holly Hipkins, and Julien Boast were Directors of this company during the 2022/23 financial year. Its trading results for the year to 31 March 2023 have been incorporated into the consolidated statement of financial activities. Directors noted the performance of the company during the year and the charity benefitted from a Gift Aid donation of £63,936.

The charity also has a wholly owned subsidiary, Cornwall Theatre Productions Limited; Donna Munday, Julien Boast (appointed 9 September 2022) and Rosemary Squire DBE (resigned 9 September 2022) served as directors of this company during the 2022/23 financial year.

The charity has a further wholly owned subsidiary, Tickets Cornwall Limited (previously named Box Office Cornwall Limited); Julien Boast, Donna Munday (appointed 9 September 2022) and Rosemary Squire DBE (resigned 9 September 2022) served as directors of this company during the 2022/23 year. This company was dormant throughout the period.

## Management and Staff

The CEO & Creative Director manages the day-to-day operations of the charity and, along with the Deputy CEO & Chief Operating & Finance Officer, have delegated authority, within terms of delegation approved by trustees, for operational matters including finance, employment, and programming activity.

## Remuneration of key management personnel

The remuneration of the CEO is reviewed and agreed annually by the Nominations and Remuneration sub-committee, in line with cultural sector benchmarking. All other Leadership salaries are reviewed and agreed by the CEO.

## STRUCTURE, GOVERNANCE AND MANAGEMENT CONTINUED...

### Equality and diversity

As an organisation, our aim is to continue to push to improve access to our work for all audiences and are open for making things better. We're working with groups across Cornwall to ensure our offer constantly improves and develops.

The new building has been designed and updated to meet or exceed the latest minimum standards.

*Improvements we have made include the following:*

#### Space to Change

One of only a handful of such facilities to exist in Cornwall, enabling the personal hygiene needs of children and adults who need changing and lifting facilities when away from home. The room encompasses a wheelchair-accessible toilet with an adult-sized changing bench and hoist.

#### Wheelchair Accessible Seating

We offer 13 designated wheelchair spaces across the auditorium offering a much wider choice, with two of those available in the circle. We are working to ensure wheelchair spaces can be booked online.

#### Access Companion Tickets

We understand that some of our customers require assistance to allow them to attend a performance. To ensure this is a possibility, we are pleased to offer a free ticket for an essential companion whenever required.

### Access Performances

Many of our shows feature accessible performances including Signed (BSL), Audio Description, Captioned, and Relaxed performances, as well as Touch Tours taking our visually impaired customers up close and personal with the set. During Signed performances, a BSL signer is situated to one side of the stage and sign the entire script for the benefit of our audiences. We've also used captioning this year, with screens showing the dialogue of the performance for patrons to read the words alongside the show. Induction loops are provided at the Playhouse Bar & Playhouse Cafe counters and at Stage Door. The auditorium has a Sennheiser radio frequency system for assisted listening and audio description services. Many of our staff and volunteers have been learning BSL, including performance-related expressions such as 'the performance will start in five minutes' and 'please follow me to your seat'.

Visually Impaired customers can use a headset to listen to a full description of what is happening on stage, what costumes and set looks like, etc. This description is delivered live throughout the show by our Audio Describers. Additionally, Visually Impaired customers can interact with the costumes, sets and props from the show prior to the Audio Described performance to allow them to have a greater understanding of what is on stage.

Our 'late comers' screens provide an opportunity for any audience members who might be overwhelmed at any point during a show to watch from a safe environment.

#### Improved Backstage Facilities for Performers

We are pleased to be able to now offer two dressing rooms with step free access to the stage, both with shower and toilet facilities for performers with access requirements.



## STRUCTURE, GOVERNANCE AND MANAGEMENT CONTINUED...

### Organisational Health

We've set our sights on being an employer of choice, building our team with a focus on workforce development on good organisational health. We have Mental Health First Aiders who champion mental wellbeing, and we encourage additional members of our team to train as further support in this area. At the same time, we are mindful of any programming that would benefit from the supportive attendance of our in-house mental health first aiders. We've onboarded 250 volunteers representing many areas of our community, enabling us to engage meaningfully with the diverse county we serve. Our volunteers provide an excellent opportunity to diversify the welcome we offer to anyone visiting 9am-11pm.

### Risk Management

HfC has a comprehensive risk management strategy, with all major risks analysed to provide the Directors with assurance that effective systems are in place to monitor and mitigate risk. Key operational risks relate to areas of fundraising, cash flow, capital project outturn costs, product pipeline, public profile, and challenges around building a new workforce.

The Capital Risk Register is updated by the Project Director and Project Manager and reviewed monthly by the Board's Capital Project Committee. The Audit and Risk Committee evaluates the Operational Risk Register prior to meetings of the full Board. Internal meetings of the senior executive management team monitor progress of the business plan and associated financial and operational risks which are then evaluated by the Finance & Procurement Committee. The Trust's Health and Safety policy was updated for the venue reopening, in consultation with specialists RB Health & Safety Solutions Ltd.

### Environmental Sustainability

HfC's capital redevelopment project expects the awarding of BREEAM Very Good, a high standard for an historic Grade II\* listed building.

The Environmental Policy and Strategy (action plan) were reviewed and updated in reflection of our return to fully operational status and submitted to Julie's Bicycle for our Arts Council NPO reporting. We reported on our energy usage from October 2021, being our opening month. Consumption through to September 2021 continued to be the responsibility of Kier, our construction partner, to monitor and record for BREEAM assessment purposes including energy and water used, and waste generated by the site.

As a reopened venue, we are proactively monitoring and measuring both our energy and water usage, and our waste creation and disposal, to actively manage the venue to minimise energy consumption and control the volume of waste that is created through our group activities. Early indicators suggest that our consumption of electricity is running below the kw/hour usage of the Hall for Cornwall in its pre-closure configuration. Within the confines of the Grade II\* building, the project has built in environmentally conscious solutions, such as daylight-dimming and absence-detecting lighting, and air handling units to recover heat from exhaust air.

As planned during closure, we commissioned further analysis against our research project to create a green travel plan for the reopened venue. This identified a range of practical solutions to improve the carbon footprint created by our staff and audiences.

# FINANCIAL REVIEW

**The work of the charity is underpinned by ticket sales, fundraising, memberships and sponsorship, with additional income generated from commercial activities of HfC's subsidiary, which operates bars, catering and room hire in HfC's building and undertakes ticket selling for third-party venues and producers. Generally, the charity raises over 93% of its annual income in this way, with less than 7% provided by core grant funding.**

Though the capital redevelopment asset itself was taken into use during the 21/22 year, RIBA 6 phase costs of professional fees, and continuing main contractor works saw capital project expenditure continue into 22/23, with Practical Completion to the main contractor awarded in May 2023. These on-going additional costs, with the redeveloped building previously independently market-valued to the revaluation cost in the 21/22 accounts, have been written down in the 22/23 year. Such RIBA 6 phase costs and some main contractor valuations continue into the 23/24 year pending agreement of the final contract sum.

HfC's year of activity from 1 April 2022 to 31 March 2023 has resulted in an operational deficit of £6,508 (2021/22: £446,596 surplus), after adjustment for capital project funding recognised as income in the 2022/23 year has been generated. This is an improvement on the budgeted deficit in a transitional year. With funds of £1,150,062 being brought forward from 2021/22 this leaves £1,143,554 in unrestricted funds to be carried forward into 2023/24.

There has been a net decrease in restricted funds over the year of £1,169,892 on the £10,036,844 balance brought forward from 2021/22 and £8,866,9852 will be carried forward. This represents the movement on the restricted funds and is largely an expensing of further redevelopment costs during the year. Total fund balances of £10,010,506 (2021/22: £11,186,906) will therefore be carried forward to the next financial year.

The charity received unrestricted funding of £383,359 National Portfolio Organisation funding from Arts Council England and £124,750 funding from Cornwall Council to deliver arts development activities during the year. We are pleased to confirm that both the ACE NPO and the Cornwall Council funding will continue for at least a further four and three years respectively. Our ACE funding for the new four-year NPO cycle commencing 1 April 2023 represents a 'stand-still' award, while Cornwall Council's funding of £124,750 per annum from 1 April 2022 represents a significant cut in funding from their prior four-year award of

£166,716 each year. Cornwall Council also moved HfC, and other cultural organisations, from their Economy department to be overseen by the Neighbourhoods section of the Council.

Public donations of £17,137 were made to the capital project, particularly from HfC's 'Name A Seat' campaign. Corporate sponsorship was recognised in the sum of £37,500, recognised from deferred income as part of a DHL headline sponsorship for the 2022 calendar year, while the HfC membership scheme and generated £189,595 during the year. We were proud to be one of ten charity organisations benefiting from a legacy distribution that yielded each charity £42,285 and are grateful to the benefactor's bequest. Upon the closure of the Kneehigh Theatre company, we were designated as the 'charity successor', receiving their surplus charitable funds of £51,885 restricted to educational youth work and artist development projects.

