

Company Registration No. 02060996 (England and Wales)
Registered Charity No. 1062085

Hackney Empire Limited

**Trustees' report
and financial statements
for the year ended 31 March 2024**

	Page
Legal and administrative information	1 - 2
Vision, Mission & Values	3
Trustees' report	4 - 17
Independent auditors' report	18 - 21
Statement of financial activities	22
Balance sheet	23
Cash flow statement	24
Notes to the financial statements	25 - 44

Legal and administrative information

Constitution Hackney Empire Limited is a company limited by guarantee, not having a share capital. The company is a registered Charity governed by its Memorandum and Articles of Association.

Objects The company's main objects, as set out in the Articles, are to advance public education and appreciation of the arts and to provide the theatre facility for recreation and leisure time occupation in the interests of social welfare with the object of improving the conditions of life, particularly of the inhabitants of the London Borough of Hackney.

Organisation The board of directors of the company and the sub-committees have overall responsibility for the running of the company. Through regular board meetings and sub-committee meetings the directors, who are the Trustees for the Charity, advise the management of the company, in particular on strategy. The Board appoints a Chief Executive who is responsible for policy and day to day management of the Charity.

Hackney Empire Limited has a wholly own subsidiary company, Hackney Empire Trading Limited. This company was formed to generate commercial income at Hackney Empire for the benefit of the parent company to which it gift aids any profits made.

Board of directors	William Atkinson	Chair
	Roger Woolfe	
	Karin Gartzke	
	Sean Gascoine	
	Matthew Roeser	
	David Adams	
	Richard Etienne	
	Josette Bushell-Mingo	
	Soheb Panja	
	Jasmyn Fisher Ryner	
	Rebecca Jane Preston	(appointed on 12 September 2023)

All directors are appointed in accordance with the Articles of Association. Except where indicated, the directors listed served throughout the year and up to the date of this report.

Legal and administrative information (continued)

Finance Committee	David Adams Roger Woolfe Matthew Roeser William Atkinson
--------------------------	---

Executive Director / Company Secretary Creative Director	Jo Hemmant Keith Khan
---	--------------------------

Other principal officers	
Technical Manager	Othman Reid
Head of Programme	Jane Walsh /Becca Thomason

Company number	02060996
-----------------------	----------

Charity number	1062085
-----------------------	---------

Registered office	Hackney Empire 291 Mare Street London E8 1EJ
--------------------------	---

Auditors	Saffery LLP 71 Queen Victoria Street London EC4V 4BE
-----------------	---

Bankers	Barclays Bank PLC 27 Soho Square London W1D 3QR
----------------	--

Accountants	EPIC Investment Partners Audrey House 16-20 Ely Place London EC1N 6SN
--------------------	---

Connected charities	Hackney Empire Limited is connected with the Hackney Empire Preservation Trust, which owns the theatre building. Hackney Empire Limited benefits from the continued occupation of this property at a peppercorn rental
----------------------------	--

VISION, MISSION & VALUES

VISION

We believe access changes lives, so we will build bridges for everybody to be able to experience and create art & culture.

MISSION

Hackney Empire is not just a theatre; it is a home, a safe space, and a centre for sharing and storytelling of all kinds. We know that identity, privilege, and background should not affect anyone's opportunity to engage, because great stories exist everywhere and in everyone.

VALUES

We believe that extraordinary art & culture can be created by all people, anywhere.

We want ignored voices to be heard, isolated communities to be engaged, and overlooked ideas to be recognised.

We will face difficult truths, confront prejudice, and share experience.

We must safeguard and nurture young people from all backgrounds, who will always have a home at Hackney Empire.

Together we can deepen our understanding of ourselves, our society, and our environment.

Hackney Empire Limited

Trustees' Report

For the year ended 31 March 2024

The Trustees present their report and financial statements for the year ended 31 March 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Statement of Recommended Practice incorporating the Financial Reporting Standard 102 – SORP (FRS 102).

Organisation, objectives, achievements & activities

Hackney Empire

Hackney Empire is a renowned, Grade II* listed, Edwardian music hall, now a modern variety theatre and a dedicated developmental, participatory and education space for thousands of young people each year.

The theatre was fully restored in 2003 and is referred to as “a jewel in the crown of London's historic East End” and “one of the most beautiful theatres in the country”. The auditorium can accommodate upwards of 1,200 seated audience, and over 1,600 standing, making it one of the Capital's largest and most significant theatre venues outside of the West End.

Hackney Empire Limited (HEL)

For over a century we have shared and celebrated variety in all its forms; artistically, culturally, politically, and socially. Hackney Empire has provided the megaphone for the voices of those who are less represented and easily ignored.

Today our programme presents a rich mix of art of all kinds including Opera, Theatre, Music, Pantomime and Comedy offering local communities the chance to experience local, national and international culture on their doorstep.

Hackney Empire Trading Limited (HETL)

A wholly owned trading subsidiary, Hackney Empire Trading Limited (HETL) is in operation to generate commercial income for the benefit of the parent Charity (HEL). The company has four distinct areas of activity:

- Exploitation of commercial opportunities such as photo shoots and film work,
- Service Agreement of the theatre bars for the theatre,
- Service contracts with third party suppliers to run the theatre cafe and catering operation,
- Production company producing commissioned pieces of theatre.

In 2023/24 HETL was commissioned to produce the pantomime *Aladdin* and will be claiming Theatre Tax Relief in respect of this production. All of HETL's profits are gift-aided back to the parent Charity under a deed of covenant.

Need

Hackney is a rapidly changing borough with a growing and youthful population. As an area of increasing economic opportunity resulting from the focus on East London as an area of development, this growth co-exists with significant deprivation. Hackney was the 22nd most deprived local authority overall in England in the 2019 Index of Multiple Deprivation. A significant proportion of local people continue to face persistent inequalities and are disproportionately affected by child poverty, unemployment and welfare dependency.

The geographic location of Hackney Empire and the demographics it is able to serve, must not be neglected. We strive to serve our fundamentally diverse customer base through our wide artistic output to reach, and where possible develop, audiences that are historically - or perceived as disengaged and/or underserved. Variety is the vehicle that allows Hackney Empire to explore storytelling in all its forms and from all creators.

We are committed to using art and creativity to drive social change throughout everything we do, with particular focus on young people from disadvantaged and under-represented backgrounds.

Review of activities for period ending March 2024

Achievements and Highlights

Hackney Empire continued to pursue its long-term artistic ambition to present a variety programme that produces, presents and platforms stories, performances, events and opportunities, sharing excellence, amplifying representation and driving accessibility.

During the year we provided an exciting, welcoming, and much-needed space for audiences and participants from across our communities to experience and enjoy the arts, continuing strategic programming to widen access and inclusion.

The past 12 months have us seen strengthening relationships with promoters, a growing music programme and ever-increasing numbers of first-time bookers. We were especially happy to be nominated for Excellence in Arts Education at the UK Theatre Awards.

Particular highlights included hosting the Launch of legendary Rolling Stones' Hackney Diamonds album in autumn 2023; welcoming Ballet Black back to Hackney Empire after 15 years, to premiere their sold-out show HEROES; and The Levellers Collective recording their live album in the auditorium.

The wider Artistic Programme included a very strong comedy line-up - Judi Love, Jon Richardson, Matteo Lane and Alan Carr and BBC Radio 1Xtra's Comedy Gala's celebrated household names and new voices on the black comedy circuit selling at 92% capacity.

Key music events included Mac Demarco, Andy Shauf and a collaboration with the BBC Symphony Orchestra on the family programme. We were also able to support Rush Theatre Company's: A Joyous Jamaican Journey for the Windrush Anniversary.

"An amazing venue in the heart of London, an amazing performance...musical concept from the BBC symphony Orchestra for KS2 children. Our children absolutely loved the live musical experience. Thank you for making it free and accessible. Would definitely come again!"

English Touring Opera staged Puccini's Manon Lescaut in autumn 2023, followed by The Rake's Progress by Igor Stravinsky as part of their 2024 Spring opera season, averaging 70% attendance.

Trustees' Report

For the year ended 31 March 2024

Vox Holloway community choirs performed *The Sun Does Shine*, a powerful new musical by Harvey Brough, inspired by Anthony Ray Hinton's autobiography, telling of the most shockingly cynical miscarriages of justice in US history and Hinton's long fight to prove his innocence.