Total grants of £32,563 (restricted) have been received from funding organisations to support HfC's arts development and educational programmes. Additionally, a final payment of £46,411 was received from National Heritage Lottery Fund in respect of the Revealing City Hall project. In hosting the Truro Cultural Compact, HfC received further and final funding of £11,248 from Cornwall Council, Truro City Council and the Truro Cathedral.

The charity benefited from a gift aid donation of £63,936 (2021/22: £6,688) representing the total net profit of its subsidiary company Hall for Cornwall Limited for the prior financial year. The gifted profits of the trading subsidiary company have arisen from the revenues of our bars and café, corporate sponsorships, third-party ticketing selling, and the provision of consultancy worked undertaken for another cultural sector organisation.

Total net assets (total assets, less current liabilities) and charity funds of £10,010,506 are reported as at 31 March 2023 (2021/22: £11,186,906). Cash at bank and in hand of the group totals £4,316,466 (2021/22: £4,043,026).



## FINANCIAL REVIEW CONTINUED...

### Investment performance against objectives

Cash balances, continuing to increase significantly during the year from deferred ticket receipts, delivered interest earnings of £17,088 (2021/22: £246) in an improving interest rate environment. Rising interest rates in the year commencing 1 April 2023 have significantly improved returns from the holding of deferred income and a mixed investment mix of bank savings, Treasury Reserve, and investment platform is planned, with safe and prudent depositing of funds at the forefront of investment decisions.

### Reserves Policy

The Trust recognises Restricted and Unrestricted reserves. Within each category, it further recognises sub-division of those reserves to ensure transparency of its funds according to the terms of any restrictions and to ensure adequate reserves for specific purposes. Reserves and calls against them, are monitored at each of the Trust's meetings. The Trust's financial statements include the following categories:

#### Unrestricted reserves

- Designated reserves, allocated by Trustees from free reserves for intended purposes;
- General purpose funds, accumulated surpluses for general purposes

#### Restricted reserves

- Projects, funding for specific projects delivered with the support of funders (i.e. The Paul Hamlyn Foundation, National Lottery Heritage Fund, The Andrew Lloyd Webber Foundation)
- Long-term funded project (i.e. building improvements and other work of a capital nature, restricted capital asset purchases)

### Unrestricted funds

The Trust approaches the building of unrestricted reserves from an eye of prudence and a view to how such funds will sustain the organisation in future years and contribute designated funds set aside to assist in the achieving of our charitable purpose.

The Trust retains a designated Operational Reserve to ensure that in the event of closure, funds are available to bring an orderly close to the charity. This fund stood at £400,000 at 31 March 2022 and at 31 March 2023.

Additionally, we designated £105,000, being largely the receipts generated by our Theatre Fund at point of ticket sales in 21/22, for future maintenance and sinking fund requirements and our medium-term plans include incremental increases in this fund to future-proof our redevelopment. From unrestricted donations received, we designated £50,000 as a reserve to bring match-funding to the table for funding bids. And from cost recovery activities in the 21/22 year, we designated £40,000 to ensure our Get Creative engagement strands can support their expanded delivery team during the next two years. These funds stand at 21/22 and 22/23.

### Restricted funds

Funds held in these reserves include the Capital Redevelopment Fund, representing funding generated for the redevelopment project and following the valuation exercise undertaken in the 21/22 year for accounting purposes.

Other funds in this reserve include amounts of funding for HfC's programme of activities, which is granted with restrictions from funders.

Notes 17 and 18 of the financial statements provides an analysis of the movement on reserves.

## FINANCIAL REVIEW CONTINUED...

### Related parties

The charity has a wholly owned subsidiary, Hall for Cornwall Limited, two of the trustees are also directors of this company. Its trading results for the period to 31 March 2023 have been incorporated into the consolidated statement of financial activities.

Trustees noted the performance of the company during the year and the charity benefitted from a Gift Aid donation of £63,936.

The charity also has a wholly owned subsidiary, Cornwall Theatre Productions Limited; two of the trustees are also directors of this company. Its purpose is to manage the pre-production of any 'in-house' HfC productions. Its trading results for the year to 31 March 2023, during which year the in-house Christmas Show was accounted for in the charity, have been incorporated in the consolidated statement of financial activities on page 28. Trustees were satisfied that the company fulfils its purpose.

The charity has a further wholly owned subsidiary, Tickets Cornwall Limited (previously named Box Office Cornwall Limited); one of the trustees is also a director of this company. This company was dormant throughout the period.

### Trustees' transactions

The trustees are not remunerated for their work as trustees. From time to time, members of the Board or persons connected with them might enter into transactions with The Trust in the normal course of business of both parties. It is the Board's policy that where such transactions exist, they should be declared and approved by the Board and disclosed in the financial statements. A Declarations of Interest Policy is in place, and all trustees declare any interest at the start of each Board meeting and related information is kept centrally and updated each year. The declarations of interest register is extended to include all executive managers and any staff who have related party transactions.

In the year ending 31 March 2023 the disclosable transactions are included in the notes to the accounts.

### Taxation

As a registered charity, The Trust is exempt from corporation tax on its investments and other non-trading income.

### Auditors

The reappointed auditor at 31 March 2023 and under section 487 (2) of the Companies Act 2006, RRL LLP, withdrew services from some of their charity sector clients, including Hall for Cornwall, prior to the audit of the 22/23 year and subsequently, and after a procurement process, Bishop Fleming LLP were appointed in their place.



# STATEMENT OF TRUSTEES' RESPONSIBILITIES

**The trustees (who are also directors of The Hall for Cornwall Trust for the purpose of company law) are responsible for preparing the Trustees' Annual Report including the Strategic Report and 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 the financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 in the Charities SORP 2019 (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and company will continue in operation.

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

*In so far as the trustees are aware:*

- there is no relevant audit information of which the charity's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

*By order of the Board:*

Hall for Cornwall  
Back Quay  
Truro  
TR1 2LL



Trustee

**LORD JOHN HUTTON**  
**CHAIR OF TRUSTEES**

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# INDEPENDENT AUDITORS' REPORT

to the members of The Hall for Cornwall Trust (Limited by Guarantee)

**We have audited the financial statements of The Hall for Cornwall Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the Consolidated and Charity Statement of Financial Activities (Incorporating Income and Expenditure Account), the Consolidated Statement of Financial Position, the Company Statement of Financial Position, 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 2023 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 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 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.

## **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.



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## INDEPENDENT AUDITOR'S REPORT CONTINUED...

### Opinions 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 including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have 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 including the Strategic 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:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.

### 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.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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:

- We have considered the nature of the industry and sector, control environment and business performance;
- We have considered the results of our enquiries of management and the Board about their own identification and assessment of the risk of irregularities;
- For any matters identified we have obtained and reviewed the parent charitable company's documentation of their policies and procedures relating to;
  - Identifying, evaluating and complying with laws and regulations whether they were aware of any instances of non-compliance;

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## INDEPENDENT AUDITOR'S REPORT CONTINUED...

- Detecting and responding to the risk of fraud and whether they have knowledge of actual, suspected or alleged fraud; and
- The internal controls established to mitigate the risks of fraud or non-compliance with laws and regulations.
- We have considered the matters discussed among the audit engagement team, including internal tax specialists, regarding how and where fraud might occur in the financial statements and potential indicators of fraud.

As a result of these procedures, we have considered the opportunities and incentives that may exist within the organisation for fraud and identified the highest area of risk to be in relation to income recognition, with a particular risk in relation to year-end cut off. In common with all audits under ISAs (UK) we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the Charitable Group and Company operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the Charities SORP (FRS 102) - Accounting and Reporting by Charities and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). In addition, we have considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the Charitable Group and Company's ability to operate or to avoid a material penalty. These include data protection regulations, health and safety regulations, licensing acts and employment legislation.

### Audit response to risks identified

As a result of performing the above procedures, we have cut-off of revenue recognition as a key audit matter related to the potential risk of fraud. Our procedures to respond to risks identified included the following:

- Documenting and validating the control environment for income and debtors and carrying out walkthrough testing;
- Undertaking substantive sample-based testing or proof in total calculations on all material revenue streams to ensure revenue has been recognised appropriately and accurately;
- Considering manual income journals as part of our work on fraud risks documented above;
- Reviewing the financial statement disclosures and testing to supporting documentation;
- Enquiring of management concerning actual and potential litigation claims;
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement;
- Reading minutes of meetings of those charged with governance; and
- In addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.



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## INDEPENDENT AUDITOR'S REPORT CONTINUED...

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from an error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.

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](http://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.