After a run of sold out shows up and down the UK, Hollie McNish brought her brand-new book, *Lobster and other things I'm learning to love* to Hackney Empire. A Sunday Times bestselling writer whose live readings are gin-wrapped in gorgeously crafted poetry achieved 94% capacity.

Throughout the year Hackney Empire continued to provide a platform for local communities and schools including performances by Boroughs United, Dance 2 Beat, Hackney Music Service Gala, and the Festival of Voices.

Hackney Empire's partnership with *For Black Boys Who Have Considered Suicide when the Hue Gets too Heavy* enabled ticket prices to remain accessible for the show's continuing groundbreaking West-End run.

The year was brought to a rousing finale with the Empire's legendary Panto directed by and starring Clive Rowe as Widow Twankey in *Aladdin*. Young people from the Creative Futures programme took on roles in the ensemble becoming members of the professional cast.

Called the 'must-see panto of the year' by Theatre Weekly, the reviews speak for themselves:

★★★★★ "Glows with timeless glee" Time Out

★★★★★ "Joyous, big-hearted panto" The Stage

★★★★★ "Precisely what festive family entertainment should be" The i

★★★★★ "Clive Rowe is the doyenne of dames... This is a pantomime with real heart and a winning innocence" WhatsOnStage

★★★★★ "The must-see panto of the year" Theatre Weekly

★★★★★ "Fun, Festive, Frivolity" RatedReviewed

★★★★★ "Another magnificent panto" The Spy In The Stalls

★★★★★ "A building so rich in panto history that all of those years of gags, slosh and transformation scenes seem to have soaked into the fabric" West End Best Friend

Artist Development and Commissioning

Hackney Empire's commitment to nurturing the next generation of artists was demonstrated in the R&D support and Seed funding given to emerging works, such as:

Leville & Chill: Leville is a platform for gifted creatives to gain genuine opportunities in the arts and entertainment industry through their Three C's: Creative Agency, Casting and Community.

Honeyfish Collective – Bold Acts is a developmental, interactive experience between the audience and creatives to receive feedback and develop new ideas to amplify tomorrow's voices today.

Led by *Playwell Productions* and *Brixton House*, we are pleased to have been able to support the development of *Black Power Desk*, a new Black British musical by Urielle Klein Mekongo set against the backdrop of state opposition to the British Black Power movement of the '60s and '70s. The show blends the best of contemporary UK sounds to tell a story of belonging, love, and identity.

Seed Fund Programme

The Cocoa Butter Club is an award-winning performance company, showcasing and celebrating performers of colour, founded in 2016 by cabaret star Sadie Sinner, this is a creative clap back to cultural appropriation, lack of representation and imitation.

Beau Brummel Musical - Bourgeois & Maurice are a cabaret act based in London, described by Time Out as 'neo cabaret'. The duo, formed in 2007, consists of Liv Morris and George Heyworth.

BOXED - SK Shlomo is an international non-binary beatbox star, disability & mental health ambassador, former world looping champion, 3 x TED Speaker and multi-award-winning theatre maker.

Ruth Belville and The Time King - Angela Clerkin explores what happens when we look closer at our history - and how we have been sold a story that doesn't serve many of us.

Oxford Girls - Neetu Singh is a member of the Mercury Theatre's directing programme led by Ryan McBryde and was shortlisted to for a WIP performance leading a team of working-class South Asian women.

Creative Futures Programme

Hackney Empire also serves as a dedicated developmental, participatory and education space for young people. Creative Futures is recognised as one of the most significant, transformative and powerful programmes in the Capital. These activities provide 4,000 young people each year with the tools, skills, and pathways they need to develop as individuals and as leaders.

Young Producers

"As a Young Producer, we had to source new talent and sounds, scouring Instagram and TikTok for the best creatives on the come up. On the Friday, Alter Ego 2023 winners Skadeuces, founded by Khalif-Shakeil Edwards, Hackney Empire Creative Futures Alumni, started the weekend with a bang, wowing our audience with flips galore and the coldest choreography. One audience member said, 'I wish I could flip like that when I was 14.' Same."

"River Stage 2023 was truly one for the books! We all learnt so much about what makes a good festival weekend, how to run events, look after social media & liaise with artists and managers. We hope the National Theatre bring us back to paint Central London with the greatness of the City!"

Our Young Producers were invited to return to the National Theatre's River Stage to programme a whole weekend, giving a platform to some of the most exciting young creatives in London. The last two years have seen the likes of Girls of Grime, Tracks on Tap, Kali Claire, BAC Beatbox Academy, Creative Futures alumni and many more take to the stage on the Southbank, with two weekends packed full of pure energy.

Artist Development Programme (ADP) 2023

UNmuted: A revolution has never sounded so good

"In a world not so different from our own, a new law has been passed making music illegal. By chance, a group of young people find a safe space, a secret space, where music can exist again, and begin plans to fight the power."

In August 2023, we brought together over 50 young creatives to stage a brand-new musical on our main stage in just 10 days! UNmuted explored the power of a group of young people standing up for what they believe in, playing to a packed auditorium.

Limitless

A collaboration between Hackney Empire and Hackney Shed, Limitless brought together an inclusive group of 40 young people aged 14 to 25-years on a five-day intensive creative arts programme during the summer. Limitless focusses on young people with Special Educational Needs and/or neurodiversities but is open to anyone who is passionate about collaborating with others.

The programme creates a safe and supportive atmosphere where participants work with creative practitioners to explore issues that matter to them and turn that into a new piece of performance. The performance often includes singing, movement and BSL and is shared with an invited audience of 100 parents, carers and friends.

Readings From A Resistance:

"Let us show you how we, the resistant, have found hope in a world full of disparity and injustice. When we believe in something better, we pave the way towards it. When we share ideas, the possibilities are endless. When we stand together, we are powerful."

Audiences were invited to join a celebration of the collaboration and centring on young artists from across London, weaving together poetry, music and drama, led by Yamin Choudury and Jemilea Wisdom-Baako.

Yomi Sode

In poems exploring family, survival, generational trauma and the complexities of belonging, *Manorism* is an examination of the lives of Black British men and boys. Join us for the launch of Yomi Sode's paperback edition of *Manorism*. A curated evening of performances, talks, and readings, which celebrated and centred on the voice of the community.

Entry for All: First Five with Yomi Sode, Rapman and Special Guests

Designed to support young people from Hackney and wider London to access live performance and art and culture, tickets to Entry For All shows are completely free for anyone 25 and under.

In Jan 2024, poet **Yomi Sode** spoke to acclaimed filmmaker, rapper and director **Rapman**, delving into what inspired him on his journey to create *Shiro's Story*, *Blue Story* and the upcoming Netflix series *Supacell*. Featuring live performances and special guest act **Prinz**, this Entry for All event was not to be missed!

This collaboration brought us together with **Lit in Colour**, who provided free books and merchandise on the night. The Lit in Colour campaign was launched by Penguin Random House and The Runnymede Trust in October 2020, with the aim to ensure English Literature better reflects contemporary culture.

Alter Ego

In February 2024 East London's biggest talent showcase Alter Ego was back in Hackney. Taking to the stage were over 90 young performers alongside headliners **Suli Breaks**, **Mnelia**, **M24** and **Ivorian Doll**, and we were thrilled to crown, as our winner, **Rain**, poet and spoken word artist, performing a piece about war, politics and genocide. With over 1,300 young people in the audience and 50 young people working behind the scenes in event planning, production management and marketing, and a massive social media presence, Alter Ego 2024 was a huge celebration of the aspirations and creative talents of young people in Hackney.

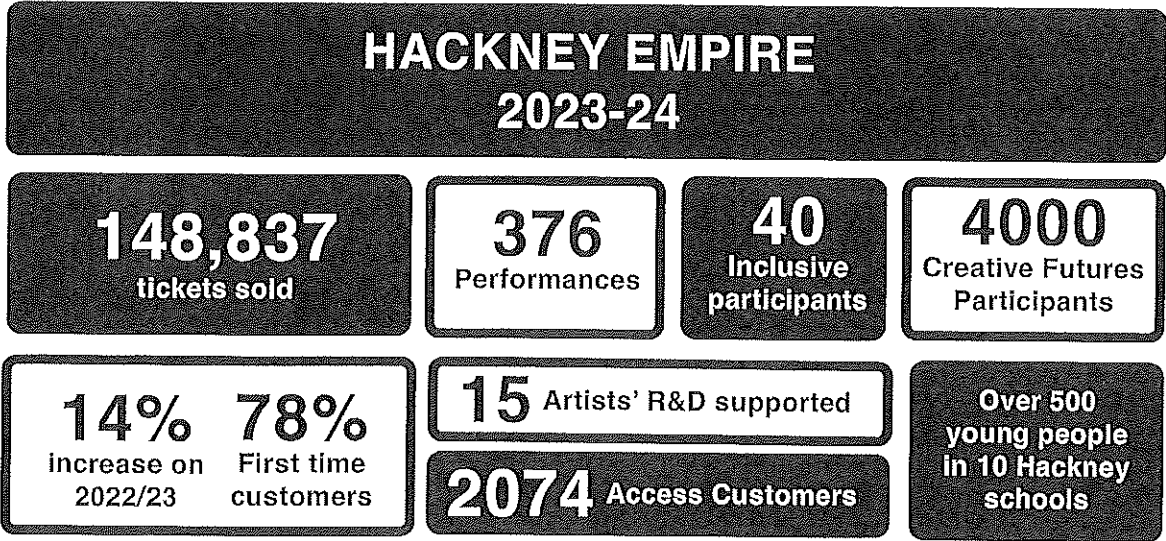
Schools Outreach

Over the past 12 months, Hackney Empire has worked in 10 of our London Borough of Hackney's secondary schools to provide focused support for over 500 students for the curriculum and young people's needs beyond it.

Audiences and Participants

Our audiences continue to grow year on year, with 148,837 tickets sold, an increase of 14% on 2022/23. 78% (51% in 2022/23) of bookers came through our doors for the first time. 889 of these were NHS staff or keyworkers. The most frequent postcodes of bookers were Hackney, Upper Clapton, Lower Clapton, Leyton, Stoke Newington, Homerton, Islington and Walthamstow.

A new website was designed and implemented during the year, realising the aim of engaging more customers and improving their booking journey. Proactive data analysis is enhancing our strategy to encourage customer retention and repeat bookers. This website attracted 695,000 visits achieving 982,000 sessions, 56% of which were engaged session. The top referral was an organic search for Hackney Empire with highest page traffic for *Steve-O Bucket List Tour* and *Aladdin*. 11.9% of bookers added a donation to their ticket purchase, totaling £18,954.



Staffing

We continued to support the career development and progression of our staff, strengthening the Learning and Participation team with the roles of Learning and Participation Producer and Learning and Participation Assistant. The Assistant joins the team as an alumni of Hackney Empire's Compulsory Subjects programme. Previous Creative Futures' participants have progressed to become Assistant Director, Musical Director and Choreographer of the Artist Development Programme.

Equality, Diversity, Justice, and Inclusion

Hackney Empire has long been one of the cultural sector's leading organisations in terms of diversity and representation at all levels. During 23/24 we have continued our commitment to increasing representation within all areas of our organisation and the sector at large. We have established, dynamic practices to combat systemic racism creating clear, actionable inclusion and anti-racism, anti-disablist and anti-discriminatory policies whilst identifying and breaking down barriers to access for artists and audiences.

We are one of the sector's leading organisations in terms of diversity and representation. 52% of our staff team, 50% of senior management, 45% of the board, and more than 78% of the contractual and freelance team identify as coming from the Global Majority.

Over 49% of Hackney Empire's artistic programme is created by, and with, Black, Asian, and ethnically diverse practitioners. Our award-winning self-produced Pantomime famously has strong representation from both the leading roles and the technical crew.

During the new website development, we prioritised updating and expanding Access information and have built up over 2000 customers who signed up to receive targeted access support. Accessible performances during the year including 6 BSL signed, 4 captioned, a Relaxed pantomime and a Dementia Friendly pantomime. Of our two associate artists / companies, one is disabled-led and the other LGBTQI+. Hackney Empire is also now a Dementia Friendly venue.

Leadership

With the departure of Artistic Director Yamin Choudury, we will be welcoming Keith Khan as our new Creative Director in September 2024. Keith has a long and distinguished record across a number of art forms, including designing a range of theatre shows and festivals from Trinidad to Notting Hill. Keith was Head of Culture for the London Olympics and Paralympic Games. In addition to deepening our well established and highly productive links with the local community, Keith's international reach will bring opportunities for new and diverse collaborations and partnerships.

We were delighted to welcome Rebecca Preston, Director of Development and Alumni Relations at the Royal College of Art as a new member of our Board of Trustees.

Sustainability

We continue to make good progress on our commitment to reducing our carbon footprint as a grade 2* listed building. Following on from our heat pump and solar panel installation, we have established a strategy of graded Capital works to achieve our goal. The energy generated by the installation of 76 solar panels on roof will cover approximately a quarter of our annual electrical consumption. Hackney Empire's electrical consumption is equivalent to that of approximately 20 houses. The solar panels will save the equivalent of burning 12 tonnes of fossil fuel a year. Hackney Empire is also now a signatory to the London Borough of Hackney's Responsible Business Charter pledging to continue to work towards being a model of good for environmental practice as a grade II* listed arts venue that serves and represents its communities.

We successfully applied to the VCSE's Energy Efficiency Scheme for an independent Energy Assessment to identify where further carbon efficiency could be maximised. We will continue to seek funding to contribute to our own and Hackney Council's mission to reach carbon net zero by 2030.

Fundraising

Charitable contributions represent a vital source of funding for Hackney Empire. Every donation from generous donors supports the essential work we do with young people and our community, while caring for our landmark building.

While Hackney Empire had a very successful operational year, the sole area of funding that declined was donations. In total, £117,898 was raised from donations, trusts and foundations, gifts, and legacies — a decline of 60% from £292,483 in 2022/23.

Hackney Empire's ambitions to expand our youth programme and modernise our illustrious theatre over the next five years will require greater charitable contributions. The needs of our underprivileged communities continue to grow, and we intend to fulfill our duty to support them.

Accordingly, Hackney Empire has recently transformed its fundraising team, recruited a new Trustee with distinctive fundraising credentials and reconstituted its Development Committee.

Hackney Empire's fundraising focuses on building strong, long-term philanthropic partnerships with trusts, foundations, major donors and Patrons and seeking corporate support. We look forward to sharing our fundraising plans in the coming year.

We remain a key provider of London Borough of Hackney, with the shared aim of giving a voice to all local communities and lifting our young people up. During the year Entry for All was made possible by the Hackney Community Fund, with ongoing support for Alter Ego through Discover Young Hackney.

We are enormously grateful for the continued support from the Forest School, demonstrating their commitment to young people's all-round development and progression.

Trustees' Report

For the year ended 31 March 2024

We were delighted to receive a new grant from the Esmée Fairbairn Foundation, to support our mission to create a cultural workforce that is more reflective of UK society by allowing young people to build their own creative lives and to use arts and creativity to influence the world around them.

In addition, we are grateful for funding from the Atkin Charitable Foundation, the Roy Bard Charitable Trust, Garfield Weston Foundation, BBC Children in Need, the D'Oyly Carte Charitable Trust, the Noel Coward Foundation, the Steel Charitable Trust and the Portal Trust.

We are indebted to all the individuals who have supported the Hackney Empire through their donations this year. We express our heartfelt thanks to all those who have given regularly, dedicated seats and left lasting legacy gifts to support Hackney Empire's mission on stage, with young artists and with local communities.