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### Alison Oliver FCA DChA

Senior Statutory Auditor  
*for and on behalf of*

### Bishop Fleming LLP

Chartered Accountants  
Statutory Auditors  
Salt Quay House  
4 North East Quay  
Sutton Harbour  
Plymouth  
PL4 0BN

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# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating consolidated income and expenditure account)

Year ended 31 March 2023

		Unrestricted Funds		Restricted Funds		Year ended	Year ended
		Designated	Operations	Projects	Long term capital project	31 March 2023	31 March 2022
	Note	£	£	£	£	£	£
<b>Income From:</b>							
Donations and legacies	3	-	42,310	-	17,137	<b>59,447</b>	3,399,430
<i>Income from charitable activities:</i>							
Operation of theatre and arts development	4	-	5,778,426	53,087	-	<b>5,831,513</b>	4,546,039
<i>Income from other trading activities</i>							
Commercial trading operation	5	-	217,757	-	-	<b>217,757</b>	201,114
Subsidiary trading operation	6	-	754,508	-	-	<b>754,508</b>	347,314
Investment income		-	17,088	-	-	<b>17,088</b>	246
Other income	7	-	5,607	148,604	-	<b>154,212</b>	367,373
<b>Total Income</b>		-	<b>6,815,696</b>	<b>201,691</b>	<b>17,137</b>	<b>7,034,525</b>	<b>8,861,516</b>
<b>Expenditure on:</b>							
<i>Costs of raising funds:</i>							
Cost of raising voluntary income		-	13,201	-	-	<b>13,201</b>	76,042
Subsidiary trading operation	6	-	552,200	-	-	<b>552,200</b>	248,379
<i>Expenditure on charitable activities:</i>							
Operation of theatre and arts development	8	-	6,270,556	32,563	1,183,698	<b>7,486,817</b>	4,406,469
Other	8f	-	-	158,707	-	<b>158,707</b>	376,878
<b>Total Expenditure</b>		-	<b>6,835,957</b>	<b>191,270</b>	<b>1,183,698</b>	<b>8,210,925</b>	<b>5,107,768</b>
<b>Net (expenditure)/income for the year</b>	9	-	<b>(20,260)</b>	<b>10,421</b>	<b>(1,166,560)</b>	<b>(1,176,400)</b>	<b>3,753,748</b>
Transfers between funds		-	13,752	(13,752)	-	-	-
<b>Net movement in funds for the year before revaluation</b>		-	<b>(6,508)</b>	<b>(3,331)</b>	<b>(1,166,560)</b>	<b>(1,176,400)</b>	<b>3,753,748</b>
<b>Revaluation of long leasehold property</b>		-	-	-	-	-	<b>(16,250,568)</b>
<b>Net movement in funds following revaluation</b>		-	<b>(6,508)</b>	<b>(3,331)</b>	<b>(1,166,560)</b>	<b>(1,176,400)</b>	<b>(12,496,820)</b>
<b>Reconciliation of Funds</b>							
Total Funds Brought Forward		595,000	555,062	60,847	9,975,997	11,186,906	23,683,725
<b>Total Funds carried forward</b>	17,18	<b>595,000</b>	<b>548,554</b>	<b>57,516</b>	<b>8,809,437</b>	<b>10,010,506</b>	<b>11,186,906</b>

The allocation between funds in 2022 was as follows:

	Income £	Expenditure £	Total £
Unrestricted	5,375,044	(4,928,448)	446,596
Restricted - Projects	487,809	(475,071)	12,738
Restricted - Long Term Funds	3,343,663	(16,299,817)	(12,956,154)
<b>Total Company</b>	<b>9,206,516</b>	<b>(21,703,366)</b>	<b>(12,496,820)</b>

Fund transfers are netted out in the income and expenditure for the relevant fund.

The Statement of Financial Activities includes all gains and losses recognised in the year.

There were no acquisitions or discontinued operations during the years ended 31 March 2023 or 31 March 2022

The notes on pages 32 to 52 form part of these financial statements



# CHARITY STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating income and expenditure account)

Year ended 31 March 2023

		Unrestricted Funds		Restricted Funds		2023	2022
	Note	Designated £	Operations £	Projects £	Capital project £	£	£
<b>Income From:</b>							
Donations and legacies	3	-	42,310	-	17,137	<b>59,447</b>	3,399,430
<i>Income from charitable activities:</i>							
Operation of theatre and arts development	4	-	5,778,426	53,087	-	<b>5,831,513</b>	4,546,039
<i>Income from other trading activities</i>							
Commercial trading operation	5	-	217,757	-	-	<b>217,757</b>	201,114
Investment income		-	81,024	-	-	<b>81,024</b>	6,934
Other income	7	-	112,107	148,604	-	<b>260,712</b>	402,373
<b>Total Income</b>		-	<b>6,231,625</b>	<b>201,691</b>	<b>17,137</b>	<b>6,450,454</b>	<b>8,555,890</b>
<b>Expenditure on:</b>							
<i>Costs of raising funds:</i>							
Cost of raising voluntary income		-	13,201	-	-	<b>13,201</b>	76,042
<i>Expenditure on charitable activities:</i>							
Operation of theatre and arts development	8	-	6,270,556	32,563	1,183,698	<b>7,486,817</b>	4,158,366
Other	8f	-	-	158,707	-	<b>158,707</b>	376,878
<b>Total Expenditure</b>		-	<b>6,283,757</b>	<b>191,270</b>	<b>1,183,698</b>	<b>7,658,725</b>	<b>4,611,286</b>
<b>Net (expenditure)/income for the year</b>	9	-	(52,132)	10,421	(1,166,560)	<b>(1,208,271)</b>	3,944,604
Transfers between funds		-	13,752	(13,752)	-	-	-
<b>Net movement in funds for the year before revaluation</b>		-	(38,380)	(3,331)	(1,166,560)	<b>(1,208,271)</b>	3,944,604
<b>Revaluation of long leasehold property</b>		-	-	-	-	-	(16,250,568)
<b>Net movement in funds following revaluation</b>		-	(38,380)	(3,331)	(1,166,560)	<b>(1,208,271)</b>	(12,305,964)
<b>Reconciliation of Funds</b>							
Total Funds Brought Forward		595,000	739,088	60,847	9,975,997	11,370,932	23,676,896
<b>Total Funds carried forward</b>	17,18	<b>595,000</b>	<b>700,708</b>	<b>57,516</b>	<b>8,809,437</b>	<b>10,162,660</b>	<b>11,370,932</b>

The allocation between funds in 2022 was as follows:

	Income £	Expenditure £	Total £
Unrestricted	5,069,418	(4,431,966)	637,452
Restricted - Projects	487,809	(475,071)	12,738
Restricted - Long Term Funds	3,343,663	(16,299,817)	(12,956,154)
<b>Total Company</b>	<b>8,900,890</b>	<b>(21,206,854)</b>	<b>(12,305,964)</b>

The Statement of Financial Activities includes all gains and losses recognised in the year.

There were no acquisitions or discontinued operations within the company during the years ended 31 March 2023 or 31 March 2022.

# CONSOLIDATED AND CHARITY BALANCE SHEETS

As at 31 March 2023

Registered Number: 03101443

	Note	The Group		The Charity	
		31 March 2023 £	31 March 2022 £	31 March 2023 £	31 March 2022 £
<b>Fixed assets</b>					
Tangible assets	12a	9,132,652	9,491,016	9,123,181	9,477,657
Investments	12c	-	-	5	5
		<u>9,132,652</u>	<u>9,491,016</u>	<u>9,123,186</u>	<u>9,477,662</u>
<b>Current assets</b>					
Inventories	13	7,559	16,561	-	-
Debtors		738,980	913,972	1,106,949	1,206,247
Cash at bank and in hand		4,316,466	4,043,026	4,069,304	3,867,660
		<u>5,063,005</u>	<u>4,973,559</u>	<u>5,176,253</u>	<u>5,073,907</u>
<b>Creditors: amounts falling due within one year</b>	14	(4,185,151)	(3,277,669)	(4,136,778)	(3,180,637)
<b>Net current assets</b>		<u>877,854</u>	<u>1,695,890</u>	<u>1,039,474</u>	<u>1,893,270</u>
<b>Net assets</b>	16	<u>10,010,506</u>	<u>11,186,906</u>	<u>10,162,660</u>	<u>11,370,932</u>
<b>Represented by:</b>					
Operations fund		548,554	555,062	700,708	739,088
Designated funds		595,000	595,000	595,000	595,000
Total unrestricted funds	17	<u>1,143,554</u>	<u>1,150,062</u>	<u>1,295,708</u>	<u>1,334,088</u>
Projects		57,516	60,847	57,516	60,847
Long term funds		8,809,437	9,975,997	8,809,437	9,975,997
Total restricted funds	18	<u>8,866,952</u>	<u>10,036,844</u>	<u>8,866,952</u>	<u>10,036,844</u>
<b>Total funds</b>		<u>10,010,506</u>	<u>11,186,906</u>	<u>10,162,660</u>	<u>11,370,932</u>

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

The notes on pages 32 to 52 form part of these financial statements

These financial statements were approved and authorised for issue by the Board of Trustees on  
and were signed on its behalf by:

 8.12.23

Lord John Hutton - Chair of Trustees



# STATEMENT OF CASH FLOWS

## Group and charity

Year ended 31 March 2023

	The Group		The Charity	
	31 March 2023 £	31 March 2022 £	31 March 2023 £	31 March 2022 £
<b>Cash flows from operating activities</b>	<b>174,453</b>	7,763,252	<b>203,363</b>	7,576,373
<b>Cash flows from investing activities</b>				
Interest income	<b>17,088</b>	246	<b>17,088</b>	246
Purchase of tangible fixed assets	<b>(18,024)</b>	(4,363,398)	<b>(18,812)</b>	(4,344,503)
Cash used in investing activities	<b>(1,116)</b>	(4,363,152)	<b>(1,724)</b>	(4,344,257)
<b>Cash used in financing activities</b>	<b>100,000</b>	-	-	-
Increase/(decrease) in cash in the year	<b>273,337</b>	3,400,100	<b>201,639</b>	3,232,116
Cash at the beginning of the year	<b>4,043,026</b>	642,926	<b>3,867,660</b>	635,544
<b>Total cash and cash equivalents at the end of the year</b>	<b>4,316,363</b>	4,043,026	<b>4,069,299</b>	3,867,660

## Reconciliation of net movement in funds to net cash flow from operating activities:

	The Group		The Charity	
	2023 £	2022 £	2023 £	2022 £
Net movement in funds	<b>(1,176,400)</b>	(12,496,820)	<b>(1,208,272)</b>	(12,305,964)
Add back depreciation charge	<b>376,568</b>	71,438	<b>373,284</b>	65,902
Deduct interest income shown in investing activities	<b>(17,088)</b>	(246)	<b>(17,088)</b>	(246)
Increase in stock	<b>9,002</b>	(16,5621)	-	-
Decrease/(increase) in debtors	<b>174,992</b>	1,456,267	<b>99,298</b>	1,163,833
Increase in creditors	<b>807,379</b>	2,498,606	<b>956,141</b>	2,402,280
Revaluation of long leasehold property	-	16,250,568	-	16,250,568
<b>Net cash provided by operating activities at the end of the year</b>	<b>174,453</b>	7,763,252	<b>203,363</b>	7,576,373

# NOTES TO THE FINANCIAL STATEMENTS

## 1. Constitution

The charity is incorporated as a company limited by guarantee and not having a share capital. In the event of a winding up the 10 (2022: 11) registered members are liable to contribute a sum not exceeding £1 per member towards the debts and liabilities of the company and the costs and expenses of winding up..

## 2. Accounting policies

The financial statements have been prepared in accordance with applicable accounting standards and the Companies Act 2006 and follow the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS 102).

### 2.1 Accounting convention

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

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

Financial statements have been prepared for the charity and to consolidate the 'group' financial statements of its trading subsidiaries: Hall for Cornwall Limited and Cornwall Theatre Productions Limited.

These financial statements for the period ended 31 March 2023 are prepared in accordance with FRS 102 and the Charities SORP FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

### 2.11 Going Concern

The financial statements have been presented on the going concern basis. This assumption relies upon the continuation of core funding and sufficient capital income in the form of grants and donations consistent with the needs of the redevelopment project currently nearing completion. If the company was unable to continue to operate, adjustments would have to be made to reduce the value of assets to their recoverable amount, to provide for any further liabilities that may arise and to reclassify fixed assets as current assets. The accounts have been prepared on the going concern basis.

No significant judgements have had to be made by management in preparing these financial statements.

## 2.2 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether capital or revenue grants is recognised when the charity has entitlement to the funds, any performance conditions attached have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Grants are credited to the statement of financial activities when they are receivable.

Where the donor imposed conditions require that the resource is expended in a future accounting period, income is recorded as deferred income at the balance sheet date. Depreciation on assets financed by capital grants are charged against the relevant restricted fund.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Income from ticket sales and performance hire is included in incoming resources in the year in which the relevant show takes place. Income received in advance of a show is deferred. Income from Corporate memberships and Theatre Fund fees is taken to the Statement of Financial Activities on receipt.

Donations are recognised when notified by the donor or on receipt, whichever is the earlier.

### 2.3 Fund accounting

Unrestricted funds are available to spend furthering the activities and purpose of the charity. Restricted funds are applied to activities for which the funds have specifically been provided.

Restricted funds are applied to activities for which the funds have specifically been provided.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.



## NOTES TO THE FINANCIAL STATEMENTS

### 2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified as either Capital project development expenditure, or General expenditure and is designated as unrestricted or restricted according to its related income allocation to those funds. Irrecoverable VAT is shown as a separate cost within the relevant classification.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. See note 8d.

### 2.5 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of inventories or fixed assets.

### 2.6 Retirement benefits

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

### 2.7 Tangible fixed assets and depreciation

Depreciation is calculated so as to write off the cost less residual value of tangible fixed assets, initially recognised at cost, over their estimated useful lives on a straight line basis as follows:

Assets in the course of construction	Nil
Improvements to leasehold property	2% per annum of period of lease if shorter
Plant and machinery	5% - 20% per annum
Musical instruments	5% per annum
Computer equipment	33% - 100% per annum
Computer software	20% per annum
Office equipment	10% per annum

### 2.8 Investments

Investments are stated in the financial statements at cost.

### 2.9 Inventories

Inventories are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Inventories held for distribution at no or nominal consideration are measured at cost, adjusted where applicable for any loss of service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of inventories over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

### 2.10 Debtors

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

### 2.11 Cash

Cash at bank and in hand includes cash and short term highly liquid investments with short maturity of up to six months from the date of acquisition or opening of the deposit or similar account.

### 2.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement value after allowing for any trade discounts due.

## NOTES TO THE FINANCIAL STATEMENTS

### 3. Donations and legacies – analysis by fund type:

	Unrestricted Funds		Restricted Funds		Total 2023	Total 2022
	Designated	Operations	Projects	Long term		
	£	£	£	£	£	£
Public donations	-	25	-	-	25	5,767
Fundraising & major donations	-	-	-	-	-	50,000
Legacies	-	42,285	-	-	42,285	-
	-	42,310	-	-	42,310	55,767
<b>Capital project income:</b>						
European Regional Development Fund	-	-	-	-	-	306,666
Arts Council England	-	-	-	-	-	1,275,355
Cornwall & Isles of Scilly LEP – Getting Building Fund	-	-	-	-	-	684,858
National Lottery Heritage Fund	-	-	-	-	-	446,406
Kickstart via Arts Council England	-	-	-	-	-	70,891
Trust and Foundations	-	-	-	-	-	471,115
Private Donations	-	-	-	17,137	17,137	88,372
	-	-	-	17,137	17,137	3,343,663
<b>Charity</b>	-	42,310	-	17,137	59,447	3,399,430

Government capital grants from Cornwall Council, HM Treasury Heritage Lottery Fund and Arts Council England totalled ENIL (2022: £1,792,652).



# NOTES TO THE FINANCIAL STATEMENTS

## 4. Income from charitable activities

	Unrestricted Funds		Restricted Funds		Total 2023	Total 2022
	Designated	Operations	Projects	Long term		
	£	£	£	£	£	£
Programme/ticket sales	-	4,788,499	-	-	<b>4,788,499</b>	3,499,402
Theatre Fund	-	269,284	-	-	<b>269,284</b>	104,995
Performance Hire	-	104,720	-	-	<b>104,720</b>	5,730
Ticketed events and workshops*	-	103,879	53,087	-	<b>156,966</b>	197,820
	-	5,266,382	53,087	-	<b>5,319,469</b>	3,807,947
<b>Core funding:</b>						
Arts Council England:						
National Portfolio funding	-	383,359	-	-	<b>383,359</b>	383,206
Cultural Recovery Fund	-	-	-	-	-	182,170
Cornwall Council:						
Strategic Arts grants	-	128,685	-	-	<b>128,685</b>	166,716
Cornwall Council:						
Covid Support	-	-	-	-	-	6,000
	-	512,044	-	-	<b>512,044</b>	738,092
<b>Charity</b>	-	5,778,426	53,087	-	<b>5,831,513</b>	4,546,039

\* Income from arts development and public engagement

## Income from other trading activities:

## 5. Commercial trading operations

	Unrestricted Funds		Restricted Funds		Total 2023	Total 2022
	Designated	Operations	Projects	Long term		
	£	£	£	£	£	£
Memberships	-	189,595	-	-	<b>189,595</b>	186,019
Gift aid receipt from HMRC	-	17,433	-	-	<b>17,433</b>	15,095
Letting of Workspace	-	10,729	-	-	<b>10,729</b>	-
	-	217,757	-	-	<b>217,757</b>	201,114

# NOTES TO THE FINANCIAL STATEMENTS

## 6. Subsidiary trading operations

	<b>Hall for Cornwall Limited</b>		<b>Cornwall Theatre Productions Limited</b>	
	<b>31 March 2023</b>	31 March 2022	<b>31 March 2023</b>	31 March 2022
	£	£	£	£
Turnover	<b>714,811</b>	347,314	<b>39,697</b>	-
HMRC receipt	-	-	<b>(30)</b>	-
Cost of operations	<b>658,669</b>	(283,379)	-	(248,105)
Net profit/(loss)	<b>56,142</b>	63,935	<b>39,667</b>	(248,105)
Gift aid donation to parent	<b>(63,936)</b>	(6,688)	-	-
Balance brought forward	<b>64,079</b>	6,832	<b>(669,293)</b>	(421,188)
Retained in the subsidiary	<b>56,285</b>	64,079	<b>(629,626)</b>	(669,293)

The Hall For Cornwall Trust (The Trust) is the parent company of three wholly owned subsidiaries.

Hall For Cornwall Limited undertakes the Trust's commercial activities which include bar and catering, event hires and sponsorship. Included in the costs of the Hall for Cornwall Limited is an occupancy licence fee of £66,500 and a management fee of £40,000 totalling £106,500 (2022: £35,000). The cost of providing the occupancy licence fee was reviewed by third-party consultants for the financial year 22-23 and, concurrently, HfC reassessed the appropriate management fee.

Cornwall Theatre Productions Limited accounts for the research, development and pre-production costs of any in-house productions on behalf of The Trust. On consolidation, the expenditure is included in the operation of The Hall. The company had been dormant in the year 20-21 and was reactivated in 21-22 for the in-house Christmas Show production of *Cinderella*. In 22-23, the in-house Christmas Show *Treasure Island* was accounted for in the charity.

Tickets Cornwall Limited, remained dormant throughout the period. The results of the subsidiaries are consolidated on a line-by-line basis in the Group financial statements.

	<b>Unrestricted Funds</b>		<b>Restricted Funds</b>		<b>Total 2023</b>	Total 2022
	Designated	Operations	Projects	Long term	£	£
	£	£	£	£	£	£
<b>7. Other income</b>						
Heritage Lottery Fund – Revealing City Hall	-	-	46,441	-	<b>46,441</b>	138,953
HMRC Job Retention Scheme	-	-	-	-	-	-
Cultural Compact – Truro	-	-	11,248	-	<b>11,248</b>	23,000
HMRC Theatre tax refund	-	-	-	-	-	-
City of Culture Consultancy	-	-	-	-	-	30,420
Welcome Back Fund	-	-	-	-	-	175,000
Community Club SPF	-	-	39,030	-	<b>39,030</b>	-
Kneehigh Charity Successor	-	-	51,885	-	<b>51,885</b>	-
Sundry other income	-	5,607	-	-	<b>5,607</b>	-
<b>Group income</b>	-	5,607	148,604	-	<b>154,212</b>	367,373
Add back subsidiary income	-	-	-	-	-	-
Charity Management & Licence Fees from subsidiaries	-	106,500	-	-	<b>106,500</b>	35,000
<b>Charity other income</b>	-	112,107	148,604	-	<b>260,712</b>	402,373



## NOTES TO THE FINANCIAL STATEMENTS

### 8. Analysis of expenditure on charitable activities

#### 8a. Theatre operations

	Unrestricted Funds		Restricted Funds		Total 2023	Total 2022
	Designated	Operations	Projects	Long term		
	£	£	£	£	£	£
Cost of Programme	-	3,804,753	-	-	<b>3,804,753</b>	2,438,753
Cornwall Theatre Productions (1)	-	-	-	-	-	248,103
Programme services and use of premises	-	1,314,246	-	-	<b>1,314,246</b>	827,801
Support and Governance costs	-	660,083	-	-	<b>660,083</b>	493,264
	-	-	-	-	-	-
<b>Other costs:</b>	-	-	-	-	-	-
Capital Costs in Year	-	-	-	828,937	<b>828,937</b>	-
Cost of Living Payments	-	28,145	-	-	<b>28,145</b>	-
Depreciation	-	18,524	-	354,761	<b>373,285</b>	65,902
Non-recoverable VAT *	-	121,704	-	-	<b>121,704</b>	72,676
<b>Group total</b>	-	5,947,456	-	1,183,698	<b>7,131,154</b>	4,146,499
<b>Charity total (excl. 1)</b>	-	5,947,456	-	1,183,698	<b>7,131,154</b>	3,898,396

#### 8b. Public engagement

	Unrestricted Funds		Restricted Funds		Total 2023	Total 2022
	Designated	Operations	Projects	Long term		
	£	£	£	£	£	£
HfC Youth Engagement	-	153,307	32,563	-	<b>185,870</b>	121,000
Talent Development Programme**	-	70,949	-	-	<b>70,949</b>	76,150
Community Club ***	-	-	-	-	-	-
Arts development	-	97,155	-	-	<b>97,155</b>	62,820
Heritage	-	1,689	-	-	<b>1,689</b>	-
<b>Group and Charity total</b>	-	323,100	32,563	-	<b>355,663</b>	259,970
<b>Total charitable expenditure – Group</b>	-	6,270,556	32,563	1,183,698	<b>7,486,817</b>	4,406,469
<b>Total charitable expenditure - Charity</b>	-	6,270,556	32,563	1,183,698	<b>7,486,817</b>	4,158,366

\* Under cultural exemption HfC is not able to fully recover input VAT.

\*\* The Talent Development Programme delivers professional development opportunities to local artists, venues and companies to develop a vibrant performing arts ecology in Cornwall.

\*\*\* The Community Club was supported through a grant from The Paul Hamlyn Foundation and the residual funds from this project have been transferred to the new Community Club funded by government SPF Levelling Up funds.

## NOTES TO THE FINANCIAL STATEMENTS

### 8c. Analysis of programme services and use of premises

	Unrestricted 2023 £	Unrestricted 2022 £
Marketing, communications and digital engagement	357,181	240,200
Box office services	375,679	245,057
Premises and Front of House team	249,741	199,064
Front of House	331,645	138,481
Restructure Costs	-	4,999
<b>Group and charity</b>	<b>1,314,246</b>	<b>827,801</b>

### 8d. Analysis of support costs

	Unrestricted 2023 £	Unrestricted 2022 £
Finance and IT services	368,118	274,978
Central administration and Directorate	235,298	164,081
HR services	21,423	18,726
Workspace support costs	500	-
<b>Group and charity</b>	<b>625,339</b>	<b>457,785</b>

### 8e. Governance costs

	Unrestricted 2023 £	Unrestricted 2022 £
Audit, accountancy and advisory fees	19,560	20,515
Legal and professional fees	12,165	11,253
Trustees' expenses	3,020	3,711
<b>Group and charity</b>	<b>34,745</b>	<b>35,479</b>



## NOTES TO THE FINANCIAL STATEMENTS

### 8f. Other charitable activities – Restricted Funds

	Projects 2023 £	Projects 2022 £
<b>Group and charity</b>		
Project costs – Revealing City Hall	<b>83,092</b>	138,965
Cultural Compact Truro	<b>19,352</b>	19,725
Paul Hamlyn	<b>5,099</b>	12,768
City of Culture	-	30,420
Welcome Back Fund	-	175,000
Project Costs – Development Fund	<b>11,768</b>	-
Project Costs – SPF Levelling Up Community Club	<b>39,396</b>	-
	<b>158,707</b>	376,878

Revealing City Hall is a developmental project funded by National Lottery Heritage Fund (NLHF), with match funding from Cornwall Council, Getting Building Fund, and via ad-hoc restricted donations.

The Cultural Compact Truro is a development initiative hosted by Hall for Cornwall Trust and funded by Cornwall Council and Arts Council England to bring together a strategy for partnership within the cultural sector of Truro.

The development fund was established from Arts Council England Catalyst funding and was fully deployed in 22-23 to support Melior, an autobiographical opera by Carleen Anderson which enabled local performers, including HfC youth groups, to experience being part of a stage production featuring international artists.

SPF Levelling Up Community Club is a new project, funded by government levelling up funds and donated match funds which builds on the historic Paul Hamlyn-funded Community Club, making theatre accessible to all.

### 9. Net income for the year is stated after charging:

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Operating leases	<b>1,779</b>	10,112	<b>1,779</b>	10,112
Depreciation	<b>376,568</b>	71,438	<b>373,285</b>	65,902
Auditors' remuneration				
Audit fees	<b>26,550</b>	10,500	<b>21,025</b>	8,500
Other	<b>(1,465)</b>	11,925	<b>(1,465)</b>	11,625

Additional costs of accountancy (Other) represent a write-back of prior year accruals for anticipated costs of capital project accounting advice.

## NOTES TO THE FINANCIAL STATEMENTS

### 10. Staff costs, trustee remuneration and expenses and cost of key management personnel

#### 10a. Staff costs

	2023	2022
	£	£
Salaries and wages	<b>1,640,951</b>	1,095,659
Social security costs	<b>150,611</b>	97,731
Pension costs	<b>30,071</b>	18,461
Job Retention Scheme Support	-	-
Covid SSP Receipts	-	(96)
Net staff costs	<b>1,821,633</b>	1,211,755

All staff are employees of The Hall For Cornwall Trust, costs are recharged to subsidiary undertakings where relevant. In 2023 HfC operated at full staffing; in 2022 the staff costs represent a staggered increase in staffing levels prior to October 2021 reopening.