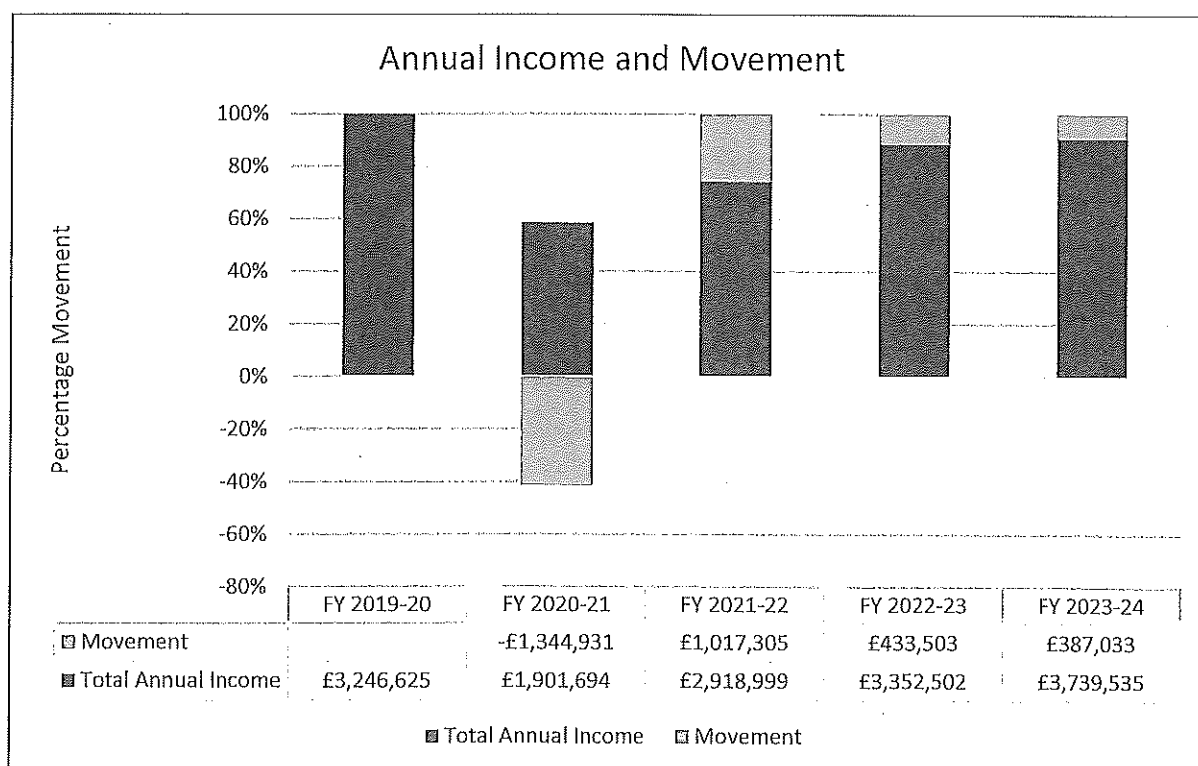
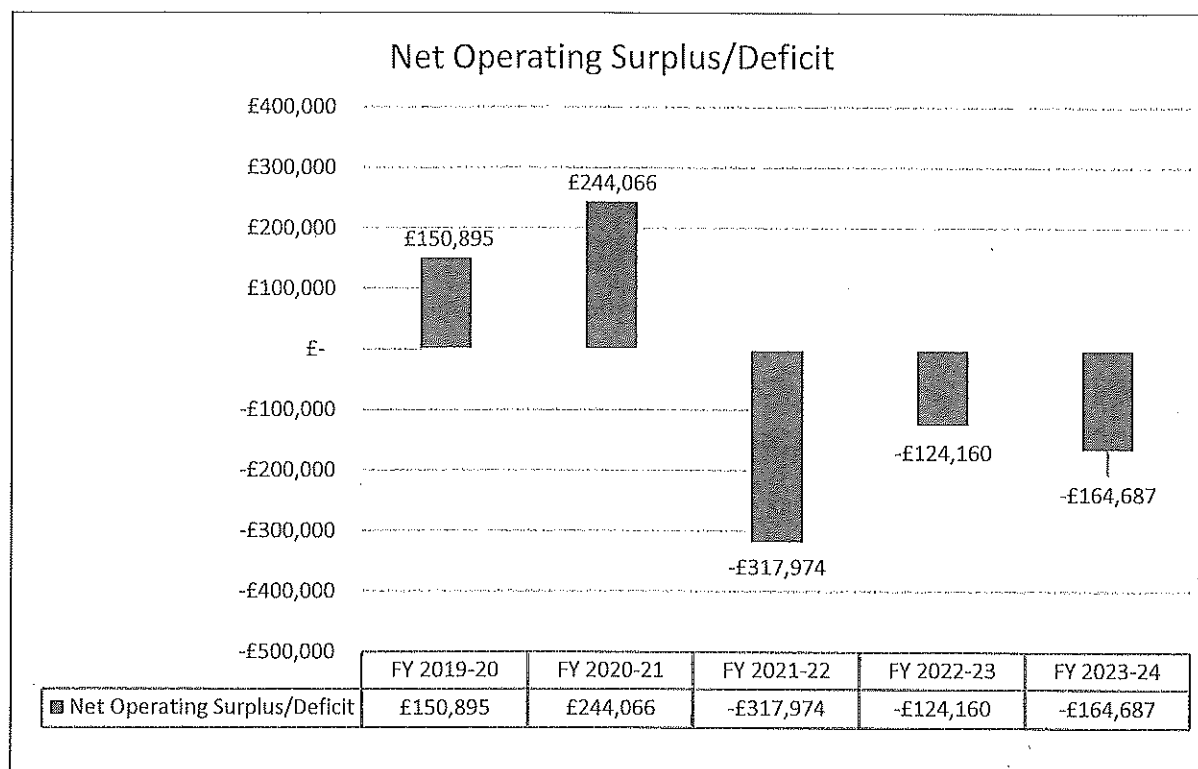
The Trustees are aware of their responsibilities under the Charities (Protection and Social Investment) Act 2016 and have considered the implications for their fundraising activities. HEL remains a member of the Fundraising Regulator and operates within the code of fundraising practice as set out by the independent

regulator of charitable fundraising in England. No complaints have been received in relation to fundraising activities to date. We are committed to being fully compliant with the laws and guidance underpinning charitable fundraising. We will not accept gifts or sponsorship from organisations or individuals whose support of our activities we deem to be inconsistent with our mission, vision, and values. Our Vulnerable Adults and Safeguarding policies form the framework for protection of these groups.

Financial review

The group financial statements to March 2024 show an operating surplus on unrestricted funds of £491,897 taking the accumulated surplus on unrestricted funds to £2,849,572 (out of which there are designated funds of £60,317 for the "Romeo and Juliet" project, set for 2025). We have maintained our rigorous attention to managing cash flow, risk analysis, and continuous assessment of the financial implications of our operational decisions. We continue to receive financial support from the London Borough of Hackney, in recognition of the value of our work and are pleased to report that we have maintained our position in the Arts Council England National Portfolio Funding (2023 – 2027).

A key line in the financial statements for this year is Box Office income, reflecting a large increase in theatregoers returning to see shows after the pandemic.



Reserves policy

Hackney Empire Limited intends to keep money aside as reserves to protect the charity by strengthening resilience against reduced income, and to allow us to take advantage of new opportunities that are aligned to our aims. The level of unrestricted reserves will be approximate to 12 weeks of turnover. This reserve will be reviewed annually as part of the AGM of the board of Trustees.

Hackney Empire Limited will during 2024/25 designate funds from an underspend of £60,317 on Artistic Project Development during the year 2023/24 to the co-production of Romeo and Juliet with Belgrade Theatre Coventry.

The Trustees' previous aim to increase the building maintenance restricted reserve to £150k in 2024, has been achieved. The building reserve can be used for emergency repairs to the building where other operational funds are insufficient to cover the costs. This will be reviewed annually as part of the AGM of the board of Trustees.

£300,000 of free reserves has been set aside for building maintenance, and £900,000 for operational purposes. These free reserves are not designated for specific expenditure but are intended to protect the charity's financial health, ensuring resilience against unforeseen challenges and supporting long-term sustainability.

Plans for Future Periods

We will continue to build a robust, commercial programme for 2024-25, prioritising performances for all of our communities. The live music programme made a strong start with contemporary Irish folk group Lankum, whose latest album was named as The Guardian's top album for 2023, closely followed by The Pogues 40th anniversary show for their debut album, Red Roses For Me. With the aim of growing our family audience, composer Emily Presto will invite children to write a brand-new piece of music for the BBC Symphony Orchestra and then join her for the performance.

Governance

Statement of Trustees' responsibilities

The Trustees (who are also directors of Hackney Empire Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and the group 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, (FRS 102),
- make judgements and estimates that are reasonable and prudent,
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

In so far as each Trustee is aware:

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

The Trustees confirm that in planning the activities of the Charity they have had due regard to the Charity Commission's guidance on public benefit, health and safety, due diligence in relation to holding, receiving, and moving funds safely, and in particular, the guidance for fee charging charities.

Trustee induction

The Board and its Nominations Committee meet throughout the year as required. They proactively review the skill set of the membership as well as keeping an overview of representation.