Eligible staff are enrolled into a defined contribution pension scheme. The company, is required and has, made employer's contributions in accordance with the levels set by the Pensions Regulator.

There are no redundancy costs included in the year to 31 March 2023 (2022: £5,927).

#### 10b. Trustees expenses

Trustees are not remunerated for their services but may claim reasonable travel expenses incurred to attend company business. During the year 2023 NIL trustees claimed expenses (2022 NIL).

#### 10c. Remuneration of the highest paid employees

	Year ended 31 March 2023	Year ended 31 March 2022
	£	£
£90,001 - £100,000	-	-
£100,001 - £110,000	<b>1</b>	1



# NOTES TO THE FINANCIAL STATEMENTS

## 10d. Key management personnel

The key management personnel of the Trust are the trustees and the Leadership Team which comprises: the CEO & Creative Director, together with the Deputy Chief Executive & Chief Operating Officer, Marketing & Business Development Director, and Deputy Creative Director.

Additionally, there are a further four key managers: Director of HfC Projects, Theatre Manager, Technical Manager, and Head of HR.

Employment benefits are calculated including employer's NI and Pension costs.

No trustee received payment for professional or other services supplied to the charity (2022: £Nil).

	<b>2023</b>	2022
	<b>£</b>	£
Employee benefits of key management personnel	<b>492,505</b>	460,668

## 11. Staff numbers

The average monthly head count during the year was 92.

The average number of FTE employees during the period was:

	<b>2023</b>	2022
Theatre operations	<b>37</b>	34.1
Public engagement	<b>4.4</b>	5.4
Raising funds	-	-
Central Management and services	<b>9</b>	8.3
Average FTE	<b>50.4</b>	47.8

# NOTES TO THE FINANCIAL STATEMENTS

## 12a. Tangible Fixed Assets - Group

	Asset in the course of construction	Leasehold property	Plant and Machinery	Musical Instruments	Growth Deal equipment	Computer Equipment	Office Equipment	Long leasehold property	Fixtures & Fittings	Subsidiary Plant & Equipment	Total
	£	£	£	£	£	£	£	£	£	£	£
<b>Cost</b>											
At 1 April 2022	-	-	2,373,181	118,891	246,243	239,576	23,961	7,500,000	-	18,895	10,520,747
Additions	-	-	-	-	-	14,269	-	-	4,543	(608)	18,204
Transfer to Asset	-	-	-	-	-	-	-	-	-	-	-
<b>As at 31 March 2023</b>	<b>-</b>	<b>-</b>	<b>2,373,181</b>	<b>118,891</b>	<b>246,243</b>	<b>253,845</b>	<b>23,961</b>	<b>7,500,000</b>	<b>4,543</b>	<b>18,287</b>	<b>10,538,951</b>
<b>Depreciation</b>											
At 1 April 2022	-	-	623,181	118,891	49,249	210,413	22,461	-	-	5,536	1,029,731
Charge for the year	-	-	155,512	-	49,249	18,524	-	150,000	-	3,283	376,568
At 31 March 2023	-	-	778,693	118,891	98,497	228,937	22,461	150,000	-	8,819	1,406,299
<b>Net Book Value</b>											
<b>At 31 March 2023</b>	<b>-</b>	<b>-</b>	<b>1,594,488</b>	<b>-</b>	<b>147,746</b>	<b>24,908</b>	<b>1,500</b>	<b>7,350,000</b>	<b>4,543</b>	<b>9,468</b>	<b>9,132,652</b>
At 31 March 2022	-	-	1,750,000	-	196,994	29,163	1,500	7,500,000	-	13,359	9,491,016

Arts Council England and National Heritage Memorial Fund hold a charge over the property and other assets of the Trust in accordance with the Capital Funding agreements that provide funding towards the redevelopment project. A second charge in favour of Arts Council England was registered in the year 20-21, in respect of new Capital Funding from the 'Kickstart' funding stream.

Cornwall & Isles of Scilly LEP 'Growth Deal' added in the 20-21 year represents live streaming projection specialist equipment funded through the Growth Deal 3 programme. Restricted depreciation has first been charged in the year of reopening, when the asset could be deployed.

Historically, the Hall for Cornwall Trust has held all of the assets of the charity and the group; in the 2021-22 a new EPOS system was procured and implemented in the Hall for Cornwall Ltd, a wholly owned subsidiary company.



## NOTES TO THE FINANCIAL STATEMENTS

### 12b. Tangible Fixed Assets - Charity

	Asset in the course of construction	Leasehold property	Plant and Machinery	Musical Instruments	Growth Deal equipment	Computer Equipment	Office Equipment	Capital redevelopment	Fixtures & Fittings	Total
	£	£	£	£	£	£	£	£	£	£
<b>Cost</b>										
At 1 April 2022	-	-	2,373,181	118,891	246,243	239,576	23,961	7,500,000	-	10,501,852
Additions	-	-	-	-	-	14,269	-	-	4,543	18,212
Transfer to Asset	-	-	-	-	-	-	-	-	-	-
<b>As at 31 March 2023</b>	<b>-</b>	<b>-</b>	<b>2,373,181</b>	<b>118,891</b>	<b>246,243</b>	<b>253,845</b>	<b>23,961</b>	<b>7,500,000</b>	<b>4,543</b>	<b>10,520,664</b>
<b>Depreciation</b>										
At 1 April 2022	-	-	623,181	118,891	49,249	210,413	22,461	-	-	1,024,195
Charge for the year	-	-	155,512	-	49,249	18,524	-	150,000	-	373,284
At 31 March 2023	-	-	778,693	118,891	98,497	228,937	22,461	150,000	-	1,397,479
<b>Net Book Value</b>										
<b>At 31 March 2023</b>	<b>-</b>	<b>-</b>	<b>1,594,488</b>	<b>-</b>	<b>147,746</b>	<b>24,908</b>	<b>1,500</b>	<b>7,350,000</b>	<b>4,543</b>	<b>9,123,184</b>
At 31 March 2022	-	-	1,750,000	-	196,994	29,163	1,500	7,500,000	-	9,477,657

Arts Council England and National Heritage Memorial Fund hold a charge over the property and other assets of the Trust in accordance with the Capital Funding agreements that provide funding towards the redevelopment project. A second charge in favour of Arts Council England was registered in the year 20-21, in respect of new Capital Funding from the 'Kickstart' funding stream.

Cornwall & Isles of Scilly LEP 'Growth Deal' added in the 20-21 year represents live streaming projection specialist equipment funded through the Growth Deal 3 programme. Restricted depreciation has first been charged in the year of reopening, when the asset could be deployed.

# NOTES TO THE FINANCIAL STATEMENTS

## 12c. Investments – charity

Unlisted investments in subsidiary undertakings at cost

At 1 April 2022 and 31 March 2023 5

The charity holds the whole of the issued share capital of Hall For Cornwall Limited, a company registered in England and Wales (company registration number: 02499755). The subsidiary company's principal activity is to operate the commercial activities at the Hall For Cornwall.

A further wholly owned subsidiary, Cornwall Theatre Productions Limited, a company registered in England and Wales (company registration number: 09241479) was registered on 30 September 2014. Its principal activities is to account for the research, development and pre-production costs of in-house productions at the Hall For Cornwall (HfC), Truro.

The charity also holds the whole of the issued share capital of Tickets Cornwall Limited, a company registered in England and Wales (company registration number: 06078314). This company is dormant.

All of the above companies have the same registered office as The Hall For Cornwall Trust.

## 13. Debtors

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade debtors	94,151	182,951	78,628	180,546
Amount due from group undertakings	-	-	383,491	295,375
Prepayments and accrued income	100,278	72,156	100,278	72,023
Other debtors	544,551	658,302	544,551	658,303
	<b>738,980</b>	<b>913,409</b>	<b>1,106,949</b>	<b>1,206,247</b>

## 14. Creditors: amounts falling due within one year and beyond one year

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Trade creditors	276,565	918,780	248,425	862,774
Accruals	437,930	947,994	425,053	944,468
Deferred income (note 15)	3,187,224	1,309,582	3,179,867	1,272,082
Deferred income (note 15) beyond one year	56,127	-	56,127	-
Other creditors including taxation and social security	127,305	101,313	127,305	101,313
Cornwall Council Revolving Loan	100,000	-	100,000	-
	<b>4,185,151</b>	<b>3,277,669</b>	<b>4,136,778</b>	<b>3,180,637</b>

The charitable company held loan debt at 31 March 2023 of £100,000 (31 March 2022: ENil). During the year, and at 31 March 2023, a revolving loan of up to £495,000, attracting a 3.21% interest rate, was available for the purpose of cashflow within the Capital Project, repayable in full at 31 December 2023. The balance of the principal loan at 31 March 2023 was £100,000 (31 March 2022: NIL).