The nominator of any prospective trustee provides the sub-committee with a biography or CV of the nominee and the reason for the nomination, for consideration. The prospective member then meets members of the committee and other trustees and attends a board meeting as an observer. If appropriate, formal invitation is made as part of board meeting proceedings and recorded in the minutes. The new trustee is then sent an induction pack including recent Board papers, financial information, current strategic planning documents and a history of the theatre and introductory meetings are set as appropriate with staff as well as attending events.

Remuneration of key management personnel

The pay of all staff is reviewed no less than annually by the Executive team with reference to UK industry norms. This is reviewed by the Finance Committee as part of annual budgeting and presented to the board of trustees. The remuneration of the Chief Executive is reviewed by the trustees.

Risk management

The Directors have examined the major strategic, business, and operational risks that the company faces and confirm that systems have been established so that the necessary steps can be taken to mitigate these risks. The Board conducts at least annually a review of the risk register which details the risks the Charity may face. The Board reviews the systems and procedures in place to mitigate those risks, advises on improvements and provides monitoring on a regular basis. The Board then ensures there is proper implementation of the procedures with the objective of minimising any potential impact on the Charity should those risks materialise.

The key risks as identified, and their mitigating factors were:

Risk	Mitigation
External forces (recession/public spending etc) impact on business plan	<ul style="list-style-type: none">• Forward planning to ensure best possible programme.• Plan marketing cycle to optimise income.• Ensure secondary spend offer competitive.• Monitor cash flow.
Loss of key staff	<ul style="list-style-type: none">• Succession planning.• Documentation of systems plans and projects.• Training programmes.• Notice periods and handovers. Recruitment process.
Building related difficulties	<ul style="list-style-type: none">• Ensure maintenance and operations manuals are sufficient and up to date.• Implement appropriate maintenance strategy.• Make suitable financial provisions where possible to ensure effective maintenance.
Lack of capacity & inadequate use of resources	<ul style="list-style-type: none">• Inadequate supervision of projects• Staff over-stretched & low morale

Auditors

A resolution proposing the re-appointment of Saffery LLP as auditors will be put to the Annual General Meeting.

Statement by the Chair of the Board; Sir William Atkinson

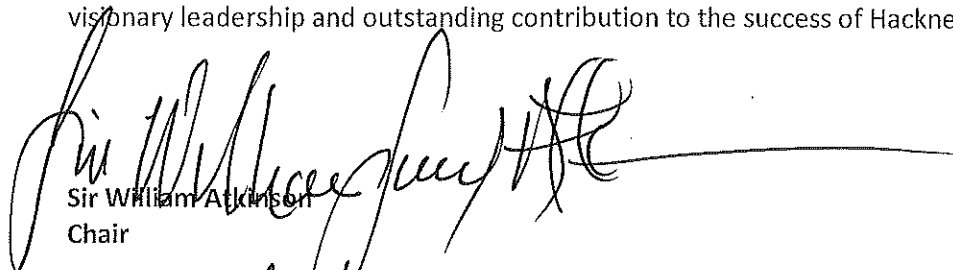
Chair's Statement

Hackney Empire, despite facing strong head winds, has enjoyed a successful year, due in no small measure to the dynamic and intelligent leadership of our joint CEOs Jo Hemmant and Yamin Choudury. Jo and Yamin have led a highly efficient team of dedicated colleagues who have worked tirelessly towards achieving the positive outcomes that drive and motivate everyone associated with Hackney Empire. Our success is evident in our extensive work with young people, the quality and range of our inclusive programming, expertly curated by Yamin, the size and make up of our audiences across the year and the quality of the relationships within and between our teams.

Throughout the year the Trustee Board has continued to work closely with the Executive Team to ensure that Hackney Empire not only remains a 'going concern', but also a dynamic and relevant centre of opportunity, enjoyment and learning for our rich and diverse community. To this end the generosity of our supporters and funders continues to play an invaluable part. Without their support our impact and reach would be significantly reduced.

At Hackney Empire our mindset is to use current success as a foundation for future achievement and, consequently we look forward to the many complex challenges facing the sector with determination and optimism.

The Trustees wish to place on record our thanks to Yamin Choudury, outgoing Artistic Director, for his visionary leadership and outstanding contribution to the success of Hackney Empire.



Sir William Atkinson
Chair

Date 12/11/2024

Opinion

We have audited the financial statements of Hackney Empire Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Cash flow statement and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2024 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group 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 Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

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 which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report which includes the Directors' Report, and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report and Strategic Report.

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

- adequate accounting records have not been kept by the parent charitable company, 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 Statement of Trustees' Responsibilities, the Trustees (who are also the directors of the parent 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 the 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 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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the Trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with Trustees and updating our understanding of the sectors in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with

Independent Auditor's Report to the Members for the year ended 31 March 2024 (continued)

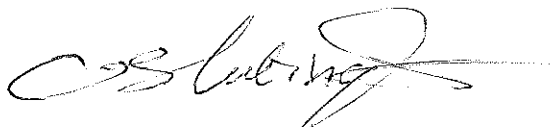
appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above 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. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of our report

This report is made solely to the parent 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 parent charitable company's members those matters we are required to state to them in an auditor's 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 parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turlington (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date: 12 November 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Hackney Empire Limited

Consolidated statement of financial activities (Including income and expenditure account) For the year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted funds £	2024 Total £	2023 Total £
Income from:					
Donations, gifts, and legacies		117,898	-	117,898	292,483
Grants receivable	4	375,295	183,708	559,003	555,037
Investment income		38,539	-	38,539	911
Income from trading activities	5	872,081	-	872,081	707,485
<i>Income from charitable activities</i>					
Income from running theatre	6	2,152,013	-	2,152,013	1,796,586
Total income		3,555,826	183,708	3,739,534	3,352,502
Expenditure on:					
<i>Cost of raising funds</i>					
Fundraising costs	7	28,539	-	28,539	45,320
<i>Cost of trading activities</i>	8	439,442	-	439,442	401,765
<i>Charitable activity</i>					
Cost of operation of the theatre	9	2,797,312	853,292	3,650,604	3,215,847
Total expenditure		3,265,293	853,292	4,118,585	3,662,932
Net income/(expenditure) for the year		290,534	(669,584)	(379,050)	(310,430)
Transfer between funds	20	(13,000)	13,000	-	-
Corporation tax	12	214,363	-	214,363	186,270
Net movement in funds		491,897	(656,584)	(164,687)	(124,160)
Opening fund balances	21	2,357,675	6,336,108	8,693,783	8,817,943
Closing fund balances	22	2,849,572	5,679,524	8,529,096	8,693,783

There were no recognised gains and losses other than the movements in funds shown above. All operations are continuing.

The notes on pages 25 to 43 form part of the financial statements.

Balance sheets
As at 31 March 2024

	Notes	Group 2024 £	2023 £	Charity 2024 £	2023 £
Fixed assets					
Tangible assets	13	6,190,000	6,764,328	6,190,000	6,764,328
Investments	14	-	-	1	1
Social Investments	15	25,000	50,000	25,000	50,000
		<u>6,215,000</u>	<u>6,814,328</u>	<u>6,215,001</u>	<u>6,814,329</u>
Current assets					
Debtors	17	334,811	359,713	901,425	710,743
Inventory		11,362	7,693	-	-
Cash at bank and in hand		2,547,111	2,320,069	1,954,806	1,922,289
Current Investment	16	600,000	-	600,000	-
		<u>3,493,284</u>	<u>2,687,475</u>	<u>3,456,231</u>	<u>2,633,032</u>
Creditors: Amounts falling due within one year	18	(1,179,188)	(808,020)	(1,142,135)	(753,578)
Net current assets		<u>2,314,096</u>	<u>1,879,455</u>	<u>2,314,096</u>	<u>1,879,454</u>
Net Assets		<u>8,529,096</u>	<u>8,693,783</u>	<u>8,529,096</u>	<u>8,693,783</u>
Represented by:					
Restricted funds	20	5,679,524	6,336,108	5,679,524	6,336,108
Unrestricted funds:					
Designated Funds		60,317	-	60,317	-
General funds	21	2,789,255	2,357,675	2,789,255	2,357,675
Total		<u>8,529,096</u>	<u>8,693,783</u>	<u>8,529,096</u>	<u>8,693,783</u>

The total income of the Charity as an individual entity for the year was £3,530,319 (2023 - £3,202,441) and its net loss was £164,687 (2023 – net loss of £124,159) after depreciation of £704,258 (2023 - £678,686). A statement of financial activities for the Charity as an individual entity is not included using the exemption given in section 408 of the Companies Act 2006.

Approved by the Board of directors on 12 November 2024 and signed on its behalf.

Sir William Atkinson

Chair

Company number 02060996

The notes on pages 25 to 43 form part of the financial statements.

Hackney Empire Limited

Consolidated cash flow statement For the year ended 31 March 2024

	2024		2023	
	£	£	£	£
Reconciliation of net income to cash inflow from operating activities				
Net (expenditure)	(164,687)		(124,160)	
Depreciation	704,258		678,683	
Interest received	(38,539)		(911)	
(Increase) / decrease in Inventory	(3,669)		382	
Decrease / (increase) in debtors	24,902		(193,516)	
Increase / (decrease) in creditors				
excluding cash loans and overdrafts	371,168		(133,282)	
Net cash inflow from operating activities		893,433		227,196
Cash flows from investing activities				
Bank Interest received	29,687		911	
Return on Investment at cost	50,000		-	
Interest received on Investment	8,852		-	
Purchase of Investments	(25,000)		(50,000)	
Deposit into a fixed treasury account	(600,000)		-	
Payments to acquire tangible fixed assets	(129,930)		(215,552)	
		(666,391)		(264,641)
Change in cash and cash equivalents		227,042		(37,445)
Cash at 1 April 2023		2,320,069		2,357,514
Cash at 31 March 2024		2,547,111		2,320,069

Analysis of changes in net debt

	At start of year (2023)	Cash-flows	At end of year (2024)
	£	£	£
Cash	2,320,069	227,042	2,547,111
Total	2,320,069	227,042	2,547,111

The notes on pages 25 to 43 form part of the financial statements.

1 Accounting policies

1.1 Accounting convention

The financial statements have been prepared under the historical cost convention. The accounts (financial statements) have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The Charity constitutes a public benefit entity as defined by FRS 102.

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

1.2 Going concern.

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

1.3 Income

Income from donations and grants, including capital grants, is included in incoming resources when there is entitlement, probability of receipt and the amount can be measured with sufficient reliability, unless the donor has specified that the donation or grant relates to a future period or that certain pre-conditions must be fulfilled before use. In these cases, amounts received are recognised in the relevant period or when the pre-conditions have been met and until then treated as deferred income. Donations and grants for particular purposes are included in incoming resources as restricted funds.

Production Income is included in incoming resources in the period in which the relevant performance takes place. Income related to productions in a subsequent period is treated as deferred income.

All other income is recognised on an accruals basis once the charity is legally entitled to receipt.

All incoming resources are recorded net of VAT.

1.4 Expenditure

Expenditure is included in the Statement of Financial Activities on an accrual basis, inclusive of any VAT which cannot be recovered. Expenditure is recognised when a liability is incurred.

- Costs of raising funds are those costs incurred in attracting voluntary income and those incurred in the operation of trading activities which raise funds.

- Charitable activities include expenditure associated with the operation of the theatre and such directly associated activities as educational programmes. Cost of charitable activities includes both the direct cost of activities and related support costs.
- Support costs include central functions and have been allocated to activity costs on a basis consistent with the use of resources. This is frequently on the basis of staff time spent in each area but other bases such as usage are also employed. Support costs also include Governance costs.
- Governance costs include those incurred in the governance of the Charity and its assets and are primarily associated with constitutional and statutory requirements.

Where performances of a production straddle the balance sheet date, production costs are apportioned in relation to the number of performances falling within each period and the amount relating to performances after the balance sheet date are treated as debtors.

1.5 Tangible fixed assets and depreciation

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

Freehold land	Nil
Freehold buildings	2% straight line
Theatre improvements	over 30 to 10 years straight line
Fixtures, fittings and equipment	from 10% to 33% straight line

Individual fixed assets consisting of more than £1,000 are capitalised at cost.

1.6 Leased assets and obligations

Where assets are financed by leasing agreements that give rights approximating to ownership (finance leases), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the least term. The corresponding leasing commitments are shown as obligations to the lessor.

Finance lease payments are treated as consisting of capital and interest elements, and the interest is charged to the statement of financial activities in proportion to the remaining balance outstanding.

All other leases re operating leases and the annual rentals are charged to the statement of financial activities on a straight-line basis over the lease term.

1.7 Investments

The Statement of Recommended Practice requires investments to be stated at market value. The investments of Hackney Empire Limited consist of one wholly owned subsidiary, Hackney Empire Trading Limited. The company is not quoted, and the directors consider it appropriate to include the investment at cost.

The charity invests in theatrical productions that they consider having social value that contributes to the charity's own objects and these are classed as mixed motive investments. They are accounted for at fair value based on the charity's share of underlying net assets when information is available. When information is not available, they will be accounted for at cost less a provision for impairment. Any movement in fair value is accounted for as an unrealised investment gain or loss in the statement of financial activities.

The Charity has recently placed funds in Treasury Deposits. The placement of these funds is assessed against cash flow by the Finance Committee at each meeting. Fund placement is reviewed when reaching term for each deposit. Current asset investments represent cash deposits and are held at cost. Any income is recognised as it is earned.

1.8 Stock

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equal to net realisable value.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stock over its estimated selling price less costs to complete and sell is recognized as an impairment loss in the statement of financial activities.

1.9 Pensions

The Charity operates a defined contribution scheme for the benefit of its employees. Contributions payables are charged to the Statement of Financial Activities in the year they are payable.

1.10 Foreign currency translation

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. All differences are taken to the Statement of Financial Activities.

1.11 Consolidation

The consolidated financial statements present information about the company and its wholly owned subsidiary Hackney Empire Trading Limited. The consolidation has been performed on a line-by-line basis.

1.12 Fund accounting

Funds received for a purpose specified by the donor are credited to restricted funds. Expenditure incurred on these purposes is then charged to the funds as it is incurred (see note 19). All other income is treated as unrestricted funds. The Trustees have chosen to designate certain funds for specific future expenditure as explained in the Trustees' Report.

1.13 Financial instruments

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

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

Impairment of financial assets

Financial assets, other than those held at fair value through the statement of financial activities, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the statement of financial activities.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the Charity obligations are discharged, cancelled, or they expire.

2 Critical accounting judgements and key sources of estimation uncertainty

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

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

3 Status of company

The company is a registered Charity, limited by guarantee.

As at 31 March 2024, the company has members, who are also directors. The liability of each member on a winding up is limited to a maximum of £1.

Notes to the accounts (continued)
For the year ended 31 March 2024

4 Grants receivable

For the year ended 31 March 2024	Unrestricted Funds £	Restricted Funds £	Total 2024 £
<u>Core funding</u>			
Arts Council England	375,295	-	375,295
Arts Council England-Culture Recovery Fund	-	40,000	40,000
<u>Project Funding</u>			
Alter Ego	-	20,000	20,000
Esmée Fairbairn Foundation	-	40,000	40,000
London Borough of Hackney	-	40,000	40,000
Hackney Community Fund for Panto 2023 – Aladdin	-	2,410	2,410
The Steel Charitable Trust	-	10,000	10,000
The Portal Trust	-	16,298	16,298
Roy Bard Charitable Foundation	-	5,000	5,000
BBC Children in Need	-	10,000	10,000
	<u>375,295</u>	<u>183,708</u>	<u>559,003</u>

For the year ended 31 March 2023	Unrestricted Funds £	Restricted Funds £	Total 2023 £
<u>Core funding</u>			
Arts Council England	375,295	-	375,295
<u>Project Funding</u>			
Arts Council England – Capital Works	-	1,992	1,992
Alter Ego	-	2,750	2,750
Backstage Trust	-	35,000	35,000
Children in Need	-	10,000	10,000
Esmée Fairbairn Foundation	-	23,000	23,000
Goldsmiths Company Charity	-	3,000	3,000
Austin & Hope	-	5,000	5,000
Theatre Trust	-	5,000	5,000
London Borough of Hackney	-	40,000	40,000
Foyle Foundation	-	50,000	50,000
The D'Oyly Carte Charitable Trust	-	4,000	4,000
	<u>375,295</u>	<u>179,742</u>	<u>555,037</u>

Included in Note 4 above are government grants of £40,000 (2023 - £40,000) from London Borough of Hackney.