Deferred Income beyond one year represents payments received tickets for shows that will be performed on 1 April 2025 or later.



## NOTES TO THE FINANCIAL STATEMENTS

### 15. Deferred income

	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Balance at 1 April 2022	<b>1,309,582</b>	77,435	<b>1,272,082</b>	77,435
Released to incoming resources	<b>(1,309,582)</b>	(77,435)	<b>(1,272,082)</b>	(77,435)
Deferred in the year	<b>3,243,351</b>	1,309,582	<b>3,235,994</b>	1,272,082
Balance at 31 March 2023	<b>3,243,351</b>	1,309,582	<b>3,235,994</b>	1,272,082

Deferred income at 31 March 2023 relates to various forms of incoming revenues, largely advance ticket sales, for events that have not taken place at the end of the year.

### 16. Analysis of net assets between funds - Group

#### Current year

	Restricted Funds		Unrestricted Funds		2023 Total £
	Projects £	Long term £	Designated £	Operations £	
Tangible assets	-	8,676,123	-	-	<b>8,676,123</b>
Current assets	57,516	432,318	595,000	4,435,344	<b>5,520,177</b>
Current liabilities	-	(299,004)	-	(3,886,789)	<b>(4,185,793)</b>
	<u>57,516</u>	<u>8,809,437</u>	<u>595,000</u>	<u>548,554</u>	<b>10,010,506</b>

#### Prior year

	Restricted Funds		Unrestricted Funds		2022 Total £
	Projects £	Long term £	Designated £	Operations £	
Tangible assets	-	9,491,016	-	-	<b>9,491,016</b>
Current assets	60,847	873,878	595,000	3,443,834	<b>4,973,559</b>
Current liabilities	-	(388,897)	-	(2,888,772)	<b>(3,277,669)</b>
	<u>60,847</u>	<u>9,975,997</u>	<u>595,000</u>	<u>555,062</u>	<b>11,186,906</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 17a. Unrestricted funds

### Current year

	Balance at 1 April 2022 £	Income and transfers £	Expenditure and transfers £	Balance at 31 March 2023 £
<b>Group</b>				
<b>Unrestricted funds: Designated</b>				
Operational Reserve	400,000	-	-	<b>400,000</b>
Maintenance & Sinking Fund Reserve	105,000	-	-	<b>105,000</b>
Get Creative Reserve	40,000	-	-	<b>40,000</b>
Match Funding Reserve	50,000	-	-	<b>50,000</b>
<b>Unrestricted funds: Operations</b>				
Operations fund	555,062	6,829,449	(6,835,957)	<b>548,554</b>
<b>Total unrestricted funds</b>	<b>1,150,062</b>	<b>6,829,449</b>	<b>(6,835,957)</b>	<b>1,143,554</b>

### Charity

<b>Unrestricted funds: Designated</b>				
Operational Reserve	400,000	-	-	<b>400,000</b>
Maintenance & Sinking Fund Reserve	105,000	-	-	<b>105,000</b>
Get Creative Reserve	40,000	-	-	<b>40,000</b>
Match Funding Reserve	50,000	-	-	<b>50,000</b>
<b>Unrestricted funds: Operations</b>				
Operations fund	739,088	6,245,377	(6,283,757)	<b>700,708</b>
<b>Total unrestricted funds</b>	<b>1,334,088</b>	<b>6,245,377</b>	<b>(6,283,757)</b>	<b>1,295,708</b>



# NOTES TO THE FINANCIAL STATEMENTS

## 17b. Unrestricted funds

### Prior year

	Balance at 1 April 2021 £	Income and transfers £	Expenditure and transfers £	Balance at 31 March 2022 £
<b>Group</b>				
<b>Unrestricted funds: Designated</b>				
Operational Reserve	250,000	150,000	-	<b>400,000</b>
Maintenance & Sinking Fund Reserve	-	105,000	-	<b>105,000</b>
Get Creative Reserve	-	40,000	-	<b>40,000</b>
Match Funding Reserve	-	50,000	-	<b>50,000</b>
<b>Unrestricted funds: Operations</b>				
Operations fund	453,466	5,030,044	(4,928,448)	<b>555,062</b>
<b>Total unrestricted funds</b>	<b>703,466</b>	<b>5,375,044</b>	<b>(4,928,448)</b>	<b>1,150,062</b>

### Charity

<b>Unrestricted funds: Designated</b>				
Operational Reserve	250,000	150,000	-	<b>400,000</b>
Maintenance & Sinking Fund Reserve	-	105,000	-	<b>105,000</b>
Get Creative Reserve	-	40,000	-	<b>40,000</b>
Match Funding Reserve	-	50,000	-	<b>50,000</b>
<b>Unrestricted funds: Operations</b>				
Operations fund	446,636	4,724,418	(4,431,966)	<b>739,088</b>
<b>Total unrestricted funds</b>	<b>696,636</b>	<b>5,069,418</b>	<b>(4,431,966)</b>	<b>1,334,088</b>

# NOTES TO THE FINANCIAL STATEMENTS

## 18a. Restricted funds

### Current year

	Balance at 1 April 2022 £	Income and transfers £	Expenditure and transfers £	Balance at 31 March 2023 £
<b>Group and charity</b>				
<b>Restricted funds: Projects</b>				
Commissioning Fund	11,768	-	(11,768)	-
Paul Hamlyn, Community Club	13,645	-	(13,645)	-
Other small funds	25,809	53,087	(43,738)	<b>35,158</b>
National Lottery Heritage Fund (Revealing City Hall)	(9)	46,441	(83,092)	<b>(36,661)</b>
Cultural Compact	9,634	11,248	(20,882)	-
Kneehigh Charity Successor	-	51,885	-	<b>51,885</b>
SPF Community Club	-	47,577	(40,443)	<b>7,133</b>
	<u>60,847</u>	<u>210,238</u>	<u>(213,569)</u>	<u><b>57,516</b></u>
<b>Restricted Funds: Long term</b>				
Property Trust Capital Fund	-	-	-	-
Hall for Cornwall Development Fund	9,779,246	17,137	(1,134,449)	<b>8,661,934</b>
Growth Deal 3	196,751	-	(49,249)	<b>147,502</b>
	<u>9,975,997</u>	<u>17,137</u>	<u>(1,183,698)</u>	<u><b>8,809,437</b></u>
<b>Total restricted funds</b>	<u>10,036,844</u>	<u>227,375</u>	<u>(1,397,267)</u>	<u><b>8,866,952</b></u>

**The Commissioning Fund** emerged as a legacy from ACE Catalyst funding project which was completed in 2015/16. In 2022/23 these funds were deployed as part of HfC's commitment to the Carleen Anderson project *Melior*, enabling local musicians and members of HfC's youth groups to experience working on stage alongside internationally recognised performers.

**The Paul Hamlyn Community Club** – Funding specifically to raise the profile of HfC in the Community. The residual balance of this project has provided some of the match funding for HfC's new Community Club scheme to enable access to theatre for all, regardless of financial means.

**Other Small Funds** – Various other smaller funds for specific purposes, particularly supported by Royal Shakespeare Company and the Andrew Lloyd Webber Foundation.

**National Lottery Heritage Fund (NLHF) Revealing City Hall** is a grant project funded by NLHF and Cornwall Council, with other match funding, enabled creative work

in and out of the venue revealing the heritage and legacy of the former Truro City Hall building. An archive of images and stories has been curated and local schools have engaged with HfC on performances, journalistic reportage, and creative collection management.

**The Cultural Compact** – Funding specifically to facilitate integration and innovation in Truro's cultural offer.

**Hall for Cornwall Development Fund** – funding received in respect of the refurbishment of the theatre, which reopened in October 2021.

**Growth Deal 3** – funding received from the Cornwall & Isles of Scilly LEP to facilitate the purchasing of specialist streaming and projection equipment to enable a live streaming strand of Hall for Cornwall programming, coupled with a training offer for emerging industry technicians.

SPF Community Club is HfC's access for all theatre programme, funded by central government Levelling Up awards and matched with public donations and Paul Hamlyn residual grant funds.