5 Income from trading activities

	2024	2023
	£	£
Bars and catering income	514,491	314,406
Location and filming income	246,570	306,294
Other income	111,020	86,785
	<u>872,081</u>	<u>707,485</u>

6 Income from theatre operation

	2024	2023
	£	£
Box office	1,098,267	966,739
Theatre hire	674,138	442,787
Merchandise	7,272	55,322
Booking fees	102,198	75,114
Theatre recharges	267,321	250,311
Other income	2,817	6,313
	<u>2,152,013</u>	<u>1,796,586</u>

7 Fundraising costs

	2024	2023
	£	£
Staff costs	18,609	40,077
Fundraising expenses	9,930	5,243
	<u>28,539</u>	<u>45,320</u>

8 Cost of trading activities

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Staff and staff-related costs	247,686	-	247,686
Marketing	129,099	-	129,099
Legal and Professional	5,252	-	5,252
Premises and general running costs	11,018	-	11,018
Overhead/administration costs	38,360	-	38,360
Governance costs	8,027	-	8,027
	<u>439,442</u>	<u>-</u>	<u>439,442</u>

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Staff and staff-related costs	199,536	-	199,536
Marketing	132,196	-	132,196
Legal and Professional	7,875	-	7,875
Premises and general running costs	8,791	-	8,791
Overhead/administration costs	46,409	-	46,409
Governance costs	6,958	-	6,958
	<u>401,765</u>	<u>-</u>	<u>401,765</u>

9 Costs of operation of the theatre

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Staff and staff-related costs	951,173	120,298	1,071,471
Depreciation	51,674	652,584	704,258
Promoters/production costs	834,228	67,410	901,638
Education	-	-	-
Publicity	154,871	-	154,871
Premises and general running costs	698,964	13,000	711,964
Overhead/administrative costs	8,836	-	8,836
Governance costs	97,567	-	97,567
	<u>2,797,312</u>	<u>853,292</u>	<u>3,650,604</u>

Notes to the accounts (continued)
For the year ended 31 March 2024

9 Costs of operation of the theatre (continued)

	Unrestricted Funds	Restricted Funds	Total Funds 2023
	£	£	£
Staff and staff-related costs	1,012,594	51,000	1,063,594
Depreciation	26,856	651,830	678,686
Promoters/production costs	612,909	34,702	647,611
Education	4,918	5,000	9,918
Publicity	164,663	-	164,663
Premises and general running costs	540,771	13,640	554,411
Overhead/administrative costs	6,006	10,000	16,006
Governance costs	80,958	-	80,958
	<u>2,449,675</u>	<u>766,172</u>	<u>3,215,847</u>

10 Net income/(expenditure)

Net income/(expenditure) is stated after charging:

	2024 £	2024 £
Amounts payable to auditors for audit services- current year	21,600	13,090
Amounts payable to auditors - other service	2,550	-
Depreciation	704,258	678,682
Operating lease payments	<u>91,888</u>	<u>101,264</u>

11 People cost

	2024 £	2023 £
Aggregate staff costs are made up as follows:		
Salaries and wages	1,086,827	1,065,457
Social security costs	89,052	85,862
Pension costs	20,535	19,345
Other staff costs	8,312	8,553
Subtotal	<u>1,204,726</u>	<u>1,179,217</u>
Professional Fees*	133,040	123,990
Total	<u>1,337,766</u>	<u>1,303,207</u>

11 People cost (continued)

	2024	2023
	£	£
Fundraising staff costs (note 7)	18,609	40,077
Staff and staff-related costs of operation of the theatre (note 9)	1,319,157	1,063,594
	<u>1,337,766</u>	<u>1,103,671</u>

The number of staff in receipt of total remuneration over £60,000 was:

	2024	2023
	No.	No.
£60,000 - £69,999	-	1
£70,000 - £79,999	1	-

The average number of employees in the year were 17 permanent staff and 41 casuals, compared to 15 permanent and 77 casuals in 2023.

Key management personnel are considered to be the Executive Director and the Artistic Director. The total amount paid to key management personnel in the year was £130,288 (2023: £128,006).

*Professional Fees includes the freelancer and contractor cost for the outsourcing of the finance, marketing and development function, which substitutes the staff costs in these areas for the Charity.

Transactions with Trustees

No payments are made to Trustees for their services as Trustees, nor were any expenses reimbursed to them during the current or preceding period.

No donations were received from the Trustees during the period (2023: £800).

12 Taxation

No charge to corporation tax is expected to arise due to the company's charitable status. The trading subsidiary benefits from a theatrical tax credit received on its production activities.

Notes to the accounts (continued)
For the year ended 31 March 2024

13 Tangible fixed assets

Group and Charity	Restricted Freehold land and buildings £	Unrestricted Theatre improve- ments £	Restricted Theatre improve- ments £	Unrestricted Fixtures fittings and equipment £	Total £
Cost					
At 1 April 2023	222,758	162,543	18,631,141	707,058	19,723,500
Additions	-	73,293	13,000	43,637	129,930
At 31 March 2024	222,758	235,836	18,644,141	750,696	19,853,431
Depreciation					
At 1 April 2023	116,971	6,196	12,227,820	608,186	12,959,172
Charge for the year	4,455	20,591	648,128	31,083	704,257
At 31 March 2024	121,427	26,787	12,875,948	639,269	13,663,430
Net book value					
At 31 March 2024	101,331	209,050	5,768,193	111,427	6,190,000
At 31 March 2023	105,787	156,347	6,403,321	98,873	6,764,328

All assets are in use for charitable purposes. Legal charges exist over the freehold properties to secure the interests of the public bodies, bankers and other lenders funding their purchase and the cost of theatre improvements.

Notes to the accounts (continued)
For the year ended 31 March 2024

14 Investment in subsidiary

	2024 £	2023 £
Investment in subsidiary undertaking	1	1

The Charity holds 100% of the issued ordinary share capital of the following company:

Subsidiary	Country of registration	Class	Shares held
Hackney Empire Trading Limited	England	Ordinary	100%

The principal activities of the subsidiary are to generate commercial income for Hackney Empire Limited and to produce theatrical work on commission. The subsidiary started trading in February 2011. A summary of the results of the subsidiary is set out below.

	2024 £	2023 £
Income	1,907,251	1,672,674
Cost of sales	(1,326,663)	(1,139,758)
Administrative expenses	(440,149)	(401,089)
Profit / (Loss) on ordinary activities before taxation	140,439	131,827
Corporation tax	214,363	186,270
Profit / (Loss) on ordinary activities after taxation	354,802	318,097
Amount gifted to Hackney Empire Limited	(354,802)	(318,097)
Retained profit / (loss)	-	-
Turnover comprised:		
Catering operations	514,492	348,693
Pantomime production	1,031,026	918,464
Location and filming fees	361,733	405,517
	1,907,251	1,672,674

Hackney Empire Limited and the subsidiary have a group VAT registration. Any profit made by the subsidiary is paid under gift aid to Hackney Empire Limited.

Notes to the accounts (continued)
For the year ended 31 March 2024

15 Investment in subsidiary (continued)

The assets and liabilities of the subsidiary were:

	2024 £	2023 £
Fixed Asset	-	-
Current assets	834,767	660,631
Inventory	11,362	7,693
Creditors: amounts falling due within one year	(846,128)	(668,323)
Net assets	1	1
Shareholder's funds	1	1

15 Social Investments:

	2024 £	2023 £
Balance b/f	50,000	-
Return of investment at cost	(50,000)	-
Additions in investment	25,000	50,000
Balance c/f	25,000	50,000
Profit share from Royal Theatre Court	8,852	-
	8,852	-

16 Current Investments:

	2024 £	2023 £
Investment in Treasury deposit maturing after 6 months	600,000	-

Notes to the accounts (continued)
For the year ended 31 March 2024

17 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	49,281	51,591	25,564	45,066
Prepayments and accrued income	70,887	55,047	66,788	51,793
Amounts owed by subsidiary undertaking	-	-	809,073	613,884
Corporation tax	214,643	253,075	-	-
	<u>334,811</u>	<u>359,713</u>	<u>901,425</u>	<u>710,743</u>

Amounts owed by subsidiary undertaking are unsecured, interest free and repayable on demand.