## NOTES TO THE FINANCIAL STATEMENTS

### 18b. Restricted funds

#### Prior year

	Balance at 1 April 2021 £	Income and transfers £	Expenditure and transfers £	Balance at 31 March 2022 £
<b>Group and charity</b>				
<b>Restricted funds: Projects</b>				
Commissioning Fund	11,768	-	-	<b>11,768</b>
Paul Hamlyn, Community Club	26,413	-	(12,768)	<b>13,645</b>
Other small funds	3,566	120,436	(98,193)	<b>25,809</b>
National Lottery Heritage Fund (Revealing City Hall)	3	138,953	(138,965)	<b>(9)</b>
Cultural Compact	6,359	23,000	(19,725)	<b>9,634</b>
Welcome Back Fund	-	175,000	(175,000)	<b>-</b>
City of Culture	-	30,420	(30,420)	<b>-</b>
	<u>48,109</u>	<u>487,809</u>	<u>(475,071)</u>	<u><b>60,847</b></u>
<b>Restricted Funds: Long term</b>				
Property Trust Capital Fund	2,580,000	-	-	<b>2,580,000</b>
Hall for Cornwall Development Fund	20,106,151	3,343,663	-	<b>23,449,814</b>
Growth Deal 3	246,000	-	(49,249)	<b>196,751</b>
	<u>22,932,151</u>	<u>3,343,663</u>	<u>(49,249)</u>	<u><b>26,226,565</b></u>
<b>Total restricted funds</b>	<u>22,980,260</u>	<u>3,831,472</u>	<u>(524,320)</u>	<u><b>26,287,412</b></u>

### 19. Free Reserves – Group

Of funds held on 31 March 2023, £548,554 were unrestricted and undesignated funds as disclosed in note 17. Free reserves are that part of the charity's unrestricted funds that are freely available to spend on any of the charity's purposes. At 31 March 2023, the charity's free reserves, after designations, were in surplus by £225,338.

As the HfC Development Fund (at 31 March 2023) and the Growth Deal 3 Fund relate to assets that have been deducted in arriving at the free reserves above, these funds have not been included in the analysis above.

	2023	2022
Total Funds at 31 March	<b>10,010,506</b>	11,186,906
Less HfC Development Asset	<b>(7,350,000)</b>	(7,500,000)
Less HfC Development FF&E Assets	<b>(1,594,488)</b>	(1,750,000)
Less Growth Deal 3 Assets	<b>(147,746)</b>	(196,994)
Less Other Fixed Assets	<b>(40,418)</b>	(44,022)
Less Restricted Project Grants	<b>(57,516)</b>	(60,847)
Less Designated Funds	<b>(595,000)</b>	(595,000)
Less HfC Development Fund Balance	<b>-</b>	(529,246)
	<u><b>225,338</b></u>	<u>510,797</u>

# NOTES TO THE FINANCIAL STATEMENTS

## 20. Related party transactions

The group comprises Hall for Cornwall Limited, Cornwall Theatre Productions Limited and Tickets Cornwall Limited which are wholly owned subsidiaries of Hall for Cornwall Trust.

The Board of Trustees are the ultimate controlling party of the above companies, there is no single individual who is deemed a Person of Significant Control (PSC).

In 2016/17 under a review of governance it was agreed that the conflict of interest register would be reviewed annually as part of the audit and a declaration of interests published as part of the Financial Statements.

The Group has taken advantage of the exemption available to not disclose transactions and balances with members of the same 100% group in accordance with Section 33.1A of FRS102

## 21. Commitments

### Group and charity – operating leases

Total commitments under non-cancellable operating leases are as follows:

	2023		2022	
	Land and buildings	Other	Land and buildings	Other
	£	£	£	£
Operating leases which expires:	-	445	-	1,779
In the next year	-	-	-	445
In the first to second year	-	-	-	-
<b>Total commitments</b>	<b>-</b>	<b>445</b>	<b>-</b>	<b>2,224</b>

In addition to the operating leases above, and at the balance sheet date 31 March 2023, the Group and Charity had entered into contracts for future shows bearing guarantees of £95,500 (31 March 2022: £4,300).

## 22. Contingent Liability

Though the capital redevelopment project was fundamentally complete by March 2022, with practical completion achieved in May 2022, snags and defects activity continued through this reported financial year and into the year-ending 31 March 2024. This makes the calculation of the final contract sum undetermined on 31 March 2023 and at the date of the filing of the 22/23 accounts. Cost incurred during the 22/23 year were written-off to the restricted fund at the year-end in accordance with the prior year revaluation exercise.

Based on negotiations with the construction main contractor through to the date of the 22/23 filing, trustees are confident that any gap between previous outturn forecasts made by the capital redevelopment

Quantity Surveyors and any likely final contract sum can be mitigated by a mixture of funding activities and an allocation from Hall for Cornwall's designated and unrestricted funds.

At the year end the charity had received cumulative income in the form of grants and donations totalling £23,466,951 (2022: £23,449,814) in respect of the Hall for Cornwall redevelopment project. In certain circumstances this income could become repayable.

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## NOTES TO THE FINANCIAL STATEMENTS

### 23. Capital Commitment

The remaining commitment on the capital redevelopment project is described above in Note 22.

### 24. Events after the balance sheet date

There are no post balance sheet events to note. Here we describe some of the forward facing activities into the 23/24 year.

Though the charity and the group posted a consolidated unrestricted (operational) deficit of £6,508 in the year 22/23, this was largely reflective of a weakened product pipeline as touring productions resumed after the Covid pandemic and the slow return to indoor entertainment across multiple demographics, alongside a requirement to facilitate the availability of non-trading weeks for on-going defects and snagging works around the capital redevelopment.

Despite the continuing challenges of the well-publicised cost-of-living crisis, our 23/24 year to date has seen a significant rebound of audiences to our theatre. Weeklong shows such as *Mamma Mia!*, *The Bodyguard* and *The Mousetrap* played to enthusiastic packed houses and our music offer, be it heritage shows such as ELO Experience or original touring musicians – *Midge Ure* and *The Waterboys* to name but two – filling the Cornwall Playhouse auditorium along with full attendances for spoken word shows from the likes of *Lucy Worsley* and *Adrian Edmondson* and our quickly snapped-up range of visits from headline comedians. These major name shows validate the vision of our redevelopment project and deliver the revenues and audience experiences envisaged when adding our additional 300 seats. Our 2023 Christmas Show, *Peter Pan*, is set to become an expectation-busting success, the bedrock of our surplus generation for 23/24.

From these ticket sales and their associated ancillary 'Food and Beverage' receipts, alongside the continued investment from Art Council England's National Portfolio Organisation four-year award and Council Council's cultural revenue grant award programme, Hall for Cornwall expects to add surpluses to its balance sheet in the 23/24 and 24/25 years.

HfC continues to manage these surpluses by reporting on financial results monthly, enabling prompt responses to any financial or operational challenges, regularly scrutinising budgets and continuously revising short to medium term forecasts to enable early mitigations to any deviations from budget.



## NOTES TO THE FINANCIAL STATEMENTS

### 25. Prior year statement of financial activities

		Unrestricted Funds		Restricted Funds		Year ended
		Designated	Operations	Projects	Long term capital project	31 March
	Note	£	£	£	£	2022
						£
<b>Income From:</b>						
Donations and legacies	3	-	55,767	-	3,343,663	<b>3,399,430</b>
<i>Income from charitable activities:</i>						
Operation of theatre and arts development	4	-	4,425,603	120,436	-	<b>4,546,039</b>
<i>Income from other trading activities</i>						
Commercial trading operation	5	-	201,114	-	-	<b>201,114</b>
Subsidiary trading operation	6	-	347,314	-	-	<b>347,314</b>
Investment income		-	246	-	-	<b>246</b>
Other income	7	-	-	367,373	-	<b>367,373</b>
<b>Total Income</b>		<b>-</b>	<b>5,030,044</b>	<b>487,809</b>	<b>3,343,663</b>	<b>8,861,516</b>
<b>Expenditure on:</b>						
<i>Costs of raising funds:</i>						
Cost of raising voluntary income		-	76,042	-	-	<b>76,042</b>
Subsidiary trading operation	6	-	248,379	-	-	<b>248,379</b>
<i>Expenditure on charitable activities:</i>						
Operation of theatre and arts development	8	-	4,259,027	98,193	49,249	<b>4,406,469</b>
Other		-	-	376,878	-	<b>376,878</b>
<b>Total Expenditure</b>		<b>-</b>	<b>4,583,448</b>	<b>475,071</b>	<b>49,249</b>	<b>5,107,768</b>
<b>Net (expenditure)/income for the year</b>	9	<b>-</b>	<b>446,596</b>	<b>12,738</b>	<b>3,294,414</b>	<b>3,753,748</b>
Transfers between funds		345,000	(345,000)	-	-	<b>-</b>
<b>Net movement in funds for the year before revaluation</b>		<b>345,000</b>	<b>101,596</b>	<b>12,738</b>	<b>3,294,414</b>	<b>3,753,748</b>
<b>Revaluation of long leasehold property</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>(16,250,568)</b>	<b>(16,250,568)</b>
<b>Net movement in funds following revaluation</b>		<b>345,000</b>	<b>101,596</b>	<b>12,738</b>	<b>(12,956,154)</b>	<b>(12,496,820)</b>
<b>Reconciliation of Funds</b>						
Total Funds Brought Forward		250,000	453,466	48,109	22,932,151	<b>23,683,726</b>
<b>Total Funds carried forward</b>	17,18	<b>595,000</b>	<b>555,062</b>	<b>60,847</b>	<b>9,975,997</b>	<b>11,186,906</b>