18 Creditors: Amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	265,288	84,811	232,255	79,031
Box office advance seats	459,668	370,547	459,668	370,547
Other taxes and social security	154,068	89,713	151,940	89,038
Other creditors and accruals	300,164	262,949	298,272	214,962
	<u>1,179,188</u>	<u>808,020</u>	<u>1,142,135</u>	<u>753,578</u>

19 Future financial commitments

The group is committed to the total future lease payments:

	2024	2023
	£	£
Land and buildings:		
Within one year	88,000	88,000
Between two and five years	132,000	220,000
Over 5 years	-	-
	<u>220,000</u>	<u>308,000</u>

This represents a 15-year lease over 117 Wilton Way

19 Future financial commitments (continued)

	2024 £	2023 £
Office equipment:		
Within one year	3,240	13,706
Between two and five years	7,560	-
	<u>10,800</u>	<u>13,706</u>

20 Restricted Funds

As at 31 March 2024

Charity and Group	Balance 1 April 2023 £	Incoming resources £	Resources used £	Transfers Between funds £	Balance 31 March 2024 £
Capital					
Freehold property	105,787	-	(4,455)	-	101,332
Capital projects	6,203,321	-	(648,128)	13,000	5,568,193
ACE Capital Works	-	-	-	-	-
Revenue					
Arts Council England- Culture Recovery Fund	-	40,000	(40,000)	-	-
Alter Ego	-	20,000	(20,000)	-	-
BBC CIN	-	10,000	-	-	10,000
Children In Need	10,000	-	(10,000)	-	-
Cockayne grant	13,000	-	(13,000)	-	-
Esmée Fairbairn Foundation	-	40,000	(40,000)	-	-
Hackney Community Fund for Panto 2023 - Aladdin	-	2,410	(2,410)	-	-
London Borough of Hackney	-	40,000	(40,000)	-	-
The Steel Charitable Trust	-	10,000	(10,000)	-	-
The Dóyly Carte Charitable Trust	4,000	-	(4,000)	-	-
The Portal Trust Grant	-	16,298	(16,298)	-	-
Roy Bard Charitable Foundation	-	5,000	(5,000)	-	-
Total restricted funds	<u>6,336,108</u>	<u>183,708</u>	<u>(853,291)</u>	<u>13,000</u>	<u>5,679,525</u>

20 Restricted Funds (continued)

Freehold property

These funds represent resources held in the form of building.

Arts Council England-Culture Recovery Fund

Funding towards the costs outlined in the application submitted to culture recovery fund- grants programme.

Alter Ego

Funding for creative work featuring young artists that have performed over the ten years.

BBC CIN

Funding towards Limitless 2024. To be utilized in July – September 2024.

Children in Need

£10,000 - This is for Limitless for August 2023 – expenditure from June – Sept 2023. £4,000 - Online workshops with Young People during COVID.

Cockayne grant

Hackney Empire Post Covid-19 Capital Improvement Programme.

Esmée Fairbairn Foundation

Funding towards the costs of staffing and artistic development of new models which aim to increase artistic ambition and artist and audience diversity.

Hackney Community Fund for Panto 2023 – Aladdin

Funding towards Panto 2023.

LBH – Service agreement

London Borough of Hackney supported our 'Connecting Young Hackney' and other youth involvement programmes.

Steel Charitable Trust

Funding towards the costs of staffing and artistic development of new models which aim to increase artistic ambition and artist and audience diversity.

The Dóily Carte Charitable Trust

Support towards Young Producers at Hackney Empire.

The Portal Trust Grant

Support towards Young Producers at Hackney Empire.

Roy Bard Charitable Foundation

Funding towards Writer's Room – project culminated 7th February.

20 Restricted Funds (continued)

As at 31 March 2023

Charity and Group	Balance 1 April 2022 £	Incoming resources £	Resources used £	Transfers Between funds £	Balance 31 March 2023 £
Capital					
Freehold property	110,242	-	(4,455)	-	105,787
Capital projects	6,835,040	-	(647,375)	15,656	6,203,321
ACE Capital Works		1,992	-	(1,992)	-
Revenue					
Alter Ego	-	2,750	(2,750)	-	-
Austin & Hope	-	5,000	(5,000)	-	-
Backstage Trust	-	35,000	-	(35,000)	-
Children In Need	4,000	10,000	(4,000)	-	10,000
Cockayne grant	23,000		(8,640)	(1,360)	13,000
Esmée Fairbairn Foundation	-	23,000	(23,000)	-	-
Foyle Foundation	-	50,000	-	(50,000)	-
Goldsmiths Company Charity	-	3,000	(3,000)	-	-
Hackney Empire YOF Grant	5,000	-	(5,000)	-	-
Hello Again	8,750	-	(8,750)	-	-
Impact Funds	38,640		-	(38,640)	-
London Borough of Hackney		40,000	(40,000)	-	-
Theatre Trust	-	5,000	-	-	-
The Churchill Fellowship	9,202	-	(9,202)	-	-
The Dóyly Carte Charitable Trust	-	4,000	-	-	4,000
Total restricted funds	7,033,874	179,742	(766,172)	(111,336)	6,336,108

Notes to the accounts (continued)
For the year ended 31 March 2024

21 Unrestricted funds

As at 31 March 2024

Charity and Group	Balance 1 April 2023 £	Incoming resources and Tax £	Resources used £	Transfers between funds £	Balance 31 March 2024 £
General funds	2,357,675	3,770,189	(3,265,293)	(73,317)	2,789,255
Designated Funds					
Investment in creative project	-	-	-	60,317	60,317
Total unrestricted funds	2,357,675	3,770,189	(3,265,293)	(13,000)	2,849,572

As at 31 March 2023

Charity and Group	Balance 1 April 2022 £	Incoming resources and Tax £	Resources used £	Transfers between funds £	Balance 31 March 2023 £
General funds	1,784,069	3,359,030	(2,896,760)	111,336	2,357,675
Total unrestricted funds	1,784,069	3,359,030	(2,896,760)	111,336	2,357,675

Hackney Empire has allocated £60,317 of designated funds for the "Romeo and Juliet" project, set for 2025.

Notes to the accounts (continued)
For the year ended 31 March 2024

22 Analysis of net assets between funds

As at 31 March 2024

	Tangible Fixed assets £	Investments £	Net current assets £	Total £
Group and Charity				
Restricted funds	5,869,525	-	(190,000)	5,679,525
Designated funds	-	-	60,317	60,317
Unrestricted funds	320,475	25,000	2,443,779	2,789,254
	<u>6,190,000</u>	<u>25,000</u>	<u>2,314,096</u>	<u>8,529,096</u>

As at 31 March 2023

	Tangible Fixed assets £	Investments £	Net current assets £	Total £
Group and Charity				
Restricted funds	6,509,108	-	(173,000)	6,336,108
Designated funds	-	-	-	-
Unrestricted funds	255,220	50,000	2,052,455	2,357,675
	<u>6,764,328</u>	<u>50,000</u>	<u>1,879,455</u>	<u>8,693,783</u>

23 Related party transactions

The Charity has a wholly owned subsidiary company (Hackney Empire Trading Limited (HETL)) of which more details can be found in note 14. A summary of the transactions between the entities is as follows:

	2024 £	2023 £
Fee charged by HETL for producing pantomime	1,031,026	918,464
Recharge of costs by Charity	635,541	544,246
Profits paid to the charity by gift aid	354,151	318,097

At the year-end HETL owed the Charity £809,073.

There were no other related party transactions not disclosed elsewhere in these accounts.

Notes to the accounts (continued)
For the year ended 31 March 2024

24 Comparative consolidated statement of financial activities

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Income from:			
Donations, gifts and legacies	292,483	-	292,483
Grants receivable	375,295	179,742	555,037
Investment income	911	-	911
Income from trading activities	707,485	-	707,485
<i>Income from charitable activities</i>			
Income from running theatre	1,796,586	-	1,796,586
Total income	3,172,760	179,742	3,352,502
Expenditure on:			
<i>Cost of raising funds</i>	45,320	-	45,320
Fundraising costs	401,765	-	401,765
Cost of trading activities			
<i>Charitable activity</i>			
Cost of operation of the theatre	2,449,675	766,172	3,215,847
Total expenditure	2,896,760	766,172	3,662,932
Net income / (expenditure) for the year	276,000	(586,430)	(310,430)
Transfers between funds	111,336	(111,336)	-
Corporation tax	186,270	-	186,270
Net movement in funds	573,606	(697,766)	(124,160)
Opening fund balances as at 1 April 2022	1,784,069	7,033,874	8,817,943
Closing fund balances as at 31 March 2023	2,357,675	6,336,108	8,693,783

